



Board of Directors Annual Planning Cycle and Submission Schedule

To do its work consistent with Roles and Responsibilities of the Board, the Board and its committees will operate with an annual work plan as outlined in this document. This document is a guide for planning purposes and will outline the requirements when preparing items to be presented at a Board or Committee meeting.

Preparing Information and Action Items

For consideration by the Board or a Board Committee: Agendas are developed well in advance of a meeting. Please advise the Corporate Secretary at least two weeks prior to the Board Committee meeting (or more) prior to the date of desired consideration to request that an item be included on an agenda. Please refer to the planning cycle for regularly scheduled items. For any items not on the cycle, please give as much notice as possible.

Once an item has been scheduled for the Board or a committee agenda, it is the responsibility of the item owner to meet the deadlines for final submission of materials established by the dates identified in the planning cycle.

Items should be fully reviewed within the portfolio/unit and through the appropriate Committee, Management Group or Executive Group before submission and include all clean and track change versions as well as a completed briefing note or report. The Dean, President & CEO, Chair or Secretary, may require earlier deadlines or submission prior to the dates given in the document below.

Meeting time should be devoted to discussion of pre-distributed items rather than to content delivery. Directors review all materials prior to meetings. Your item should therefore provide all relevant background. It may deliver this information in the form of an action-briefing template or an appended report. This report can take the form of a narrative or a slide deck for chart-heavy items. The goal is to effectively deliver all relevant information to the Board for review prior to the meeting.

All materials are delivered electronically. Your presentation during the meeting should offer highlights or critical points of your topic and elicit questions from the Board.

Note: Under extenuating circumstances, reports or items may be submitted after the deadline, however only upon written confirmation by the Chair of the Committee or Board.

Note: If an item that is expected to come to the Board multiple times during the course of the project, please maintain consistency of name and format or identify any changes in the corresponding documents.

Please be considerate of the time it will take to study the materials you intend to provide. Include enough information for Directors to identify the core issues, but do not overextend. All attachments should be tied directly to the objective of your presentation. If, during the presentation, the Board or Committee requests additional information, the Governance Office will work with you and be the conduit for follow up.

Planning Cycle and Submission Schedule

BOARD MEETING & ANNUAL MEETING OF MEMBERS

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
September 19, 2019	September 6, 2019	One Week Prior
Confirmation of Attendance for the Members (Chair/Vice Chair of the Respective University Boards) is required.		
<ul style="list-style-type: none"> • Approval of the Appointments of the Officers of the Corporation and the Directors (Governance Cmt) 		
<ul style="list-style-type: none"> • Confirmation of Committee Membership and Appointment of Chair and Vice Chairs 		
<ul style="list-style-type: none"> • Receipt and Confirmation of Dean-CEO's Annual Evaluation (Executive Cmt) 		
<ul style="list-style-type: none"> • Confirmation of the Abbreviated Process for the Annual Review • Review and approval of Performance Goals 2019-2020 (Executive Cmt) (COO) <ol style="list-style-type: none"> 1. Transition as the new Dean, President and CEO 2. Cultivating Northern Ontario Relationships with an emphasis on Indigenous Communities 3. Advancing External and Government Relations for Growth and Sustainability 4. Consultation and Development work on the new Strategic Plan 5. Completing UME Accreditation and IQAP 		
<ul style="list-style-type: none"> • Review audited financial statements, the auditor's report and appointment of auditors (FARM Cmt) 		
<ul style="list-style-type: none"> • Review and Approval of Human Rights and Anti Discrimination Policy (HR/COO) 		
<ul style="list-style-type: none"> • Report of the Dean, President and CEO <ul style="list-style-type: none"> ○ Accreditation Update ○ Engagement Report ○ Strengthening our Relations Report 		

