

Legislative
Assembly
of Ontario



Assemblée
législative
de l'Ontario

March 14, 2022

Jeff Bangs
Interim Chair
Laurentian University of Sudbury
935 Ramsey Lake Road
Sudbury, Ontario P3R 2C6

Dear Mr. Bangs,

On behalf of the Standing Committee on Public Accounts, I would like to thank you for the documents requested by the Committee that you have provided to date.

The Committee acknowledges that you have outlined a timeline for the provision of the outstanding non-judicially sealed documents requested of Laurentian University by the Committee, as well as the weekly updates that have been provided on the ongoing progress. Laurentian University's ongoing good-faith cooperation is appreciated.

Appendices 1 and 2 below contain lists of documents that the Committee believes are not judicially sealed documents and which have not yet been provided to the Committee. The Committee would appreciate if you would provide an update on those specific documents.

On behalf of the Committee, I thank you for your cooperation and assistance in this matter. If you require further information, please contact Christopher Tyrell, Clerk of the Committee, at 416-325-3883 or comm-publicaccounts@ola.org.

Sincerely,

A handwritten signature in blue ink, appearing to read "Taras Natyshak".

Taras Natyshak, MPP
Chair of the Committee

Cc. Christopher Tyrell, Clerk of the Committee

Appendix 1

Table 1: PAC Requests with Missing or Incomplete Information

Date of PAC request	PAC Request	Number given by Laurentian	Details of missing documents or areas of incompleteness
10/15/2021 and 11/10/2021	All Board of Governors and Board of Governors Committee and Ad- hoc Committees public and in-camera materials and minutes from January 1, 2010 to present	1	Based on the list of board items identified to OAGO as withheld or redacted for privilege, PAC has not been provided materials related to 30 items. Of these 30 items, 9 are from dates earlier than the January 20,2021 cutoff indicated by Laurentian. See Table 2 below for list of items.
10/15/2021	Emails for Blaine Nicholls	74	No documentation provided to PAC; OAGO understands that board members are generally not provided with Laurentian emails. Mr. Nichols is a former board member. Please confirm if no such documentation exists
10/15/2021	Emails for Martin Bayer	42	No documentation provided to PAC; OAGO understands that board members are generally not provided with Laurentian emails. Mr. Bayer is a Board member. Please confirm if no such documentation exists
10/15/2021	Emails for Maxim Jean-Louis	43	No documentation provided to PAC; OAGO understands that board members are generally not provided with Laurentian emails. Mr. Jean-Louis is a Board member. Please confirm if no such documentation exists

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Date of PAC request	PAC Request	Number given by Laurentian	Details of missing documents or areas of incompleteness
10/15/2021	Emails for Stan Pawlowicz	60	No documentation provided to PAC; OAGO understands that board members are generally not provided with Laurentian emails. Mr. Pawlowicz is a former board member. Please confirm if no such documentation exists
10/15/2021	Documentation and correspondence related to all Laurentian University land purchases, sales and other transactions from January 1, 2010 to present	100	PAC was provided with land agreements and leases, but it does not seem that all documentation and correspondence was provided. Completeness of information unclear.
10/15/2021	All documentation related to “Laurentian 2.0” prepared for of by the In Camera Ad Hoc Committee on Contingency Planning and the Contingency Planning and Sustainability Measures Report	101	No folder or documents provided to PAC identified to be related to this request. In Laurentian’s January 28, 2022 letter to the Committee, this request item is listed as “document-by-document review will probably be necessary”. OAGO has identified at least 3 board items potentially related to this request that have not been provided to the committee (see * in Table 2).
10/15/2021	All business case, justification or other analysis used to inform the creation of new senior administrator positions (Assistant/Associate Vice Presidents and higher) from January 1, 2010 to present	112	No folder or documents provided to PAC related to this request. Based on OAGO’s discussions with Laurentian staff, it is unclear if such business cases, analysis or related documentation exists; however, no information or explanation on this request has been provided to PAC.

