

# Supporting Northern Ontario's Students, Communities and Higher Learning

Submission to the Standing Committee on General Government on Bill 276: Supporting  
Recovery and Competitiveness Act, 2021

Council of Ontario Universities

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## Supporting Northern Ontario's Students, Communities and Higher Learning

### Summary

With a shared goal of supporting social and economic development in Ontario's Northern regions, delivering high-quality health-care services and providing students with an enriching education, Ontario's universities welcome the opportunity to participate in the Standing Committee on General Government consultations regarding Bill 276 – Supporting Recovery and Competitiveness Act, 2021.

Ontario's universities are highlighting a number of critical issues in Bill 276 that would undermine Northern autonomy, quality assurance and financial sustainability. If the government wishes to proceed with the two standalone institutions, then the Council of Ontario Universities (COU) proposes a number of changes to the Bill to mitigate against these impacts and allow the province to strengthen French-language university education in the North, as well as expand medical education to communities throughout Northern Ontario.

### Key Issues in Bill 276 (Schedules 16 and 28)<sup>1</sup>

While COU supports the government's objectives to expand access to Francophone and physician education, the government's unprecedented approach to establish the Northern Ontario School of Medicine (NOSM) University and Université de Hearst (Hearst) as government-controlled institutions raises fundamental concerns that undermine the objectives of the Bill. These concerns include:

- 1. Reduced Northern Autonomy:** On a fundamental issue, the Bill creates an act for a new NOSM University and another for Hearst. However, all details including the mission of the universities and structure and role of their Boards and governing bodies (e.g., Senates) are determined by regulation, not legislation – unlike all other 20 publicly assisted universities in Ontario. This gives the government significant control of these institutions and undermines their independence as universities. This loss of autonomy threatens the ability of these institutions to determine what is in the best interests of Northern communities and creates institutions that are not truly independent in nature.
- 2. Challenges to Accreditation and Quality Assurance:** NOSM has been highly successful in delivering medical education in Northern Ontario with the necessary accreditation and quality assurance being secured through its existing partnerships with Northern Ontario universities.

While COU supports NOSM expanding operations throughout Northern Ontario, it is troubling that the government would initiate action that could undermine the accreditation status of NOSM's programs and the established quality assurance processes of both NOSM and Hearst. This could have significant consequences to students currently enrolled in the schools, as well as future students who want to make Northern Ontario their home. We believe that given the other disruptions occurring in Northern Ontario at the moment, the government should not put the future of these students at risk,

<sup>1</sup> The Council of Ontario Universities' written submission is commenting on Schedules 16 and 28 of Bill 276 and is not offering any commentary on any other parts of the Bill.

especially when other more cost-effective ways are available to meet these goals, which are recommended in this submission.

- 3. Increased Financial Challenges:** We support the government's continued drive for greater efficiencies and better value for taxpayer money. Unfortunately, in its quest to create a separate French-language university and a medical university, the government's proposal will add more red tape, duplication and higher costs to government, to institutions themselves and to the sector.

We believe that by ensuring these two new institutions can continue to partner on the shared services and programming with other Ontario universities, some of these additional costs to the system will be mitigated and the government can better support these institutions without creating greater financial instability in the North or potentially disrupting the student experience. The last thing Northern Ontario needs is greater financial uncertainty for its students, communities and institutions.

- 4. Lack of Consultation and Due Process:** Ontario's universities are steadfastly committed to working with government, business and community stakeholders in fighting the pandemic and growing the economy. We are stronger and more effective when we work together. It is troubling to see the government introduce fundamental changes in Bill 276 without consultation and due process. The government, working with the Standing Committee on General Government, has the opportunity to support Northern Ontario without undermining institutions' autonomy, accreditation and quality assurance.

## Summary of Recommendations

Ontario's universities are committed to working with the Standing Committee to strengthen the Bill in a way that does not destabilize student learning, communities and Northern institutions. Our proposed amendments aim to ensure universities continue to support the social and economic needs of Northern Ontario. Further, they will provide Northern communities with greater confidence that their institutions will continue to deliver high-quality programming to students and contribute to regional economic development.

As such, COU recommends the applicable schedules of Bill 276 be amended as follows (see Appendix for proposed amendments):

- The creation of the ***Northern Ontario School of Medicine Act, 2021*** by removing all regulation-making powers in Schedule 16 and replacing them with comprehensive standalone legislation similar to other Ontario university Acts (see **Appendix A1**), with a clear legislative mission NOSM:
  - Shall offer degrees as an affiliate of Laurentian University and Lakehead University; and
  - May enter into partnerships to expand operations in communities throughout Northern Ontario by partnering as an affiliate of other Ontario universities to offer medical or related degrees on behalf of NOSM.
- The creation of ***Université de Hearst Act, 2021*** as an autonomous degree-granting French-language university by removing all regulation-making powers in Schedule 28 and replacing them with comprehensive standalone legislation similar to other Ontario university Acts (see **Appendix A2**), with a clear mission to:

- Foster French-language education in Northern Ontario; and
- Continue to partner with partner universities to reduce costs and enhance quality assurance.

These amendments will enhance Bill 276 and protect the independence and autonomy of important Northern Ontario institutions, while helping ensure both institutions maintain high standards for quality assurance and NOSM maintains its high standards for accreditation.

## Supporting Northern Autonomy and Academic Excellence

In short, the current draft of the Bill has the potential to:

- Diminish the autonomy of NOSM and Hearst, creating a two-tier university system
- Create further financial challenges in the North
- Impact student success
- Increase costs to taxpayers and the sector
- Increase red tape and duplication

## Ensuring Proper Structure

Virtually all of Ontario's universities have been created through comprehensive standalone legislation. This process ensures universities are established in full view of the public, members of the legislature and other academic institutions in Ontario and across the globe. This structure has helped contribute to Ontario's postsecondary education system being globally recognized.

These comprehensive legislative acts establish that universities be governed by an independent governing body (e.g., a Senate) and Board of Governors and their programs be approved through an independent quality assurance process. In the case of medical schools, further quality assurance is provided through accreditation by both Canadian and American regulatory bodies.

As autonomous and accountable institutions with the proper governance structure and robust policies in place, Ontario's universities are able to provide strong stewardship of public sector dollars, transparency and accountability to student success, community development and innovation that drives regional economic development.

Establishing NOSM and Hearst through comprehensive standalone legislation will help ensure they have the autonomy to determine the programs and partnerships offered are based on student demand, Northern needs and community opportunities for economic growth.