Committee Cycle – September to December 2019

Board Executive Committee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
October 23, 2019	October 9, 2019	One Week Prior
<ul style="list-style-type: none"> • Status report on the NOSM Performance Goals (COO) • Review and Report on the strategic plan including the timelines, the presentations and develop mechanisms for the Board to participate in the periodic in-depth reviews and revisions • Meeting Planning <ul style="list-style-type: none"> ○ November program <ul style="list-style-type: none"> ▪ Presentations, tours, logistics • Planning Cycle <ul style="list-style-type: none"> ○ Develop and propose to the Board approval of a work plan for the Board each year • Collective Agreements/Agreements <ul style="list-style-type: none"> ○ OPSEU Collective Agreement – Staff Unit #2 <u>May 1, 2016 to April 30, 2020</u> (COO) ○ Receive updates on the Agreement that outlines the relationship between Lakehead University, Laurentian University and the Board. (if required) • Dean, President and CEO Report <ul style="list-style-type: none"> ○ reports on executive priorities, and on the development of the leadership team 		

Finance, Audit and Risk Management Committee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
November 11, 2019	October 28, 2019	Times may vary based on fiscal schedule
<ul style="list-style-type: none"> • Review of Terms of Reference for Committee (edits to titles) <ul style="list-style-type: none"> ○ Confirm Committee Membership/Appoint Vice Chair • Follow up/Review of the Management Response letter to the Auditors (FARM Committee) [if not presented earlier] • Review / Feedback to November Board Sessions • Review and Feedback on End of Year Survey • Policy review <ul style="list-style-type: none"> ○ Occupational Health and Safety Policy (Annual requirement) (Administration/facilities) • Joint Benefits Committee report (COO) <ul style="list-style-type: none"> ○ Membership update / report 		

Governance Committee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
November 8, 2019	October 23, 2019	One Week Prior
<ul style="list-style-type: none"> • Review and Feedback on end of year Survey • Periodically review the Board's committee structure and recommend approval of any changes • From time to time, review and recommend approval of good governance practices to the Board • Directors Recruitment – criteria and direction for NCR subcommittee <ul style="list-style-type: none"> ○ Review and recommend individuals for re-appointment to the Board, as required. • Conduct exit interviews for retiring members of the Board/Set plan for current year • Policy review/Update <ul style="list-style-type: none"> ○ Occupational Health and Safety Policy (Annual requirement) (COO) ○ Naming Policy (Advancement) ○ Workplace Violence Policy (HR) ○ Human Rights and Anti Discrimination Policy – Training or Follow Up (HR) • Nominations Community Relations subcommittee report 		

Nominating and Community Relations subcommittee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
November 13, 2019	October 30, 2019	One Week Prior
<ul style="list-style-type: none"> • Review and recommendations to online application form (new) and review of skillset if required • Annually update the membership skills needed by the Board, completing the Board skills assessment matrix and make recommendations to the Governance Committee. • Review and plan for Community Engagement/Social Accountability • Directors Recruitment – criteria and direction from Governance Committee • Confirm application review panel and timelines 		

Board Meeting Face to Face – November 27 & 28, 2019

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
November 27 & 28, 2019	November 11, 2019	One Week Prior
<ul style="list-style-type: none"> • Sessions/Workshops on Social Accountability (Dean) 		
<ul style="list-style-type: none"> • Sessions/Workshop on Strategic Plan (Dean/COO/Planning and Risk) 		
<ul style="list-style-type: none"> • Dean, President and CEO Check-In (Annual Review Committee) 		
Board Meeting Items		
<ul style="list-style-type: none"> • Approval of Finance Report and Variance Analysis 		
<ul style="list-style-type: none"> • Budget Committee Status Report 		
<ul style="list-style-type: none"> • Policy review/Update <ul style="list-style-type: none"> ○ Occupational Health and Safety Policy (Annual requirement) (COO) ○ Naming Policy (Advancement) ○ Workplace Violence Policy (HR) ○ Human Rights and Anti Discrimination Policy – Training or Follow Up (HR) 		
<ul style="list-style-type: none"> • Dean-CEO Report and update 		
<ul style="list-style-type: none"> • Academic Council Report 		
<ul style="list-style-type: none"> • Community Report/Communications Presentation, if required (Communications) 		