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Date of PAC request	PAC Request	Number given by Laurentian	Details of missing documents or areas of incompleteness
10/15/2021	All legal engagement letters and invoices from January 1, 2010 to present	113	PAC has been provided with a number of retainers and invoices for legal services. However, the following has been identified as missing: • PAC has not been provided with most of Stockwoods' invoices for 2016-Oct 2021. PAC has only received Stockwood's 2016 and 2021 retainer agreements, and one invoice from 2016/17. However, according to Laurentian's financial systems, Stockwoods has invoiced Laurentian and been paid 12 times from 2017 to Jan 2022 (including retainer). • PAC has not been provided Thornton Grout Finnigan LLP's retainer.
10/15/2021	Any and all correspondence with Lenczner Slaght LLP, Stockwoods LLP Barristers, Thornton Grout Finnigan LLP and related personnel (including but not limited to all documents, engagement letters, retainer agreements, terms and conditions, invoices, recordings, reports, legal opinions) from January 1, 2010 to present	114	PAC has received email files for the firms listed, but it is unclear as to the completeness of information provided, notably with Stockwoods' emails. For example, the users provided do not include senior administrators, such as the President. Comparatively, emails between Lenczner Slaght LLP and Thornton Grout Finnigan LLP and the President have been provided.

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Date of PAC request	PAC Request	Number given by Laurentian	Details of missing documents or areas of incompleteness
10/15/2021	<u>All</u> information and internal communications regarding actual or potential conflict of interest situations between January 1, 2010 and present	118	Only <u>two documents</u> related to this request have been provided to PAC: - one email from June 2020 between Sara Kunto, internal legal counsel, and Claude Lacroix, former Board Chair; and - a PDF Board orientation manual. The email was between legal counsel and the former board chair related to a conflict of interest on a board item related to Laurentian University Administrative and Professional Staff (LUAPS). It is a conflict for Claude Lacroix, a former Board member who served as Chair and Vice-Chair of the Board and on multiple committees, to be present for, discuss or vote on any matters that directly impacted his spouse, Julie Lacroix, Manager, Staff Relations, Department of Human Resources & Organizational Development). However, the OAGO audit work indicates there were many more instances of this occurring.
10/15/2021	All documentation provided by Laurentian University to Ernst &	123	Emails with EY and a number of Laurentian users have been provided. However, PAC has not received:

Appendix 1

Date of PAC request	PAC Request	Number given by Laurentian	Details of missing documents or areas of incompleteness
	Young (EY) as financial advisor and subsequently monitor, and documentation provided by E&Y to Laurentian University from January 1, 2010 to present, not limited to: • Letters(s) of engagement, statements of work, and terms of reference • Documentation and correspondence for the period of engagement prior to the date of the CCAA filing and after the CCAA filing • Reports and draft reports • Meeting minutes		• Letters(s) of engagement, statements of work, and terms of reference; or • Reports and draft reports While some of this material may be embedded in emails, it has not been provided to the Committee directly, and no explanation on these missing items have been provided to PAC.
10/15/2021	All documentation pertaining to union grievances from January 1, 2010 to present	124	No folder or documents specifically identified by Laurentian as being provided for this item. Some union grievance materials received under folder #113 Legal Engagements, but not comprehensive documentation.
10/15/2021	All international travel expenses related to international student recruitment from January 1, 2010 to present	No number assigned	No folder or documents provided to PAC related to this request. Based on our understanding of the way expenses are tracked at Laurentian, the University may not have

Appendix 1

Date of PAC request	PAC Request	Number given by Laurentian	Details of missing documents or areas of incompleteness
			documentation on this, but no information or explanation has been provided to the Committee.

Appendix 1

Table 2: Known Board Items Missing from Information Provided to PAC

Date	Description of Item	Committee or Board
2017.06.23	IN CAMERA Pkg - Revised Draft ECP - Board Jun.23.17 (EN).pdf	Board of Governors
2019.06.21	IN CAMERA Item 17.2 - Relationship Agreement (EN) - Full Item.pdf	Board of Governors
2020.08.28	FINAL In Camera BoG Pkg Aug.28.2020 (EN).pdf	Board of Governors
2020.10.30	IN CAMERA Item 16.1 - Update on Financial Contingency Planning (EN).pdf*	Board of Governors
2020.12.11	FINAL In Camera BoG Pkg Dec.11.2020 (EN).pdf	Board of Governors
2020.12.11	IN CAMERA Item 5 - Ad Hoc Committee Report - Nov 23_Dec 3_Dec 9_Dec 10 (EN).pdf*	Board of Governors
2021.01.05	FINAL Pkg IN CAMERA Ad Hoc Cttee on Contingency Planning (EN).pdf*	Board of Governors
2021.01.05	LU_BoardMtg_Jan05-21.pdf	Board of Governors
2021.01.25	FINAL Pkg IN CAMERA BoG Jan.25.2021 (EN).pdf	Board of Governors
2021.01.29	IN CAMERA Item 3.1 - Filing - Amended and Restated CCAA Initial Order [Draft_ January 28, 2021].pdf	Board of Governors
2021.01.29	IN CAMERA Item 3.1 - Filing - Initial Affidavit of Robert Hache (CCAA) [DRAFT_ January 28, 2021].pdf	Board of Governors
2021.01.29	IN CAMERA Item 3.1 - Filing - LU Dip Financing Commitment - Execution Version.PDF	Board of Governors
2021.01.29	IN CAMERA Item 3.1 - Filing - Notice of Application [Draft_ January 28, 2021].pdf	Board of Governors
2021.01.29	IN CAMERA Item 3.1 - Filing - Skinny CCAA Initial Order (For Court_ January 28, 2021).pdf	Board of Governors
2021.01.29	IN CAMERA Item 3.1 - LU 2.0 - Laurentian 2.0 doc.pdf	Board of Governors