It is this autonomy and accountability of Ontario's institutions that has helped the province develop one of the most highly educated workforces in the world, attract billions of dollars in donations and investments and become a global leader in research and innovation.

## Strengthening the Establishment of NOSM and Hearst

There is currently no precedent in Canada for establishing the governance and structure of a university through regulation. The reason for this is that regulations make their objects much more vulnerable to sudden changes and political interference.

Without the same autonomy afforded to other universities, institutions established through regulation are likely to be perceived as government-controlled and less stable. This would be extremely harmful to their development and could reinforce the view that government perpetuates geographic inequities in the province at the expense of Northern Ontario.

Without consultation with the sector or clear definition around the carefully constructed governance structure of universities, their Boards and governing bodies, Ontario's universities are deeply concerned the government's proposed Bill 276 will jeopardize NOSM's and Hearst's future success as part of an evolving landscape for French-language universities in Ontario.

## **Risks and Impacts to Student Success**

Our proposed amendments to Bill 276 best serve the students currently enrolled at NOSM and Hearst, as they support an independent and rigorous quality assurance process that could ensure their degrees meet the same rigorous standards as all other Ontario universities and medical programs.

### ***Importance of Accreditation to Medical School***

Without proper structure and a relationship with founding partners, the accreditation for NOSM's medical program will be in question, which may have significant consequences to both current and future students.

Accreditation provides a mechanism to ensure a given school meets certain prescribed standards in the provision of its programs. For medical education in particular, the standards have been developed and accepted by medical educators, the Canadian Medical Association (CMA), the Association of Faculties of Medicine of Canada (AFMC), the American Medical Association (AMA) and the Association of American Medical Colleges (AAMC). The uniform standards are applied to all medical schools in the United States and Canada.

Current accreditation for NOSM's programming is based on its affiliation with existing partners. Any material change or withdrawal of existing services will need to be reviewed by the accreditation authorities, which could result in NOSM's medical degree program undergoing accreditation again.

Given all the uncertainties Northern communities are currently facing, we strongly advise the government against putting NOSM and its students at risk. Such a possibility is not theoretical as other universities in Canada have been put on probation subject to remedial action.<sup>2</sup> In fact, even with our proposed amendments to Bill 276, the government should not proclaim the Bill until all accreditation and quality assurances have been received.

However, COU does support NOSM exploring new programming throughout Northern Ontario in partnership with other Ontario universities and communities. The needs of these regions can be addressed without putting the accreditation of medical programming at risk.

<sup>2</sup> A medical school on probation may experience challenges recruiting students and ensuring residents find clinical placements thereby creating instability and uncertainty for their future.

### ***Need for Continued Quality Assurance***

Primary responsibility for quality assurance of all undergraduate and graduate programs offered by Ontario's universities rests with the institutions themselves.

However, the universities have vested final authority for decisions concerning all aspects of quality assurance in the Ontario Universities Council on Quality Assurance (the Quality Council). This independent oversight is provided through Ontario's Quality Assurance Framework, which establishes rigorous protocols to support the approval and implementation of new programs and the ongoing review and renewal of existing programs – ensuring students continue to be provided with a high-quality education.

The Quality Assurance Framework was recently reviewed and validated by an independent panel of international experts. As such, the process for assuring the integrity and reputation of degrees from Ontario's universities is globally recognized and in line with international best practices.

For medical schools in particular, excellence is due to the fact that medical schools in Canada are all part of comprehensive research and academic universities, which benefits their access to research and science and supports their governance and quality control. As part of these universities, medical schools are able to work with other disciplines, such as humanities and health behavioural sciences, that recognize the full extent of the human condition – critically important in patient centred-care and interdisciplinary learning.

Completely separating both NOSM and Hearst from their partner universities could impact their access to shared services and resources, potentially undermining the quality of existing programs, student access to these services and resources, as well as student training opportunities and access to other disciplines.

Maintaining current relationships with existing partners and leveraging their strengths, while expanding NOSM into more communities in Northern Ontario will help NOSM and Hearst achieve their objectives in more cost-effective ways.

In addition, since degree-granting in both the cases of NOSM and Hearst is currently provided by university partners, neither institution has developed its own Institutional Quality Assurance Process (IQAP). The IQAP for each institution is based on the Quality Assurance Framework, as well as the institution's local needs, and is approved by the Quality Council in order to ensure it meets the minimum requirements of the Framework.

Rather than develop their own IQAP, NOSM and Hearst have benefited from their partners managing, on their behalf, the rigorous processes and protocols that include regular audits and cyclical reviews of programs to ensure students continue to receive a high-quality education.

Bill 276, as it is currently worded, will require NOSM and Hearst to duplicate more functions, including their own internal quality assurance processes, which would be challenging for institutions of their size.

The implications of any material change that may result from withdrawal of existing services and/or resources by the current partner universities will need to be determined from a quality assurance perspective and must be reviewed to preserve the student experience and ensure both institutions are comparable to other Ontario universities.

## Increased Costs for Taxpayers and the Sector

### ***Fragmenting the System by Setting Precedent***

COU is working with government on additional ways to build greater partnerships to cut red tape and drive greater efficiencies.<sup>3</sup> Unfortunately, recent legislative action, including Bill 276, are undermining the financial health of many institutions.

Legislating the separation of federated universities (Hearst) and affiliates (NOSM) without consultation and agreement undermines the confidence of students and the communities these institutions serve.

Such fragmentation could contribute to the decline in high-quality education, create instability and financial strain on the system and would ultimately require additional government support – thereby placing new burdens on Ontario’s taxpayers. The fragmentation is further compounded by the government’s proposed, weakened structures for these two institutions.

### ***Compounding Financial Challenges***

Ontario’s universities are already facing significant financial challenges. In 2020-21, universities incurred more than \$500 million in combined net costs and lost revenue due to COVID-19.<sup>4</sup>

This impact is on top of the financial challenges from ongoing reductions to per student operating grants, which have fallen by 21 per cent since 2006-07. In addition, the 10-per-cent cut and subsequent freeze to domestic tuition rates have cost the sector more than \$1.1 billion in actual and projected revenue.

Now facing an additional year of a tuition freeze, universities will lose more than \$740 million in actual and projected revenue in 2021-22; at the same time, the province reduced its OSAP contributions as a result of increases in federal student financial assistance.

