

NIPISSING UNIVERSITY

BOARD OF GOVERNORS MEETING

OPEN SESSION

November 8, 2018

The Open Session of the regular Board of Governors meeting was held on Thursday, November 8, 2018, at 5:30 p.m. in the Chancellors House assembly room.

Members Present: Tom Palangio, Board Chair
Karen Barnes
Paul Cook
Fran Couchie
Mike DeGagné
Gord Durnan
Kristen Ferguson
Robin Gendron
Daniel Goulard
Blaine Hatt
Ryan Hehn
Toivo Koivukoski
Hannah Mackie
Karl Neubert
Bobby Ray
Judy Smith

Regrets: Tom Curry
Rose Jawbone
Gary Jodouin
Joanne Laplante
Jade Nighbor
Derek Shogren
Stephen Tedesco

Invited Guests: Cheryl Sutton
Arja Vainio-Mattila
Casey Phillips
Carole Richardson
John Nadeau
Len Gamache
Patti Carr
Hariett Madigan
Heather Hersemeyer
Jenny Mackie
Christine Dowdall (University Secretary)

Observers: Nicolai MacKenzie

Recording Secretary: Abby Blaszczyk (Administrative Assistant, President's Office)

1. Call to Order/Land Acknowledgment

The meeting was called to order at 5:35 p.m. The Board Chair offered a traditional land acknowledgement.

2. Declaration of Conflict of Interest

The Board Chair called for conflicts of interest concerning any of the agenda items. No such declarations were made.

3. Use of Recording and/or Broadcasting Devices

The Board Chair reminded everyone that the use of recording and/or broadcasting devices is prohibited during the meeting.

4. Consent Agenda

Approval of the minutes from the September 20, 2018, open session Board meeting was removed from the consent agenda to allow for discussion. In addition, the report from the Community Relations Committee was removed and will be included with the January meeting agenda.

Resolution 2018-11-01: ***That the items included on the November 8, 2018, consent agenda for the Open Session of the Board of Governors meeting be adopted as amended.***

*Moved by Blaine Hatt; seconded by Robin Gendron.
Carried.*

5. Adoption of the Minutes from September 20, 2018, Board Meeting

A request was put forward to amend the minutes to provide additional details under item #9 – President’s Remarks, specifically related to the President’s goals and priorities for 2018/19.

Resolution 2018-11-02: ***That the minutes of the Open Session of the meeting of the Board of Governors held on September 20, 2018, be adopted as amended.***

*Moved by Robin Gendron; seconded by Karen Barnes.
Carried.*

6. Adoption of Regular Agenda

Resolution 2018-11-03: ***That the Board of Governors adopt the November 8, 2018, open meeting agenda as amended.***

*Moved by Ryan Hehn; seconded by Gord Durnan.
Carried.*

7. Chair's Remarks

The Chair welcomed everyone to Chancellors House, Nipissing's largest residence complex, and thanked those responsible for organizing the pre-meeting tour of the facility and the student-themed dinner that followed. He reminded attendees of the upcoming Board retreat that will take place at the Canadian Ecology Centre this coming weekend.

8. Presentation: Disasters and Hackers. UTS is ready! – Heather Hersemeyer, Director, University Technology Services

The Director of University Technology Services (UTS) gave a presentation on the major technological risk areas the University faces and the steps that have been taken to mitigate these risks. The two top risks identified were disasters (natural or man-made) and cyber security threats.

In the summer of 2017, the University experienced an outage that lasted four business days. Several servers were affected, and it was determined that it was simpler for UTS to rebuild, rewire and reinstall operating systems than to recover the impacted servers. As a result of this event, UTS has migrated to Microsoft Cloud and uses disaster recovery servers in Toronto and Montreal which gives the University the ability to function in the case of natural or man-made disasters. What used to take two to four weeks for disaster recovery is now expected to take one to two days.