Appendix 1

Date	Description of Item	Committee or Board
2021.01.29	IN CAMERA Item 3.1 - LU 2.0 - Presentation.pdf	Board of Governors
2021.02.12	FINAL In Camera Pkg BoG Feb.12.2021 (EN).pdf	Board of Governors
2021.03.02	FINAL Pkg In Camera BoG Mar.2.2021 (EN).pdf	Board of Governors
2021.03.26	FINAL In Camera Pkg BoG Mar.26.2021 (EN).pdf	Board of Governors
2021.03.31	FINAL Pkg Joint Finance_Ad Hoc Mtg Mar.31.2021 (EN) - Rev.pdf	Finance Committee
2021.04.05	IN CAMERA Item 3.1-1 - 2021-04-03 - Term Sheet - Pension Term Sheet - LUFU-LUSU and Laurentian Unive	Board of Governors
2021.04.05	IN CAMERA Item 3.1-1 - LUFA Term Sheet - April 4 2021 - to LUFA.pdf	Board of Governors
2021.04.05	IN CAMERA Item 3.1-2 - LUSU Term Sheet - LUSU - Final Agreed By LUSU & University - April 4, 2021.pd	Board of Governors
2021.04.05	IN CAMERA Item 3.1-3 - CCAA Employment Changes for LUAPS and Senior Leaders.pdf	Board of Governors
2021.04.05	IN CAMERA Item 3.1-5 - HU_LU Transition Term Sheet - Huntington Draft - Strictly Confidential - (Apr	Board of Governors
2021.04.19	IN CAMERA Item 3.1 - Laurentian DIP Amendment - April 18 - For Board Approval.pdf	Board of Governors
2021.04.19	IN CAMERA Item 3.1 - LU - Cash Flow Forecast - 2021.04.14.3 - 22 Week Cash Flow Extension.pdf	Board of Governors
2021.05.25	FINAL Pkg In Camera SMRCC May.25.2021 (EN).pdf	Senior Management Review and Compensation Committee

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Date	Description of Item	Committee or Board
2021.05.27	ELECTRONIC VOTE - IN CAMERA Item - Res and Memo - BoG Rep to Pension (EN).pdf	Board of Governors

*Items potentially related to request number 101

Appendix 2

Board Committee	Date of Meeting	Item Identified as missing
Audit	6/22/2012	Agenda and all accompanying meeting materials circulated prior or during the meeting.

Board Committee	Date of Meeting	Item Identified as missing
Executive	3/9/2010	ACTION ITEMS 6. Search Committee for a University Secretary and General Counsel*
Executive		INFORMATION ITEMS 8. President's Items: 8.1 Advocacy for the School of Architecture^
Executive	4/13/2010	INFORMATION ITEMS 8.2 Report on Major Initiatives^
Executive		INFORMATION ITEMS 9.2 June 2010 Board Reception
Executive	6/8/2010	IN CAMERA ACTION ITEMS 9. Staffing Update^
Executive		IN CAMERA ACTION ITEMS 10. Update on recruitment of Chancellor^
Executive		INFORMATION ITEMS 12. President's Items: 12.2 Enrolment Confirmations for 2010-2011^
Executive	11/15/2010	IN CAMERA ACTION ITEMS 9. Labour Relations Update
Executive	12/6/2010	INFORMATION ITEMS 7. President's Items
Executive	1/12/2011	INFORMATION ITEMS 8. President's Items
Executive	4/5/2011	INFORMATION ITEMS 7. President's Items
Executive		INFORMATION ITEMS 8. Quarterly Report on Staff Changes*
Executive		INFORMATION ITEMS 9. Quarterly Report on Accident/Injury*
Executive		IN CAMERA INFORMATION ITEM 11. Labour Relations Update
Executive	5/10/2011	INFORMATION ITEMS 5. Chair's Items
Executive		INFORMATION ITEMS 6. President's Items
Executive		INFORMATION ITEMS 7. Update: 10 year Plan for Programs and Facilities in Barrie