Ontario’s universities receive the lowest per-student government funding in Canada – approximately 41 per cent below the average for the rest of Canada. Only one third of operating revenue comes from government operating grants, while the government controls funding for domestic students through a cap on domestic enrolment (i.e., the corridor funding model). Consequently, universities must look for additional international enrolment to generate the revenue needed to meet growing student needs, such as increased mental health services and online learning supports.

Furthermore, government decisions to break up institutional arrangements and support the proliferation of private institutions are putting additional financial strain on existing publicly assisted universities. For example, the dissolution of the 20-year nursing collaborative model during a pandemic will lead to higher costs with the loss of shared services between colleges and universities.

<sup>3</sup> Council of Ontario Universities, [Partnering to Reduce Red Tape and Improve Efficiency](#), October, 2020.

<sup>4</sup> On [March 19, 2021](#), the Ontario government provided \$44 million to several institutions to partially address some of the impacts they incurred due to COVID-19.



## **Increasing Red Tape and Duplication**

### ***Increasing Administrative Costs***

Both NOSM and Hearst benefit from administrative and student support services, processes and infrastructure provided by their partner universities in-kind or at significantly reduced costs.

For example, NOSM accesses physical space and a number of campus services through its existing partners, including labs, libraries and innovation centres. These university partners provide student support services and student housing. Reproducing the facilities at NOSM will significantly increase costs, when the funds could be better used to expand operations throughout Northern Ontario.

Creating standalone institutions without leveraging existing infrastructure and resources in partner institutions will drive up costs considerably. If the government is going to create these standalone institutions, they must partner with existing universities to help mitigate the additional costs.

Given the urgent needs of the North, any additional funding should be directed to expanded programming, not duplicating existing operations.

### ***Duplicating Costly Research Processes***

Additionally, NOSM accesses Tri-Council research funding through its partner universities – funding that is critical in order to conduct ground-breaking research and drive economic development through innovation.

It will be required to meet compliance standards and reporting processes of overseeing bodies, including the Tri-Council agencies, as well as those specific to research resources and activities. In addition to the additional resources that will go into reporting, these overseeing bodies may conduct site visits, certification reviews and require fees.

In general, the current collaborative model provides significant cost-savings for NOSM and Hearst, enabling more funds to be spent directly on student training and research, rather than administrative overhead.

For example, NOSM research is supported by its partner universities, meaning researchers are provided the same access to research services, including research ethics, research privileges and access to world-class research facilities, as any other university faculty member or student.

Duplicating these services will take a significant amount of time, resources and infrastructure, adding increased burden to current processes, as well as increased costs to the government and taxpayers. Instead of incurring these costs to duplicate existing systems, COU recommends the government use these funds to help NOSM expand operations in communities throughout Northern Ontario.

Rather than duplicating efforts, additional policies and procedures could be implemented to provide greater certainty to NOSM and Hearst that their research funds will accrue to each in clear and transparent ways.

## Conclusions and Recommendations

Ontario's universities are deeply concerned that creating two new institutions without adequate descriptions of their mission, structures and governance mechanisms in legislation and community consultation will reduce the perceived value of the degrees and educational offerings. These perceptions could be further compounded by the fact that establishing these institutions through regulation can make them more vulnerable to political interference and less independent and autonomous. These factors can negatively impact the success of these two critically important institutions in Northern Ontario, as it has the potential to create a two-tier system. Northern Ontario deserves better.

The government should not take any action that could undermine directly or indirectly the accreditation of these institutions' programs and quality assurance, as well as their reputation and pursuit for excellence. Undermining these processes would further destabilize Northern universities, ultimately impacting the students they serve and surrounding communities.

To ensure NOSM and Hearst continue to support their students and communities, Ontario's universities strongly recommend government properly define these institutions in their acts, not regulation, and ensure they are governed by an independent Board and governing body with the necessary recognition of NOSM's founding partners, quality assurance and accreditation. These aspects are critical to providing the foundation for these institutions to succeed.

Specifically, COU recommends:

- The creation of the ***Northern Ontario School of Medicine Act, 2021*** by removing all regulation-making powers in Schedule 16 and replacing them with comprehensive standalone legislation similar to other Ontario university Acts (see **Appendix A1**), with a clear legislative mission NOSM:
  - Shall offer degrees as an affiliate of Laurentian University and Lakehead University; and
  - May enter into partnerships to expand operations in communities throughout Northern Ontario by partnering as an affiliate of other Ontario universities to offer medical or related degrees on behalf of NOSM.
- The creation of ***Université de Hearst Act, 2021*** as an autonomous degree-granting French-language university by removing all regulation-making powers in Schedule 28 and replacing them with comprehensive standalone legislation similar to other Ontario university Acts (see **Appendix A2**).
  - Foster French-language education in Northern Ontario; and
  - Continue to partner with partner universities to reduce costs and enhance quality assurance.

We believe these amendments will enhance Bill 276 and protect the independence and autonomy of important Northern Ontario institutions, while helping ensure NOSM maintains its high standards for the accreditation of its programming and both NOSM and Hearst maintain current standards for quality assurance.

## Appendix

### A1: Proposed Amendments to Schedule 16: Northern Ontario School of Medicine Act, 2021

#### SCHEDULE “A”

#### Proposed Amendments to the *Northern Ontario School of Medicine, 2021*

##### PART I DEFINITIONS

###### Definitions

1 In this Act,

“board” means the board of governors of the Medical School; (“conseil”)

“property” includes real and personal property; (“biens”)

“senate” means the senate of the Medical School; (“sénat”)

“teaching staff” means professors, associate professors, assistant professors, lecturers, associates, instructors, tutors and all others employed to do the work of teaching or giving instruction and includes persons employed to do research at the Medical School; (“corps professoral”)

“Medical School” means the Northern Ontario School of Medicine established under section 2. (“l’École de Médecine ”)

##### PART II ESTABLISHMENT

###### Continuation of corporation

2 (1) A medical school to be known as Northern School of Medicine in English and l’École de Médecine du Nord de l’Ontario in French is hereby established.

###### Conflicts

(2) In the event of a conflict between a provision of this Act and a provision of the *Corporations Act*, the provision of this Act prevails.

###### Objects

3 The objects of the Medical School are to educate medical students and health professionals in accordance with the highest professional standards, and to support and advance teaching, research, practice, and professionalism in medicine.