Committee Cycle – January to March 2020

Board Executive Committee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
March 9, 2020	February 24, 2019	One Week Prior
<ul style="list-style-type: none"> • Review of Annual Meeting Schedule (Governance Office – Board Executive) • Report and Update on the Strategic Plan • Status report on the NOSM Performance Goals (COO) • Succession Plan report (COO) • NOSM Advancement and Alumni Report <ul style="list-style-type: none"> ○ Update on naming policy • Appoint members of the Annual Review Committee/Set plan • Retreat preplanning (Board Executive) • Report of the Dean, President and CEO • Receive and approval of Board Appointments <ul style="list-style-type: none"> ○ Professor Honorarius/Emeritus-Faculty Affairs • Collective Agreements/Agreements <ul style="list-style-type: none"> ○ OPSEU Collective Agreement – Staff Unit #2 <u>May 1, 2016 to April 30, 2020</u> (COO) ○ Receive updates on the Agreement that outlines the relationship between Lakehead University, Laurentian University and the Board. (if required) 		

Finance, Audit and Risk Management Committee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
March 11, 2020	February 26, 2020	Times may vary based on fiscal schedule
<ul style="list-style-type: none"> • Annual Report from the Awards Committee • Budget process update and preliminary review (FARM Committee) • Report on Risk Management (Risk and Planning) <ul style="list-style-type: none"> ○ Review the strategies and practices for assessing, managing, preventing and mitigating risks • DC Pension Committee report update/ Benefits Review (if any) <ul style="list-style-type: none"> ○ Review of Terms of Reference/Membership • Investment Committee report • Policies 		

○ Naming policy (identify if needed in cycle or other) (COO)
○ Delegation of signing authorities/signing authorities document [require further updates]
○ Investment Policy (review 2019November)

Governance Committee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
February 11, 2020	January 28, 2020	One Week Prior
<ul style="list-style-type: none"> • Review of Terms of Reference for Committee • Preparations for workshops or sessions at May retreat • Review of Policies <ul style="list-style-type: none"> ○ Update and progress report on Procedures and Training • Climate Change and Health Task Force Update (Governance) • Review of attendance and policies • Nominations Community Relations subcommittee report <ul style="list-style-type: none"> ○ Recruitment ○ Vacancies ○ Community Relations 		

Nominating and Community Relations subcommittee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
January 15, 2020	January 6, 2020	One Week Prior
<ul style="list-style-type: none"> • Launch of Media / Call for applications to fill vacancies for next year • Review of recruitment plan, vacancies (Nominating and Community Relations subcommittee) • Meeting to Shortlist candidates – prepare for interviews • Community Relations/Social Accountability Project • Guideline for the Nomination of Directors (tasked from November Governance Cmt meeting) 		

Board Meeting March 20, 2020

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
March 20, 2020	March 4, 2020	One Week Prior
<ul style="list-style-type: none"> • Approve Finance Report and Variance Analysis • Approval of the Annual Meeting Schedule (Executive Committee) • Advancement and Alumni Report • Budget process update and preliminary review (FARM Committee) • Status Report – Recruitment process (Governance/NCR) • Policy Review and Approval • Approval of Board Appointments (Professor Honorarius/Emeritus) • Report of the Dean, President & CEO • Report and Update on the Strategic Plan (draft outline/plan) (Dean/COO/Planning & Risk) 		