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Board Committee	Date of Meeting	Item Identified as missing
Executive		IN CAMERA INFORMATION ITEM 9. Labour Relations Update
Executive		IN CAMERA INFORMATION ITEM 10. Update: Legal matters
Executive	9/20/2011	INFORMATION ITEMS 8. President's Items: 8.3. Next 50 Campaign^
Executive		INFORMATION ITEMS 8. President's Items: 8.4. Fall enrolment^
Executive		INFORMATION ITEMS 8. President's Items: 8.5. Site for School of Architecture^
Executive		IN CAMERA INFORMATION ITEMS 13. Quarterly Report on Legal Matters*
Executive	1/16/2012	INFORMATION ITEMS 7. President's Items
Executive		IN CAMERA INFORMATION ITEMS 11. Quarterly Legal Report*
Executive	4/4/2012	IN CAMERA INFORMATION ITEMS 12. Quarterly Legal Report*
Executive	5/15/2012	INFORMATION ITEMS 8. President's Items
Executive		IN CAMERA INFORMATION ITEMS 12. Quarterly Legal Report*
Executive	5/28/2013	IN CAMERA INFORMATION ITEMS 15. Correspondence* 16. Quarterly Legal Report*
		IN CAMERA INFORMATION ITEMS 16. Quarterly Legal Report*
Executive	1/28/2014	IN CAMERA INFORMATION ITEM 10. Quarterly Legal Report*
		IN CAMERA INFORMATION ITEM 13. Staffing Update*
Executive	11/25/2014	INFORMATION ITEMS 8. President's Items
Executive		IN CAMERA ACTION ITEMS 10. Applicability of Policy on Tuition Fee Exemption for Staff Members and Dependents*
Executive	5/16/2015	AGENDA - Plus any accompanying meeting materials circulated prior or during the meeting.
Executive	11/24/2015	INFORMATION ITEMS 8.2 Barrie Update

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Board Committee	Date of Meeting	Item Identified as missing
Executive	1/26/2016	INFORMATION ITEMS 7. President's Items
Executive	3/22/2016	INFORMATION ITEMS 8. President's Items
Executive		IN CAMERA INFORMATION ITEMS 11. Update on Barrie^
Executive	5/16/2016	INFORMATION ITEMS 10. President's Items
Executive	3/27/2018	INFORMATION ITEMS 8. President's Items 8.1 IAMGOLD Student Engineering Junction
Executive	9/26/2018	IN CAMERA ACTION ITEMS 13. Appointment of Board Representative to the Ad Hoc Presidential Committee on Freedom of Expression*
Executive	11/26/2018	INFORMATION ITEMS 7. President's Items^
Executive		IN CAMERA INFORMATION ITEMS 11. Exploratory Discussions^
Executive		IN CAMERA INFORMATION ITEMS 13. Financial Distribution Agreement between Laurentian University and the Federated Universities^
Executive	9/24/2019	INFORMATION ITEMS 7. President's Items
Executive	11/26/2019	IN CAMERA ACTION ITEMS 11. Recommendation of the Senior Management Review & Compensation Committee: 11.1 Human Resource Matter^
Executive	1/20/2020	INFORMATION ITEMS 6. President's Items
Executive		INFORMATION ITEMS 7. Strategic Mandate Agreement (SMA) 3 Update*
Executive	3/24/2020	INFORMATION ITEMS 6. President's Items
Executive		INFORMATION ITEMS 7. COVID-19 Update
Executive		INFORMATION ITEMS 8. Strategic Mandate Agreement (SMA) 3 Update*
Executive		IN CAMERA INFORMATION ITEMS 12. Update on Executive Searches
Executive	5/26/2020	INFORMATION ITEMS 7. President's Items