###### Special mission

4 It is the special mission of the Medical School to,

- (1) be a teaching-oriented medical school that provides the highest quality education to undergraduate and post-graduate medical students and health professionals, with a primary focus on education programs that is responsive to the unique healthcare needs of the communities of Northern Ontario and other northern regions in Canada;
- (2) contribute to the advancement of medical education and healthcare services in Northern Ontario and other northern regions in Canada;
- (3) increase research capacity and expertise in population-based health to improve advocacy and evidence-based policy in Northern Ontario and other northern regions in Canada;

(4) cultivate cross-cultural learning between aboriginal communities and other communities, in keeping with the history of Northern Ontario School of Medicine and its geographic site.

### **Powers**

**5** The Medical School has all the powers necessary and incidental to its objects.

### **Degrees, etc.**

**6** (1) The Medical School may award certificates and diplomas, except post-graduate certificates and diplomas, in any and all branches of learning.

(2) (a) The Medical School shall offer degrees as an affiliate of Laurentian University and Lakehead University.

(b) The Medical School may offer degrees as an affiliate of other Ontario universities.

(c) All degrees offered pursuant to subsection (2)(a) and (b) shall be granted by the affiliated Ontario university.

**7** The Medical School may affiliate or federate with other universities, colleges, research institutions and institutions of learning on such terms and for such periods of time as the board may determine.

## **PART III BOARD OF GOVERNORS**

### **Board of governors composition**

**8** (1) There shall be a board of governors of the Medical School, consisting of not less than 12 and not more than 20 members, as follows:

1. The president of the Medical School, who shall be a member by virtue of office.
2. The president of Lakehead University or designate;
3. The president of Laurentian University or designate;
4. The chancellor of the Medical School, if one is appointed, who shall be a member by virtue of office.
5. Three members appointed by the Lieutenant Governor in Council who shall not be a student, a member of the teaching staff nor a non-teaching employee of the Medical School.
6. One person elected by the teaching staff from among themselves.
7. One student elected by the students of the Medical School from among themselves.
8. One person elected by the non-teaching employees of the Medical School from among themselves.
9. Such other persons as may be set out in the by-laws of the board who shall be appointed by the board, subject to subsection (3).

### ***By-laws respecting elections***

(2) The board shall by by-law determine,

(a) the procedures to be followed in the election of members described in paragraphs 6 to 7 of subsection (1);

(b) the eligibility requirements for the election or appointment, as the case may be, to the board of members described in paragraphs 6, 7, 8 and 9 of subsection (1); and

(c) the number of persons to be appointed under paragraph 9 of subsection (1).

### **Limitation on board composition**

(3) At least 60 per cent of the members of the board shall be persons other than members of the teaching staff, non-teaching employees or students of the Medical School.

#### **Term of office**

**9** (1) Subject to subsection (2), the term of office for an elected or appointed member of the board shall be not more than three years, as determined by the by-laws of the board.

#### **Same, student**

(2) The term of office for a member of the board who is a student shall be one year.

#### **Loss of eligibility**

**10** (1) If, during his or her term of office, a member of the board elected or appointed under paragraph 5, 6, 7, 8 or 9 of subsection 1(1) ceases to be eligible for election or appointment to the board under the same paragraph, he or she thereby ceases to be a member of the board.

#### **Exception, student graduation**

(2) Despite subsection (1), if a student member of the board graduates during his term of office, he or she may continue to sit as a member of the board for the remainder of his or her one-year term.

#### **Renewal of term**

**11** (1) A member of the board is eligible for reappointment or re-election.

#### **Limitation**

(2) A person elected or appointed to the board under subsection 8 (1) may not be a member of the board for more than six consecutive years, but is eligible for reappointment or re-election after one year's absence from the board.

#### **Vacancies**

**12** (1) A vacancy on the board occurs if,

- (a) a member resigns or ceases to be eligible for appointment or election to the board before the end of his or her term;
- (b) a member is incapable of continuing to act as a member and the board by resolution declares the membership to be vacated; or
- (c) the board by resolution declares a membership to be vacated for failure to attend sufficient meetings, as provided in the by-laws of the board.
- (d) a majority of the persons entitled under the by-laws of the Medical School to vote for the election of a member vote or sign a petition in favour of removing the member from office.

#### **Same**

(2) If a vacancy occurs on the board, the board shall,

- (a) determine, in accordance with its by-laws, whether or not to fill the vacancy; and
- (b) if the vacancy is to be filled,
  - (i) fill the vacancy within such time period as may be specified in its by-laws, and
  - (ii) appoint or elect the new member in accordance with the same procedures as applied to the appointment or election of the member being replaced.

#### **Completion of term**

(3) The person who fills a vacancy under subsection (2) shall hold office for the remainder of the term of the member he or she is replacing.

#### **Renewal of term**

(4) Despite subsection 11 (2), a person elected or appointed to the board under subsection (2) may be reappointed or re-elected upon the expiry of the term that he or

she was elected or appointed to complete, but is eligible for further reappointment or re-election only after one year's absence from the board.

### **Quorum**

**13** A quorum of the board consists of a majority of its members and that majority must include at least half of the members who are not students, teaching staff or non-teaching employees of the Medical School.

### **Chair, vice-chair**

**14** (1) The board shall elect annually a chair and at least one vice-chair from among its members who are not students, teaching staff or non-teaching employees of the Medical School and shall fill any vacancy in the office of chair or vice-chair from among such members.

### **Duties**

(2) The chair shall preside over the meetings of the board and if the chair is unable to act or if the position is vacant, a vice-chair shall act in his or her place and, if both the chair and vice-chair are unable to act, the board may appoint a member who is not a student, teaching staff or non-teaching employee of the Medical School to act temporarily in their place.

### **Standard of conduct**

**15** Every member of the board shall exercise the powers and carry out the duties of his or her office diligently, honestly, in good faith, in the best interests of the Medical School and in accordance with any other criteria set out in the by-laws of the board.

### **Conflict of interest**

**16** (1) A member of the board or of a committee created by the board who has a conflict of interest, as defined in the board's by-laws or in any conflict of interest policies that the board may adopt, as the case may be, with a matter in which the Medical School is concerned shall,

- (a) declare his or her interest as soon as possible and no later than at the first meeting at which the matter is to be considered; and
- (b) if required by the board's by-laws or policies, withdraw from the meeting during the discussion of the matter and not vote on the matter.

### **Exception, employee**

(2) Despite subsection (1), a member of the board who is also a member of the teaching staff or a non-teaching employee of the Medical School may take part in discussing and voting on issues concerning general conditions of employment for Medical School employees, unless the discussion and voting deals with the circumstances of the particular employee as an isolated issue, separate and apart from consideration of other employees.