Several types of cyber security threats were reviewed such as phishing emails, malware, ransom ware and brute force attacks. The processes Nipissing University has in place to stop these types of threats were highlighted along with the need to continue training for the UTS team to ensure the University is working within the best standards of university communities.

9. Chancellor's Remarks

The Chancellor noted that he and the President have attended a number of meetings with the organizing committee for the 2019 Ontario Indigenous Summer Games. Should the City of North Bay be successful in their bid to host the games, Nipissing University will support the City by offering the use of our facilities including housing for coaches and athletes. The Chancellor highlighted several other events he attended over the last several weeks, including the Scholar Practitioner Program graduation that took place in Toronto in partnership with the Michener Institute and the annual Service Awards Ceremony that honours employees who have reached specific milestones in their years of service at the University.

10. President's Remarks

The President highlighted a number of campus events that have taken place since the last Board meeting including homecoming weekend, the Fall Open House event, the Annual Service Awards, Treaty Week, etc. He also spoke about the ongoing discussions concerning the possibility of bringing an engineering program to Nipissing.

The Ontario University Fair that was held on September 28 and 29 saw a decline in numbers compared to last year, but it was noted that there was actually an increase in visitors to the Nipissing booth. The President stated

that Nipissing must determine how we want to move forward as an institution to attract future students, and our presence at the fair is one part of that strategy.

The President provided an update on the ongoing collaboration of the Northern Ontario universities and the common goal of attracting students to migrate north. Related to that, the President and the Vice-President, Finance and Administration recently met with the President of Ontario Northland to discuss a possible partnership regarding travel options for students from Southern Ontario who choose to study at Nipissing.

An open discussion followed with several suggestions put forward for capitalizing on the success of the Ontario University Fair and the Fall Open House.

A more fulsome report on the President's activities over the past two months will be appended to the minutes.

11. Vice-President's Remarks

The Provost and Vice-President, Academic & Research (PVPAR) recently attended a community consultation on immigration in North Bay. The conversation focused on how North Bay, as a community, can be more welcoming, both to those from other areas of the province as well as from other countries. The PVPAR noted that it will be important for the University to participate in this ongoing conversation.

The Academic Quality Assurance & Planning Committee of Senate has finalized a new Nipissing University Institutional Protocol which will soon be reviewed by the Quality Council of Ontario. There are eighteen programs due for cyclical review which are currently in the self-study stage, and ten of these will require external reviews as well.

The PVPAR then provided a brief overview of the University's current decanal structure and the proposal for a change to that structure. She highlighted the process that took place over the past several months which resulted in the proposed structure, including extensive discussion and consultation with all departments throughout the University.

After answering questions from Board members regarding the proposal, the following resolution was presented:

Resolution 2018-11-04: ***That the Board of Governors accept the recommendation of the Nipissing University Academic Senate to adopt a new academic organizational structure, effective July 1, 2019, that includes the creation of a new Dean of Teaching position as well as the reorganization of the current faculties to include the following:***

- ***Dean of the Faculty of Education and Professional Studies (Faculty to be comprised of the School of Business, School of Criminology & Criminal Justice, School of Nursing, School of Social Work and the Schulich School of Education); and***
- ***Dean of the Faculty of Arts & Science (Faculty to be comprised of all other programs currently offered at Nipissing University).***

The new structure will include the current position of Dean of Research & Graduate Studies.

Moved by Mike DeGagné; seconded by Blaine Hatt.

Carried.

Following the passing of the resolution, it was noted that the PVPAR's proposal for the academic organizational restructuring was passed unanimously by both the Academic Senate and the Board of Governors.

The Vice-President, Finance & Administration (VPFA) announced that the new Director of External Relations, Cristin Christopher, will be joining the University in a couple of weeks. She also reminded the Board of the official launch of the Economic Impact Study which will take place at City Hall on Friday, December 7, 2018, at 1:00 pm.

The Assistant Vice-President, Students (AVPS) provided a follow-up on the recent legalization of cannabis in Canada. Nipissing, in partnership with Canadore, has banned the use of recreational cannabis on campus, including any property owned or rented by the University.