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Board Committee	Date of Meeting	Item Identified as missing
Executive		IN CAMERA INFORMATION ITEMS 6. Financial Contingency Planning^
Executive	9/22/2020	INFORMATION ITEMS 6. President's Items
Executive		IN CAMERA INFORMATION ITEMS 13. LUFA Bargaining Update^
Executive		IN CAMERA INFORMATION ITEMS 14. University Relationships and Federated Partners^
Executive	11/24/2020	INFORMATION ITEMS 8. President's Items: 8.1 2018-2023 Strategic Plan Mid-Term Review
Executive	3/23/2021	IN CAMERA INFORMATION ITEMS 10. Next Chancellor
Executive		IN CAMERA INFORMATION ITEMS 11. Donor Relations Update^
Executive	5/25/2021	INFORMATION ITEMS 7. President's Items
Executive		IN CAMERA INFORMATION ITEMS 10. Donor Relations Update^
Executive		IN CAMERA INFORMATION ITEMS 11. Next Chancellor Update

Board Committee	Date of Meeting	Item Identified as missing
Finance	2/8/2010	ITEM 7. 2010/11 Operating Budget (Power Point Presentation)*
Finance	4/6/2010	ITEM 5. Tuition Fees for 2010/2011^
Finance		ITEM 6. 2010/2011 Budget^
Finance	5/31/2010	INFORMATION ITEMS 8. OSIFA Construction Loan – convert to long term^
Finance	10/4/2010	Agenda and all accompanying meeting materials circulated prior or during the meeting.
Finance	11/29/2010	Agenda and all accompanying meeting materials circulated prior or during the meeting.
Finance	1/31/2011	Agenda and all meeting materials circulated prior or during the meeting.
Finance	4/5/2011	INFORMATION ITEM 6. Update: School of Architecture (Item 7 in minutes)^

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Finance		IN CAMERA INFORMATION ITEM 11. 2011-2012 One-Time Restructuring Fund*
Finance	10/3/2011	IN CAMERA ACTION ITEM 12. School of Architecture Site Acquisition*
Finance	2/6/2012	INFORMATION ITEM 8. Update 2012-2013 Budget Process^
Finance	6/10/2015	IN CAMERA INFORMATION ITEM 11. Barrie Campus^
Finance	6/22/2020	IN CAMERA ACTION ITEM 10. Financial Contingency Planning - In Camera Contingency Planning and Sustainability Measures Report^
Finance	3/31/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting.

Board Committee	Date of Meeting	Item Identified as missing
Nominating	2/3/2014	Agenda and all accompanying meeting materials circulated prior or during the meeting.

Board Committee	Date of Meeting	Item Identified as missing
Property Development & Planning	5/31/2010	IN CAMERA ITEM 6. Rocky Mountain Ranch *
Property Development & Planning	6/17/2010	IN CAMERA ITEM 3. Rocky Mountain Ranch
Property Development & Planning	9/14/2010	ACTION ITEMS 5. New Residence: Exterior colour selection*
Property Development & Planning		INFORMATION ITEMS 7. New Residence
Property Development & Planning		INFORMATION ITEMS 8. Re-cladding of Single Student Residence*
Property Development & Planning	12/6/2010	IN CAMERA INFORMATION ITEM 13. Update: School of Management Building/Welcome Centre
Property Development & Planning	2/16/2011	IN CAMERA INFORMATION ITEMS 6. Update: School of Architecture*

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Board Committee	Date of Meeting	Item Identified as missing
Property Development & Planning	1/22/2014	INFORMATION ITEMS 6. Barrie Campus Project Planning Update*
Property Development & Planning	11/26/2014	INFORMATION ITEM 9. Barrie Site (not on agenda, but in minutes) ^
Property Development & Planning		INFORMATION ITEM 10. Lease Agreement St. Joseph's Health Care (not on agenda, but in minutes) ^
Property Development & Planning	3/25/2015	IN CAMERA ITEM 9. School of Architecture Update (not on agenda but appears in minutes)
Property Development & Planning	1/25/2017	INFORMATION ITEM 7. Information Session - Tendering Process*
Property Development & Planning	3/29/2017	IN CAMERA ITEM 8. Project Status Update - Campus Modernization
Property Development & Planning	12/2/2019	Agenda and all accompanying meeting materials circulated prior or during the meeting
Property Development & Planning		IN CAMERA ITEM 1. Approval of Lease Extension - Willet Green Miller Centre
Property Development & Planning	5/26/2021	MINUTES -- Plus any accompanying meeting materials circulated prior or during the meeting.