### **Exception, student**

(3) Despite subsection (1), a member of the board who is also a student may take part in discussing and voting on issues concerning students generally, unless such discussion and voting deals with the circumstances of the particular student as an isolated issue, separate and apart from consideration of other students.

### **Powers and duties of board**

**17** (1) Except for matters specifically assigned to the senate under section 24, the board is responsible for governing and managing the affairs of the Medical School and has the necessary powers to do so, including the power,

- (a) to determine the mission, vision and values of the Medical School in a manner that is consistent with the objects and special mission of the Medical School set out in sections 3 and 4;
- (b) to appoint and remove a chancellor;
- (c) to appoint and remove the president;

- (d) to appoint, promote, suspend and remove members of the teaching staff and non-teaching employees of the Medical School, subject to subsection (2);
- (e) to fix the number, duties and salaries and other benefits of the teaching staff and of the non-teaching employees of the Medical School;
- (f) to appoint committees and assign or delegate to them such duties and responsibilities as may be provided in the by-laws adopted by the board, including authorizing them to act on behalf of the board in the matters specified in the by-laws;
- (g) to approve the annual budget of the Medical School and to monitor its implementation;
- (h) to establish and collect fees and charges for tuition and other services that may be offered by the Medical School or that may be approved by the board on behalf of any organization or group of the Medical School;
- (i) to regulate the conduct of students, staff and all persons who use the property of the Medical School, including denying any person access to the property;
- (j) to define, for the purposes of the by-laws adopted by the board, the following terms: staff, manager, professor, associate professor, assistant professor, lecturer, associate, instructor and tutor;
- (k) to conclusively determine which body within the Medical School has jurisdiction over any matter;
- (l) to make by-laws, resolutions and rules for the conduct of its affairs;
- (m) to establish advisory bodies;
- (n) to establish administrative and operational policies and procedures, including organizational structures, staffing requirements, qualifications and duties of staff and conditions of employment;
- (o) to consider, co-ordinate and implement long-range administrative and operational plans, including the physical development of the Medical School; and
- (p) to determine the manner and procedure for electing members to the board, including establishing constituencies and voting practices.

### **Limitation**

(2) The board shall not appoint, promote, suspend or remove a member of the teaching staff or a non-teaching employee of the Medical School, except on the recommendation of the president of the Medical School who shall be governed by the terms of any applicable commitments and practices of the Medical School.

## **PART IV SENATE**

### **Senate composition**

**18** (1) There shall be a senate of the Medical School, consisting of not more than 31 members, including the following members:

1. The following persons who are members by virtue of their office:
  - i. the president of the Medical School,
  - ii. the chair of each division or department,
  - iii. the Medical School registrar, and
  - iv. the Medical School library director or chief librarian.
2. Four students elected by the students of the Medical School from among themselves.
3. Such number of persons on the teaching staff, elected by the teaching staff from among themselves, as set out in senate by-laws, which number shall be at least twice the total number of all other members of the senate.
4. One person, other than the president of the Medical School, appointed by the board from among the board members.

5. Such other persons as may be determined by senate by-law.

### **By-laws respecting elections**

(2) The senate shall by by-law determine,

- (a) the procedures to be followed in the election of members of the senate;
- (b) the eligibility requirements for the election or appointment, as the case may be, to the senate of members described in paragraphs 2, 3, 4 and 5 of subsection (1);
- (c) the number of persons to be elected or appointed, as the case may be, to the senate under paragraphs 3 and 5 of subsection (1); and
- (d) the constituencies for each of the groups referred to in paragraphs 2, 3 and 4 of subsection (1).

### **Senate election**

**19** The senate shall conduct the election of its elected members and shall determine any dispute as to the eligibility of a candidate at such election or as to a person's entitlement to vote at the election.

### **Term of office**

**20** The term of office for an elected or appointed member of the senate shall be,

- (a) not more than three years, as determined by the by-laws of the senate; or
- (b) if a by-law referred to in clause (a) is not made, one year.

### **Loss of eligibility**

**21** (1) If, during his or her term of office, a member of the senate elected or appointed under paragraph 2, 3, 4 or 5 of subsection 18 (1) ceases to be eligible for election or appointment to the senate under the same paragraph, he or she thereby ceases to be a member of the senate.

### **Exception, student graduation**

(2) Despite subsection (1), if a student member of the senate graduates during his term of office, he or she may continue to sit as a member of the senate until the next anniversary of the day of his or her election.

### **Renewal of term**

**22** (1) A member of the senate is eligible for re-election or reappointment.

### **Limitation**

(2) A person elected or appointed to the senate may not be a member of the senate for more than two consecutive terms, but is eligible for reappointment or re-election after one year's absence from the senate.

### **Vacancies**

**23** (1) A vacancy on the senate occurs if,

- (a) a member resigns or ceases to be eligible for appointment or election to the senate before the end of his or her term;
- (b) a member is incapable to continue to act as a member and the senate by resolution declares the membership to be vacated; or
- (c) such circumstances as may be specified in a by-law of the senate exist.

### **Same**

(2) If a vacancy occurs on the senate, the senate shall,

- (a) determine, in accordance with its by-laws, whether or not to fill the vacancy; and
- (b) if the vacancy is to be filled, fill the vacancy within the time period, and according to the procedures, provided in the by-laws of the senate.



### **Completion of term**

(3) The person who fills a vacancy on the senate under subsection (2) shall hold office for the remainder of the term of the member he or she is replacing.

### **Renewal of term**

(4) Despite subsection 22 (2), a person elected or appointed to the senate under subsection (2) may be reappointed or re-elected upon the expiry of the term that he or she was elected or appointed to complete, but is eligible for further reappointment or re-election only after one year's absence from the senate.

### **Powers of senate**

**24** The senate has, subject to the approval of the board with respect to the expenditure of funds, the power to determine and regulate the educational policy of the Medical School and, without limiting the generality of the foregoing, has the power,

- (a) to make recommendations to the Board with respect to the establishment, change or termination of programs and courses of study, schools, faculties, divisions and departments;
- (b) to determine the curricula of all programs and courses of study, the standards of admission to the Medical School and continued registration therein, and the qualifications for degrees, diplomas and certificates of the Medical School;
- (c) to conduct examinations, appoint examiners and decide all matters relating thereto;
- (d) to hear and determine appeals from the decisions of the faculty councils on examinations and on applications for admission;
- (e) to award fellowships, scholarships, bursaries, medals, prizes and other marks of academic achievement;
- (f) to authorize the Chancellor, the vice-chancellor or such other person as may be determined by the senate, to confer diplomas and certificates on behalf of the Medical School in accordance with section 6; and
- (g) to make by-laws for the conduct of its affairs, including by-laws respecting the conduct of the election of its members; and
- (h) to recommend affiliate universities in Ontario and degree programs that may be offered by the Medical School.