Committee Cycle – March – May 2020

Board Executive Committee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
April 15, 2020	March 30, 2020	One Week Prior
<ul style="list-style-type: none"> • Status report on the NOSM Performance Goals – current year (COO) • Report and Update on the Strategic Plan and Draft of May presentation to the Board • Review & Input Retreat agenda and program (Executive Committee) • NORMED Business Arm Update (COO) • Dean, President & CEO Annual Review/Committee Plan • Collective Agreements/Agreements <ul style="list-style-type: none"> ○ OPSEU Collective Agreement – Staff Unit #2 <u>May 1, 2016 to April 30, 2020</u> (COO) ○ Receive updates on the Agreement that outlines the relationship between Lakehead University, Laurentian University and the Board. (if required) • Report of the Dean, President and CEO 		

Finance, Audit and Risk Management Committee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
April 22, 2020	April 6, 2020	Times may vary based on fiscal schedule
<ul style="list-style-type: none"> • Financial reports and Budget Development Review (Farm Committee) • Review of and recommend annual operating budget (FARM Committee) • Economic Increase projection/motion • Risk Management Quarterly Update • Advancement and Awards Committee report • DC Pension Committee report and Financials • Investment Committee report • Joint Benefits Committee Report 		

Governance Committee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
April 24, 2020	April 8, 2020	One Week Prior
<ul style="list-style-type: none"> • Board Annual Review (Governance Committee) • Review and recommendations to policy changes (noting changes to by-law if any) • Review and confirm the slate of candidates for vacancies on the Board from the NCR Committee <ul style="list-style-type: none"> ○ Initiate and oversee the process for Chair and Vice-Chair succession • Climate Change and Health Task Force Update (Governance) • Review of Policies <ul style="list-style-type: none"> ○ Update and progress report on Procedures and Training • Develop process and timing for end of year Survey for Directors (before/after May meeting) 		

Nominating and Community Relations subcommittee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
April 8, 2020	*Results from April 3 & 3 interviews	One Week Prior
<ul style="list-style-type: none"> • Interview days on shortlisted candidates • Review and confirmation of new Directors and remaining vacancies (Nominating and Community Relations sub Committee) 		

Board Meeting – Annual Retreat – May 13 & 14, 2020

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
May 13 & 14, 2020	April 27, 2020	One Week Prior
<ul style="list-style-type: none"> • Approval Finance Report and Variance Analysis • Approval of Operating Budget for Upcoming Year/Report • Operational Plan Annual Report • Succession Plan Update [closed meeting item] • NOSMs Performance Goals / Strategic Plan • Advancement Report (Advancement) • DC Pension Financial Statements approval • Economic Increase recommendation (if any) • Community Report/Communications Presentation (Communications) • Appointment/Reappointment of Directors and report (Governance/NCR) • Bylaw review and changes (if any) • Policy Review and Approval • Climate Change and Health Task Force Update (Governance) • Portfolio Updates or Reports • Approval of the 2020-2025 Strategic Plan and Presentation to the Board (Dean/COO/Planning & Risk) • Report of the Dean, President & CEO • Receive updates on the Performance Goals. Review and report to the Board on the performance review plan and make recommendations to the Board regarding the annual performance review if required. 		

Committee Cycle – May to September 2020 *Board is in recess July and August

Board Executive Committee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
June 30, 2020	June 16, 2020	One Week Prior
<ul style="list-style-type: none"> Final committee meetings (if required) Annual Dean, President and CEO Annual Review and Evaluation (Review Committee) Review of planning cycle / review work plan for next year Status report on the Performance Goals – current year (COO) Report and Update on the Strategic Plan Report of the Dean, President and CEO 		

Finance, Audit and Risk Management Committee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
June 2020?		Times may vary based on fiscal schedule
FARM does not normally have a May or June meeting.		
<ul style="list-style-type: none"> Final committee meetings (if required) Risk Management Update Economic Increase recommendation (if any) 		

Nominating and Community Relations subcommittee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
June 10, 2020	May 29, 2020	One Week Prior
<ul style="list-style-type: none"> Confirm membership for next year Community Relations and Social Accountability Review work plan for next year 		