Board Committee	Date of Meeting	Item Identified as missing
Bilingualism (Joint)	12/1/2010	AGENDA - Plus any accompanying meeting materials circulated prior or during the meeting.
Bilingualism (Joint)	4/11/2011	MINUTES -- Plus any accompanying meeting materials circulated prior or during the meeting.
Bilingualism (Joint)	9/18/2012	Agenda and all accompanying meeting materials circulated prior or during the meeting
Bilingualism (Joint)		INFORMATION ITEM 7. Work Plan 2012-2013
Bilingualism (Joint)	12/13/2013	INFORMATION ITEM 6. Update Policy on Bilingualism - Detailed Work Plan on the Implementation of the Policy

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Board Committee	Date of Meeting	Item Identified as missing
Bilingualism (Joint)	6/19/2015	Agenda and all accompanying meeting materials circulated prior or during the meeting
Bilingualism (Joint)	12/11/2015	ACTION ITEM 3. Approval of Minutes of the Meeting Held on June 19, 2015^
Bilingualism (Joint)		INFORMATION ITEM 5. Updated Implementation Plan for the Policy on Bilingualism^
Bilingualism (Joint)		INFORMATION ITEM 8. Other Business New French-language programs^
Bilingualism (Joint)	6/17/2016	INFORMATION ITEM 7. Partial designation on Laurentian University Complaints handled and settled
Bilingualism (Joint)		INFORMATION ITEM 6. Policy on Bilingualism Complaints handled and settled

Board Committee	Date of Meeting	Item Identified as missing
Research Ethics Board	11/20/2014	INFORMATION ITEMS 7. Chair's Items a) REB Liaison Committee members review of the TCPS2^

Board Committee	Date of Meeting	Item Identified as missing
Senior Management Review & Compensation	7/1/2010	Agenda and all accompanying meeting materials circulated prior or during the meeting
Senior Management Review & Compensation		MINUTES
Senior Management Review & Compensation	11/15/2010	Agenda and all accompanying meeting materials circulated prior or during the meeting
Senior Management Review & Compensation	5/8/2010	Agenda and all accompanying meeting materials circulated prior or during the meeting
Senior Management Review & Compensation		MINUTES
Senior Management Review & Compensation	6/6/2016	Agenda and all accompanying meeting materials circulated prior or during the meeting

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Board Committee	Date of Meeting	Item Identified as missing
Senior Management Review & Compensation	11/30/2016	MINUTES
Senior Management Review & Compensation	1/18/2017	MINUTES
Senior Management Review & Compensation	1/30/2017	MINUTES
Senior Management Review & Compensation	2/13/2017	MINUTES
Senior Management Review & Compensation	2/28/2017	MINUTES
Senior Management Review & Compensation	3/22/2017	MINUTES
Senior Management Review & Compensation	4/24/2017	MINUTES
Senior Management Review & Compensation	5/1/2017	MINUTES
Senior Management Review & Compensation	5/23/2017	MINUTES
Senior Management Review & Compensation	6/21/2017	MINUTES
Senior Management Review & Compensation	8/17/2017	MINUTES
Senior Management Review & Compensation	9/25/2017	MINUTES
Senior Management Review & Compensation	11/21/2017	MINUTES
Senior Management Review & Compensation	12/13/2017	MINUTES

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Board Committee	Date of Meeting	Item Identified as missing
Senior Management Review & Compensation	2/28/2017	MINUTES
Senior Management Review & Compensation	6/5/2018	MINUTES
Senior Management Review & Compensation	6/15/2018	MINUTES
Senior Management Review & Compensation	2/4/2019	MINUTES
Senior Management Review & Compensation		IN CAMERA INFORMATION ITEM 5. Human Resource Matter - Senior Leadership Transition
Senior Management Review & Compensation	6/11/2019	MINUTES
Senior Management Review & Compensation	11/18/2019	MINUTES
Senior Management Review & Compensation	11/22/2019	MINUTES
Senior Management Review & Compensation	2/4/2020	MINUTES
Senior Management Review & Compensation		IN CAMERA ACTION ITEM 3. Compensation and Merit Adjustments for 2018-2019 3.1 Designated Executives 3.2 Other Presidential Direct Reports (for information only)
Senior Management Review & Compensation	2/13/2020	MINUTES
Senior Management Review & Compensation	5/12/2020	MINUTES
Senior Management Review & Compensation	5/20/2020	MINUTES
Senior Management Review & Compensation	5/26/2020	MINUTES