## **PART V CHANCELLOR AND PRESIDENT**

### **Chancellor**

**25** (1) The board may, in its discretion, decide to appoint a chancellor of the Medical School.

### **Appointment committee**

(2) If the board decides to appoint a chancellor, it shall establish an appointment committee to make recommendations as to the person to be appointed chancellor.

### **Same**

(3) The appointment committee shall be composed of such members of the board and senate as may be determined by the by-laws of the board.

### **Appointment**

(4) The board shall take into consideration the recommendation of the appointment committee when appointing a chancellor.

### **Term of office**

(5) If appointed, the chancellor shall hold office for four years.

### **Reappointment**

(6) The chancellor may be reappointed for a further term but shall not be reappointed for more than two consecutive terms.

### **Vice-chancellor**

(7) If a chancellor is appointed under subsection (1), the president shall be the vice-chancellor of the Medical School.

### **Duties**

(8) The chancellor is the titular head of the Medical School and, when authorized by the senate to do so, shall confer all degrees, honorary degrees, certificates and diplomas on behalf of the Medical School.

### **President**

**26** (1) There shall be a president of the Medical School appointed by the board in such manner and for such term as the board shall determine.

### **Powers and duties**

(2) The president is the chief executive officer of the Medical School and has supervision over and direction of the academic and general administration of the Medical School, its students, managers, teaching staff and non-teaching employees and such other powers and duties as may be conferred upon or assigned to him or her by the board.

## **PART VI ADMINISTRATION**

### **Meetings open to public**

**27** (1) Subject to subsection (2), meetings of the board and of the senate shall be open to the public and prior notice of such meetings shall be given to the members and to the public in the manner provided in the by-laws of the board or senate.

### **Exclusion**

(2) The board or the senate, as the case may be, may meet in the absence of the public to discuss a matter of a personal nature concerning an individual or to discuss a confidential matter as determined in accordance with the by-laws of the board or senate.

### **By-laws available to public**

**28** (1) The by-laws of the board and of the senate shall be open to examination by members of the public during normal business hours.

### **Publication**

(2) The Board and the senate shall publish their by-laws from time to time in such manner as they consider proper.

### **Property**

**29** (1) The Medical School may purchase or otherwise acquire, take by gift, devise or bequest and hold such property as the board considers necessary for the objects of the Medical School, and may mortgage, sell or otherwise dispose of the same as the board, in its absolute discretion, considers appropriate.

### **Exemption from taxation**

(2) Land vested in the Medical School and land and premises leased to and occupied by the Medical School are exempt from provincial and municipal taxes and development charges, so long as the vested land or leased land and premises are actually used and occupied for the objects of the Medical School.

### **Protection from expropriation**

(3) Land vested in the Medical School is not liable to be entered upon, used or taken by any person or corporation, and no power to expropriate land conferred after this Act comes

into force shall extend to such land unless the statute conferring the power expressly provides otherwise.

#### **Deemed vesting in Crown**

(4) All property vested in the Medical School shall be deemed to be vested in the Crown for the public uses of Ontario for the purposes of the *Real Property Limitations Act*.

#### **Use of property**

(5) The property and the revenue of the Medical School shall be applied solely to achieving the objects of the Medical School.

#### **Investments**

**30** The funds of the Medical School not immediately required for its purposes and the proceeds of all property that come into the hands of the board, subject to any trusts or conditions affecting them, may be invested and reinvested in such investments as the board, in its absolute discretion, considers appropriate and, except where a trust instrument otherwise directs, such funds may be combined with trust money belonging to various trusts in the care of the board into a common trust fund.

#### **Borrowing**

**31** The Medical School, if authorized by the by-laws of the board, may, on such terms and in such amounts as the board may approve,

- (a) borrow money and give security for money borrowed; and
- (b) issue or give bonds, debentures and obligations as security.

#### **Audits and reports**

**32** (1) The board shall appoint one or more public accountants licensed under the *Public Accounting Act, 2004* to audit the accounts, trust funds and transactions of the Medical School at least once a year.

#### **Financial report**

(2) The Medical School shall make a financial report annually to the Minister of Colleges and Universities in such form and containing such information as the Minister may require.

#### **Other reports**

(3) The Medical School shall submit to the Minister of Colleges and Universities such other reports as the Minister may require.

### **PART VII TRANSITION**

***[Note: Transition provisions to be drafted by Legislative Counsel of the Ministry of the Attorney General to ensure that there is an appropriate transition of leadership and academic programming based on the precedents of Algoma University and OCAD University.]***

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## A2: Proposed Amendments to Schedule 28: Université de Hearst Act, 2021

### SCHEDULE “B”

#### Proposed Amendments to the *Université de Hearst Act, 2021*

#### PART I DEFINITIONS

##### Definitions

1 In this Act,

“board” means the board of governors of the University; (“conseil”)

“property” includes real and personal property; (“biens”)

“senate” means the senate of the University; (“sénat”)

“teaching staff” means professors, associate professors, assistant professors, lecturers, associates, instructors, tutors and all others employed to do the work of teaching or giving instruction and includes persons employed to do research at the University; (“corps professoral”)

“University” means University of Hearst established under section 2. (“Université”)

#### PART II ESTABLISHMENT

##### Continuation of corporation

2 (1) Collège de Hearst is continued as a corporation without share capital under the name the University of Hearst in English Université de Hearst in French and shall consist of the members of its board.

##### Conflicts

(2) In the event of a conflict between a provision of this Act and a provision of the *Corporations Act*, the provision of this Act prevails.

##### Objects

3 The objects of the University are the pursuit of learning through scholarship, teaching and research within a spirit of free enquiry and expression.

##### Special mission

4 It is the special mission of the University to,

- (a) be a teaching-oriented university that provides programs in liberal arts and sciences and professional programs, primarily at the undergraduate level, in French; and
- (b) provide post-secondary education opportunities to French-speaking communities in Ontario, in keeping with the history of the Collège de Hearst.