After providing an update on the success of our student athletes who competed on the turf field for the inaugural year, the AVPS announced that the 2019 University Rankings edition of MacLean's magazine has been released. Among primarily undergraduate universities, Nipissing ranked number one (#1) within the province for student satisfaction (#2 nationally), student services, residence living, mental health services, administrative staff, promoting Indigenous visibility and steps to prevent sexual assault. These rankings are entirely student based. In response to a suggestion that was made, it was noted that these rankings were highlighted in recruitment handouts that were distributed at the Fall Open House.

The AVPS and his staff were praised for the work they do to contribute to the student experience, and following the discussion, the following motion was made:

Resolution 2018-11-05: ***That the Board of Governors commends the staff of Student Development & Services on the outstanding rankings of Nipissing University in the 2019 University Rankings edition of MacLean's magazine.***

*Moved by Gord Durnan; seconded by Karl Neubert.
Carried.*

12. Deans' Remarks

The Dean of the Schulich School of Education reported that application and acceptance numbers remain unchanged for the consecutive BEd program, and the Registrar will continue to monitor those numbers. Other topics the Dean spoke to included the potential for a new Kinesiology degree program and the proposed changes to the Teacher Education Act with regards to required math tests which Deans of Education throughout the province are monitoring

The Interim Associate Dean of Applied & Professional Studies referred to the update he provided at the last Board meeting regarding the ongoing refresh of the curriculum within the School of Business. He stated that the School has voted unanimously in favour of the changes which are currently at the faculty level before proceeding to Senate, and the Interim Associate Dean noted he hopes to be able to report on specific changes at the next Board meeting.

Other events that were highlighted included a guest lecture series in the School of Business by Executive in Residence George Flumerfelt and the model Law School Admission Test (LSAT) that was organized by the Criminal Justice department.

13. Enrollment Update – Provost & VPAR

As of November 1, enrollment numbers are lower compared to last year. This was anticipated due to the lower application numbers.

The Fall Open House, which was held on October 27, 2018, saw the highest number of attendees in four years with a 25% increase over last year. The Registrar's Office is now tracking where those in attendance came from and whether there was any overlap from attendees at the University Fair in Toronto.

14. Question Period

A question was raised regarding the Provincial government's mandate for all universities to have a freedom of speech policy in place by January 1, 2019. The Joint Committee of the Board and Senate on Governance has been tasked with drafting a policy, and the Board has yet to receive an approved draft. Both the Board of Governors and the Academic Senate have pathways in place to ensure the policy is approved prior to the January 1 deadline.

15. Committee Reports

University Governance Committee – Tom Palangio, Board Chair/Jenny Mackie, Director, HR

The Director, Human Resources provided an overview of the proposed changes to the Search/Appointment/Reappointment of Senior Academic Administrators policy. She noted that changes were made to the policy for clarity and consistency purposes and to bring some of the issues that have been identified in line with best practices. The policy was brought to the University Governance Committee twice, where input was provided and resulting amendments were made.

A lengthy discussion followed. A concern was raised in regards to the composition of the search committees and the removal of the requirement to ensure faculty representation from all faculties on the search committees for the President and the PVPAR. It was agreed that a friendly amendment would be made to revert to the former version in this regard.

A concern was raised regarding the advertising requirements for senior academic administrative openings. The VPFA explained that external searches are costly, and in a situation where the University is confident that the expertise exists within the institution for filling an open position, it would be advisable to have the option to advertise internally first.

Significant discussion took place, and the following motion was put forward:

Resolution 2018-11-06: ***That the Board of Governors accepts the recommendation of the University Governance Committee to accept the revised Search/Appointment/Reappointment of Senior Academic Administrators policy as circulated.***

*Moved by Karen Barnes; seconded by Fran Couchie.
Carried.*

16. Board Representatives on Other Committees

Nipissing University Student Union – Daniel Goulard

The NUSU President began by welcoming NUSU's new VP Governance and Legal Affairs, Hannah Mackie, to the Student Union and the Board. He then provided a brief recap on recent events, which included the Chamber of Commerce After Hours event hosted by NUSU and the Student Union general meeting which was held on October 30, 2018. He also highlighted the positive feedback received regarding the Good Neighbour Committee meetings.