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Board Committee	Date of Meeting	Item Identified as missing
Senior Management Review & Compensation		IN CAMERA ACTION ITEM 4. Proposed 2020-2021 Presidential Performance Goals
Senior Management Review & Compensation		IN CAMERA ACTION ITEM 5. Performance Review
Senior Management Review & Compensation	6/25/2020	MINUTES
Senior Management Review & Compensation	5/19/2021	MINUTES
Senior Management Review & Compensation	5/25/2021	MINUTES
Senior Management Review & Compensation	6/17/2021	MINUTES

All agenda and board packages for the Staff Relations Committee. The Committee was only provided minutes for this Committee.

Board Committee	Date of Meeting	Item Identified as missing
Staff Relations	2/22/2010	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	6/7/2010	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	9/24/2010	IN CAMERA ITEM 4. LU Negotiations with LUSU Full-time and Part-time Security Guards^
Staff Relations	12/23/2010	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	3/4/2011	IN CAMERA ITEM 4. LU Negotiations with Laurentian University Faculty Association (LUFA)^
Staff Relations	5/26/2011	IN CAMERA ITEM 5. LU Negotiations with Canadian Union of Public Employees (CUPE)*
Staff Relations		IN CAMERA ITEM 6. Strategic Workforce Reductions*
Staff Relations	6/24/2011	Agenda and all accompanying meeting materials circulated prior or during the meeting

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Board Committee	Date of Meeting	Item Identified as missing
Staff Relations		IN CAMERA ITEM 3. LU Negotiations with Laurentian University Faculty Association (LUFA)^
Staff Relations	8/11/2011	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	1/10/2012	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	1/29/2012	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	9/25/2012	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	2/4/2013	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	5/17/2013	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	12/6/2013	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	1/22/2014	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	9/4/2014	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	10/10/2014	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	3/12/2015	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	5/12/2015	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	5/16/2016	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	9/26/2016	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	11/21/2016	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	12/13/2016	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	4/3/2017	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	8/24/2017	Agenda and all accompanying meeting materials circulated prior or during the meeting

Appendix 2

Board Committee	Date of Meeting	Item Identified as missing
Staff Relations	9/18/2017	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	9/22/2017	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	9/27/2017	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	10/6/2017	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	11/29/2017	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	4/15/2019	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	6/12/2019	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	10/3/2019	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	11/18/2019	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	4/15/2020	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	4/24/2020	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	5/25/2020	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	5/29/2020	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	6/19/2020	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	8/24/2020	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	10/19/2020	Agenda and all accompanying meeting materials circulated prior or during the meeting
Staff Relations	1/25/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Joint Staff Relations and Ad-hoc Committee on Contingency Planning	3/30/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting

Appendix 2

Board Committee	Date of Meeting	Item Identified as missing
Joint Staff Relations and Ad-hoc Committee on Contingency Planning	4/5/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting.
Staff Relations	6/1/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting

All agenda and board packages for the Ad-hoc Committee on Contingency Planning. The Committee was only provided minutes for this Committee.

Board Committee	Date of Meeting	Item Identified as missing
Ad-hoc Committee on Contingency Planning	11/23/2020	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	12/3/2020	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	12/9/2020	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	12/10/2020	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	12/15/2020	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	1/4/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	1/11/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	1/12/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	1/19/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting

Appendix 2

Board Committee	Date of Meeting	Item Identified as missing
Ad-hoc Committee on Contingency Planning	1/24/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	1/26/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	1/29/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	2/11/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	2/22/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	3/1/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	3/23/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	3/25/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	3/30/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	3/31/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	4/5/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	4/18/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	5/13/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	6/30/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting

Appendix 2

Board Committee	Date of Meeting	Item Identified as missing
Ad-hoc Committee on Contingency Planning	7/5/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	8/18/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting
Ad-hoc Committee on Contingency Planning	9/17/2021	Agenda and all accompanying meeting materials circulated prior or during the meeting

* Agenda indicates that “material will be provided at the meeting for items marked”.

** Agenda indicates that “material will be attached separately”.

^ Minutes indicate that material was either provided at the meeting or circulated in advance of the meeting.