##### Powers

5 The University has all the powers necessary and incidental to its objects.

##### Degrees, etc.

6 (1) Subject to subsection (2), the University may confer degrees, including honorary degrees, and award certificates and diplomas in any and all branches of learning.

(2) The authority of the University to confer credentials under subsection (1) shall be exercised in a manner consistent with the objects of the University set out in section 3.

7 The University may affiliate or federate with other universities, colleges, research institutions and institutions of learning on such terms and for such periods of time as the board may determine.

## PART III BOARD OF GOVERNORS

### Board of governors composition

**8** (1) There shall be a board of governors of the University, consisting of not less than 12 and not more than 20 members, as follows:

1. The president of the University, who shall be a member by virtue of office.
2. The chancellor of the University, if one is appointed, who shall be a member by virtue of office.
3. Three members appointed by the Lieutenant Governor in Council who shall not be a student, a member of the teaching staff nor a non-teaching employee of the University.
4. One person elected by the teaching staff from among themselves.
5. One student elected by the students of the University from among themselves.
6. One person elected by the non-teaching employees of the University from among themselves.
7. Such other persons as may be set out in the by-laws of the board who shall be appointed by the board, subject to subsection (3).

### By-laws respecting elections

(2) The board shall by by-law determine,

- (a) the procedures to be followed in the election of members described in paragraphs 4 to 6 of subsection (1);
- (b) the eligibility requirements for the election or appointment, as the case may be, to the board of members described in paragraphs 4, 5, 6 and 7 of subsection (1); and
- (c) the number of persons to be appointed under paragraph 7 of subsection (1).

### Limitation on board composition

(3) At least 60 per cent of the members of the board shall be persons other than members of the teaching staff, non-teaching employees or students of the University.

### Term of office

**9** (1) Subject to subsection (2), the term of office for an elected or appointed member of the board shall be not more than three years, as determined by the by-laws of the board.

### Same, student

(2) The term of office for a member of the board who is a student shall be one year.

### Loss of eligibility

**10** (1) If, during his or her term of office, a member of the board elected or appointed under paragraph 3, 4, 5, 6 or 7 of subsection 8 (1) ceases to be eligible for election or appointment to the board under the same paragraph, he or she thereby ceases to be a member of the board.

### Exception, student graduation

(2) Despite subsection (1), if a student member of the board graduates during his term of office, he or she may continue to sit as a member of the board for the remainder of his or her one-year term.

### Renewal of term

**11** (1) A member of the board is eligible for reappointment or re-election.

### Limitation

(2) A person elected or appointed to the board under subsection 8 (1) may not be a member of the board for more than six consecutive years, but is eligible for reappointment or re-election after one year's absence from the board.

## **Vacancies**

**12** (1) A vacancy on the board occurs if,

- (a) a member resigns or ceases to be eligible for appointment or election to the board before the end of his or her term;
- (b) a member is incapable of continuing to act as a member and the board by resolution declares the membership to be vacated; or
- (c) the board by resolution declares a membership to be vacated for failure to attend sufficient meetings, as provided in the by-laws of the board.

## **Same**

(2) If a vacancy occurs on the board, the board shall,

- (a) determine, in accordance with its by-laws, whether or not to fill the vacancy; and
- (b) if the vacancy is to be filled,
  - (i) fill the vacancy within such time period as may be specified in its by-laws, and
  - (ii) appoint or elect the new member in accordance with the same procedures as applied to the appointment or election of the member being replaced.

## **Completion of term**

(3) The person who fills a vacancy under subsection (2) shall hold office for the remainder of the term of the member he or she is replacing.

## **Renewal of term**

(4) Despite subsection 11 (2), a person elected or appointed to the board under subsection (2) may be reappointed or re-elected upon the expiry of the term that he or she was elected or appointed to complete, but is eligible for further reappointment or re-election only after one year's absence from the board.

## **Quorum**

**13** A quorum of the board consists of a majority of its members and that majority must include at least half of the members who are not students, teaching staff or non-teaching employees of the University.

## **Chair, vice-chair**

**14** (1) The board shall elect annually a chair and at least one vice-chair from among its members who are not students, teaching staff or non-teaching employees of the University and shall fill any vacancy in the office of chair or vice-chair from among such members.

## **Duties**

(2) The chair shall preside over the meetings of the board and if the chair is unable to act or if the position is vacant, a vice-chair shall act in his or her place and, if both the chair and vice-chair are unable to act, the board may appoint a member who is not a student, teaching staff or non-teaching employee of the University to act temporarily in their place.

## **Standard of conduct**

**15** Every member of the board shall exercise the powers and carry out the duties of his or her office diligently, honestly, in good faith, in the best interests of the University and in accordance with any other criteria set out in the by-laws of the board.

## **Conflict of interest**

**16** (1) A member of the board or of a committee created by the board who has a conflict of interest, as defined in the board's by-laws or in any conflict of interest policies that the board may adopt, as the case may be, with a matter in which the University is concerned shall,

- (a) declare his or her interest as soon as possible and no later than at the first meeting at which the matter is to be considered; and
- (b) if required by the board's by-laws or policies, withdraw from the meeting during the discussion of the matter and not vote on the matter.

### **Exception, employee**

(2) Despite subsection (1), a member of the board who is also a member of the teaching staff or a non-teaching employee of the University may take part in discussing and voting on issues concerning general conditions of employment for University employees, unless the discussion and voting deals with the circumstances of the particular employee as an isolated issue, separate and apart from consideration of other employees.

### **Exception, student**

(3) Despite subsection (1), a member of the board who is also a student may take part in discussing and voting on issues concerning students generally, unless such discussion and voting deals with the circumstances of the particular student as an isolated issue, separate and apart from consideration of other students.

### **Powers and duties of board**

**17** (1) Except for matters specifically assigned to the senate under section 24, the board is responsible for governing and managing the affairs of the University and has the necessary powers to do so, including the power,

- (a) to determine the mission, vision and values of the University in a manner that is consistent with the objects and special mission of the University set out in sections 3 and 4;
- (b) to appoint and remove a chancellor;
- (c) to appoint and remove the president;
- (d) to appoint, promote, suspend and remove members of the teaching staff and non-teaching employees of the University, subject to subsection (2);
- (e) to fix the number, duties and salaries and other benefits of the teaching staff and of the non-teaching employees of the University;
- (f) to appoint committees and assign or delegate to them such duties and responsibilities as may be provided in the by-laws adopted by the board, including authorizing them to act on behalf of the board in the matters specified in the by-laws;
- (g) to approve the annual budget of the University and to monitor its implementation;
- (h) to establish and collect fees and charges for tuition and other services that may be offered by the University or that may be approved by the board on behalf of any organization or group of the University;
- (i) to regulate the conduct of students, staff and all persons who use the property of the University, including denying any person access to the property;
- (j) to define, for the purposes of the by-laws adopted by the board, the following terms: staff, manager, professor, associate professor, assistant professor, lecturer, associate, instructor and tutor;
- (k) to conclusively determine which body within the University has jurisdiction over any matter; and
- (l) to make by-laws, resolutions and rules for the conduct of its affairs.