Academic Senate – Blaine Hatt

As noted earlier, Dr. Hatt repeated that the newly approved restructuring of the University was unanimously passed in Senate as well as the Board. He also encouraged Board members to attend Senate meetings whenever possible to get a sense of how the Academic Senate operates.

Indigenous Council on Education – Kristen Ferguson

The Nipissing University Indigenous Council on Education (NUICE – formerly the NU Aboriginal Council on Education) met at the end of October at the Nipissing First Nation building in Garden Village. Items of business included formal approval for a territorial acknowledgement and the passing of the Nipissing University Indigenous Regalia Policy for convocation.

17. Other Business

No other business.

18. Adjournment

Resolution 2018-11-07: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

*Moved by Judy Smith; seconded by Toivo Koivukoski.
Carried.*

Open session adjourned at 8:50 p.m.

President & Vice-Chancellor/Secretary of the Board

Board Chair

President's Update

Sampling of Activities and Events: September 20 - November 8, 2018

Campus

- School of Business welcome back huddle
- Homecoming official kick-off
- Turf Field Launch
- Ontario University Fair
- Town Hall
- SPP Graduation
- Tour of Michener Facility
- Fall Open House
- NUACE Meeting
- Welcome guest lecturer, Adrienne Pelletier
- Presentation to NUSU Board of Directors
- NUAAB Retreat and General Meeting
- Annual Service Awards

Meetings

- Audit & Finance, Governance, Executive, Community Relations, Fundraising and Plant & Property Committee meetings
- Updates on the School of Business
Indigenous Steering Committee updates
- Meeting with Paul Davidson and Gwendolyn Moncrieff-Gould, Universities Canada
- Meeting with the Kapuskasing Rotary Group
- Senate Executive Meeting
- Senate Meeting
- Meeting re: Fednor
- Meeting with Roy Slack: Cementation
- Meeting with Tanya Lukin-Linklater – NUACE
- Interview with Hannah Wylie, PhD Candidate
- Meeting with Jennifer Llewellyn
- UMG/Executive Meetings
- Meeting with Jeff Copenace
- Call with Rotary, Adventures in Understanding
- Meeting with Andrea Young, Law School Application

Government

- FRAYME Governance meeting – Youth Mental Health
- Universities Canada Governance Committee Call
- Call with Selena Gignac, Canadian Roots Exchange
- COU Executive Heads Retreat
- Training in occupational health and safety for Indigenous Students
- AFOA Canada 19th National Conference
- FRAYME Board meeting – Youth Mental Health
- AFOA Canada President’s Reception
- COU Executive Heads Roundtable
- Universities Canada Membership Meeting
- Welcome Remarks at AFN National Meeting, Vancouver BC

Collaboration

- Meeting with Aaron Knowlton, EAB
- Meeting with Dr. McPherson (Lakehead), and Pierre Zundel (Laurentian)
- Lecture at UBC

Community

- Meetings with city council and mayoral candidates in collaboration with NUSU
- Breakfast with the Mayor and NUSU representatives
- Northern Ontario Business Awards
Anishinabek Education System Office Opening
- North Bay Chamber of Commerce Event, hosted by NUSU
- Meeting with the selection committee of the 2019 Ontario Indigenous Summer Games
- Anishinabek Treaty Week Event
- ONR Luncheon
- Presentation to Rotary Club of North Bay

Research / Other

- Keynote address to the Ontario Library Service North
- TD Bank Reception

NIPISSING UNIVERSITY BOARD OF GOVERNORS MEETING

OPEN SESSION

November 8, 2018

5:30 p.m. – Chancellors House Assembly Room
(900 Gormanville Road)