Governance Committee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
June 12, 2020	May 27, 2020	One Week Prior
<ul style="list-style-type: none"> • Final committee meetings (if required) • Annual Review of Board Goals • Annual Board Evaluation and Skills matrix check up • Plan exit interviews for retiring members of the Board • Review composition of standing committees and, using the Board members' declared preferences (if available), recommend to the Board approval of the annual assignment of Board members to committees. • From time to time, review and recommend approval of good governance practices to the Board • Mentoring Program <ul style="list-style-type: none"> ○ Connect mentors with new directors/check-in over the summer ○ Periodically review mentoring process for improvements • Review of Policies and Bring Forward Items • Launch Survey (if required) 		

Board Executive Committee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
To be determined	To be determined	One Week Prior
<ul style="list-style-type: none"> • Review and approval of NOSMs Performance Goals 2018-2019 (Review and Approval by Dean's Review Committee) (COO) • Executive Compensation Report Update (COO) • Financial Sustainability Update (COO) • Report of the Dean, President & CEO • Review and approval of the Dean-CEO's Annual Performance Goals / Approval in principle of Annual Performance Process (Board Executive Committee/Dean's Review Committee) • Board Annual Survey (discussion) • Meeting Schedule Planning <ul style="list-style-type: none"> ○ November face to face session topics, tours miscellaneous planning details 		

Finance, Audit and Risk Management Committee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
September 9, 2020	August 31, 2020	Times may vary based on fiscal schedule
<ul style="list-style-type: none"> • Review audited financial statements, the auditor’s report and recommend the appointment of the auditor (FARM Committee) • Review of the Management Response letter to the Auditors (FARM Committee) • Review Restricted Assets (if any) (FARM Committee) • DC Pension Committee Update and Report <ul style="list-style-type: none"> ○ Review membership and appointments ○ Open Request for Volunteer – Board Appointed Member • Policies for approval [if any] 		

Governance Committee

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
To be determined	To be determined	One Week Prior
<ul style="list-style-type: none"> • Review and provide report on End of Year Board Survey • Review and recommendations to policies (if any) • Review and approve the Committee membership with appointment of Chair and Vice Chairs <ul style="list-style-type: none"> ○ recommendations for community members • Update on Appointments to the TBRI • Work plan development • Exit Interview preparation • Mentor and Mentee check in 		

Annual Meeting of Members and Directors Meeting

Date of Meeting	Items due to Secretary <i>*In final format per Preparing Information and Action Items</i>	Agenda Package Sent
September 30, 2020	September 14, 2020	One Week Prior
Confirmation of Attendance for the Members (Chair/Vice Chair of the Respective University Boards) is required.		
<ul style="list-style-type: none"> • Approval of Board Goals and Annual Planning Cycle (Executive Cmt) 		
<ul style="list-style-type: none"> • Approval of the Appointments of the Officers of the Corporation and the Directors (Governance Cmt) 		
<ul style="list-style-type: none"> • Confirmation of Committee Membership and Appointment of Chair and Vice Chairs 		
<ul style="list-style-type: none"> • Receipt and Confirmation of Dean-CEO's Annual Evaluation (Executive Cmt) 		
<ul style="list-style-type: none"> • Review audited financial statements, the auditor's report and appointment of auditors (FARM Cmt) 		
<ul style="list-style-type: none"> • Review and approval of NOSMs Performance Goals 2018-2019 (Review and Approval by Dean's Review Committee) (COO) 		
<ul style="list-style-type: none"> • Review audited financial statements, the auditor's report and appointment of auditors (FARM Cmt) 		
<ul style="list-style-type: none"> • Review and Approval of Policies (Governance Cmt) 		
<ul style="list-style-type: none"> • Review and Approval of Bylaw changes (if applicable) (Governance Cmt) 		
<ul style="list-style-type: none"> • Report of the Dean, President & CEO 		
<ul style="list-style-type: none"> • Update and Report on 2020-2025 Strategic Plan Implementation and Communication (Dean/COO/Planning & Risk) 		