### **Limitation**

(2) The board shall not appoint, promote, suspend or remove a member of the teaching staff or a non-teaching employee of the University, except on the recommendation of the president of the University who shall be governed by the terms of any applicable commitments and practices of the University.

## **PART IV SENATE**

### **Senate composition**

**18** (1) There shall be a senate of the University, consisting of not more than 31 members, including the following members:

1. The following persons who are members by virtue of their office:

- i. the president of the University,
  - ii. the dean of each faculty or, if a division or department is not part of a faculty, the chair of the division or department,
  - iii. the University registrar, and
  - iv. the University library director or chief librarian.
2. Four students elected by the students of the University from among themselves.
  3. Such number of persons on the teaching staff, elected by the teaching staff from among themselves, as set out in senate by-laws, which number shall be at least twice the total number of all other members of the senate.
  4. One person, other than the president of the University, appointed by the board from among the board members.
  5. Such other persons as may be determined by senate by-law.

### **By-laws respecting elections**

- (2) The senate shall by by-law determine,
- (a) the procedures to be followed in the election of members of the senate;
  - (b) the eligibility requirements for the election or appointment, as the case may be, to the senate of members described in paragraphs 2, 3, 4 and 5 of subsection (1);
  - (c) the number of persons to be elected or appointed, as the case may be, to the senate under paragraphs 3 and 5 of subsection (1); and
  - (d) the constituencies for each of the groups referred to in paragraphs 2, 3 and 4 of subsection (1).

### **Senate election**

**19** The senate shall conduct the election of its elected members and shall determine any dispute as to the eligibility of a candidate at such election or as to a person's entitlement to vote at the election.

### **Term of office**

- 20** The term of office for an elected or appointed member of the senate shall be,
- (a) not more than three years, as determined by the by-laws of the senate; or
  - (b) if a by-law referred to in clause (a) is not made, one year.

### **Loss of eligibility**

**21** (1) If, during his or her term of office, a member of the senate elected or appointed under paragraph 2, 3, 4 or 5 of subsection 18 (1) ceases to be eligible for election or appointment to the senate under the same paragraph, he or she thereby ceases to be a member of the senate.

### **Exception, student graduation**

(2) Despite subsection (1), if a student member of the senate graduates during his term of office, he or she may continue to sit as a member of the senate until the next anniversary of the day of his or her election.

### **Renewal of term**

**22** (1) A member of the senate is eligible for re-election or reappointment.

### **Limitation**

(2) A person elected or appointed to the senate may not be a member of the senate for more than two consecutive terms, but is eligible for reappointment or re-election after one year's absence from the senate.

### **Vacancies**

- 23** (1) A vacancy on the senate occurs if,
- (a) a member resigns or ceases to be eligible for appointment or election to the senate before the end of his or her term;



- (b) a member is incapable to continue to act as a member and the senate by resolution declares the membership to be vacated; or
- (c) such circumstances as may be specified in a by-law of the senate exist.

**Same**

- (2) If a vacancy occurs on the senate, the senate shall,
  - (a) determine, in accordance with its by-laws, whether or not to fill the vacancy; and
  - (b) if the vacancy is to be filled, fill the vacancy within the time period, and according to the procedures, provided in the by-laws of the senate.

**Completion of term**

- (3) The person who fills a vacancy on the senate under subsection (2) shall hold office for the remainder of the term of the member he or she is replacing.

**Renewal of term**

- (4) Despite subsection 22 (2), a person elected or appointed to the senate under subsection (2) may be reappointed or re-elected upon the expiry of the term that he or she was elected or appointed to complete, but is eligible for further reappointment or re-election only after one year's absence from the senate.

**Powers of senate**

**24** The senate has, subject to the approval of the board with respect to the expenditure of funds, the power to determine and regulate the educational policy of the University and, without limiting the generality of the foregoing, has the power,

- (a) to make recommendations to the Board with respect to the establishment, change or termination of programs and courses of study, schools, faculties, divisions and departments;
- (b) to advise the president of the University on the staffing needs of the academic departments;
- (c) to appoint the faculty deans and the divisional or departmental chairs as may be required from time to time;
- (d) to determine the curricula of all programs and courses of study, the standards of admission to the University and continued registration therein, and the qualifications for degrees, diplomas and certificates of the University;
- (e) to conduct examinations, appoint examiners and decide all matters relating thereto;
- (f) to hear and determine appeals from the decisions of the faculty councils on examinations and on applications for admission;
- (g) to award fellowships, scholarships, bursaries, medals, prizes and other marks of academic achievement;
- (h) to authorize the Chancellor, the vice-chancellor or such other person as may be determined by the senate, to confer degrees, honorary degrees, diplomas and certificates on behalf of the University in accordance with section 6;
- (i) to create councils and committees to exercise its powers;
- (j) to make by-laws for the conduct of its affairs, including by-laws respecting the conduct of the election of its members.

**PART V  
CHANCELLOR AND PRESIDENT**

**Chancellor**

**25** (1) The board may, in its discretion, decide to appoint a chancellor of the University.

**Appointment committee**

(2) If the board decides to appoint a chancellor, it shall establish an appointment committee to make recommendations as to the person to be appointed chancellor.

### **Same**

(3) The appointment committee shall be composed of such members of the board and senate as may be determined by the by-laws of the board.

### **Appointment**

(4) The board shall take into consideration the recommendation of the appointment committee when appointing a chancellor.

### **Term of office**

(5) If appointed, the chancellor shall hold office for four years.

### **Reappointment**

(6) The chancellor may be reappointed for a further term but shall not be reappointed for more than two consecutive terms.

### **Vice-chancellor**

(7) If a chancellor is appointed under subsection (1), the president shall be the vice-chancellor of the University.

### **Duties**

(8) The chancellor is the titular head of the University and, when authorized by the senate to do so, shall confer all degrees, honorary degrees, certificates and diplomas on behalf of the University.

### **President**

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