AGENDA

1. **Call to Order/Land Acknowledgement**
2. **Declaration of Conflict of Interest**
3. **Use of Recording and/or Broadcasting Devices**
4. **Consent Agenda**
 - i. Adoption of the September 20, 2018, Minutes (Open Session)
 - ii. For Information Only
 - (a) Committee Reports
 1. Executive Committee
 2. Audit & Finance Committee
 3. Community Relations Committee
 - (b) Reports from Other Committees
 1. Alumni Advisory Board
 2. Joint Board/Senate Committee on Governance

Resolution: *That the items included on the November 8, 2018, consent agenda for the Open Session of the Board of Governors meeting be adopted as circulated.*

5. **Adoption of Regular Agenda**

Resolution: *That the Board of Governors adopt the November 8, 2018, Open Session regular agenda as circulated.*

6. **Chair's Remarks**

7. **Presentation: Disasters and Hackers. UTS is ready!** – Heather Hersemeyer, Director, University Technology Services

8. **Chancellor's Remarks**

9. **President's Remarks**

10. **Vice-President's Remarks**

- *Provost and Vice President, Academic & Research*

Resolution: *That the Board of Governors accept the recommendation of the Nipissing University Academic Senate to adopt a new academic organizational structure, effective July 1, 2019,*

that includes the creation of a new Dean of Teaching position as well as the reorganization of the current faculties to include the following:

- *Dean of the Faculty of Education and Professional Studies (Faculty to be comprised of the School of Business, School of Criminology & Criminal Justice, School of Nursing, School of Social Work and the Schulich School of Education); and*
- *Dean of the Faculty of Arts & Science (Faculty to be comprised of all other programs currently offered at Nipissing University).*

The new structure will include the current position of Dean of Research & Graduate Studies.

- *Vice-President, Finance & Administration*
- *Assistant Vice-President, Students*

11. Deans' Remarks

12. Enrollment Update – Provost and Vice President, Academic & Research

13. Question Period

14. Committee Reports

University Governance Committee – Tom Palangio, Board Chair/Jenny Mackie, Director, HR

Resolution: *That the Board of Governors accepts the recommendation of the University Governance Committee to accept the revised Search/Appointment/Reappointment of Senior Academic Administrators policy as circulated.*

15. Board Representatives on Other Committees

- Nipissing University Student Union
- Academic Senate
- Aboriginal Council on Education

16. Other Business

17. Adjournment

Resolution: That the Open Session of the Board of Governors' regular meeting now adjourn.

Time: _____

NIPISSING UNIVERSITY

BOARD OF GOVERNORS MEETING

OPEN SESSION

September 20, 2018

The Open Session of the regular Board of Governors meeting was held on Thursday, September 20, 2018, at 5:30 p.m. in the Nipissing University Board Room (F303).

Members Present: Tom Palangio, Board Chair
Karen Barnes
Paul Cook
Fran Couchie
Tom Curry (via Skype)
Mike DeGagné
Gord Durnan
Kristen Ferguson
Robin Gendron
Daniel Goulard
Blaine Hatt
Ryan Hehn
Rose Jawbone (via teleconference)
Gary Jodouin
Toivo Koivukoski
Joanne Laplante
Karl Neubert
Bobby Ray
Judy Smith
Stephen Tedesco

Regrets: Jade Nighbor
Derek Shogren
Andrew Wood

Invited Guests: Cheryl Sutton
Arja Vainio-Mattila
Casey Phillips
Debra lafrate
Callie Mady
John Nadeau
Pavlina Radia
Ursula Boyer
Len Gamache
Patti Carr
Hariett Madigan
Maggie Daniel
Laurie Bissonette
Christine Dowdall (University Secretary)

Observers: Nicolai MacKenzie
Xander Winter
Sarah McGowan
Amanda Burke
David Drenth
Warren Lindsay

Recording Secretary: Abby Blaszczyk (Administrative Assistant, President's Office)

1. Call to Order/Land Acknowledgment

The meeting was called to order at 5:30 p.m. The Board Chair recited a traditional land acknowledgement, recognizing that the meeting was being held on Nipissing First Nation traditional territory and the territory of the Anishnaabeg people.

2. Declaration of Conflict of Interest

The Board Chair called for conflicts of interest concerning any of the agenda items. No such declarations were made.

3. Use of Recording and/or Broadcasting Devices

The Board Chair reminded everyone that the use of recording and/or broadcasting devices is prohibited during the meeting.

4. Adoption of Open Agenda

Resolution 2018-09-01: ***That the Board of Governors adopt the September 20, 2018, open meeting agenda as circulated.***

*Moved by Gary Jodouin; seconded by Stephen Tedesco.
Carried.*

5. Adoption of the Minutes from May 31, 2018, Board meeting

Resolution 2018-09-02: ***That the minutes of the Open Session of the meeting of the Board of Governors held on May 31, 2018, be adopted as amended.***

The amendments included adding Arja Vainio-Mattila to the attendance list and the correction of a typographical error on page 4.

*Moved by Gord Durnan; seconded by Ryan Hehn.
Carried.*

6. Chair's Welcome, Introductions and Remarks

The Chair of the Board welcomed everyone to the first meeting of the new academic year. He made note of some exciting events taking place on campus this fall including the much-anticipated launch of the new turf field. He hinted at other exciting news that will be announced later in the meeting. Round table introductions followed.

7. Presentation of Draft Audited Financial Statements – Laurie Bissonette, KPMG

The Chair invited Laurie Bissonette from KPMG to present the Draft Audited Financial Statements for the year ending April 30, 2018. Ms. Bissonette reviewed the statements in some detail, noting that KPMG is providing a clean opinion on the financial statements.

Discussion followed, and a question was raised regarding the below-benchmark rate of return of our current investments. The Vice-President, Finance & Administration indicated that a meeting has been scheduled to discuss how best to proceed in this regard. Any recommendations that come out of that meeting will be reported back to the Board.

Resolution 2018-09-03: ***That the Board of Governors accept the recommendation of the Audit and Finance Committee that the Consolidated Audited Financial Statements for the year ended April 30, 2018, be approved as presented.***

*Moved by Ryan Hehn; seconded by Judy Smith.
Carried.*

8. Chancellor's Remarks

The Chancellor provided a brief update on his activities, both on campus and out in the community, over the past few weeks. One of the events he highlighted was Frosh Week, where students were encouraged to take advantage of the many supports that are available to them on campus. The Chancellor was pleased with the significant focus during Frosh week on the positive messaging that was given to students about the importance of being good neighbours.

9. President's Remarks

The President explained that the summer months at Nipissing are becoming increasingly busy. He reported that the Indigenous summer programs saw record numbers this year, with students from across Ontario and from as far away as Labrador.

The first joint Board/Senate orientation day took place on September 14. The President was pleased with the number of participants, saying that the event set a positive tone for the coming year.

Other topics the President touched on included the government's recent directive requiring universities to draft freedom of speech policies and the continued freeze on executive compensation.

The President's Annual Tenure and Promotion Report was presented to the Board at the May 31 meeting. However, over the summer, an application was reviewed by the new Tenure & Promotion Academic Administrators Committee and, as a result, Dr. DeGagné announced that Dr. Pavlina Radia was promoted to Professor effective July 1, 2018.

President's Goals and Priorities for 2018/19

The President's goals and priorities for 2018/19 were originally outlined at the May 31 Board meeting. Some of the highlights included the Nipissing Promise, a focus on academic and research excellence and the revitalization of the business program.

10. Vice-President's Remarks

The Provost and Vice-President, Academic & Research provided a brief update on the status of the review of the academic structure of the University. It is expected that Senate will draft recommendations at the next Senate meeting for the Board's consideration.

The Provost then updated the Board on the ongoing creation of strategies for internationalization at Nipissing University. Positive feedback was received by the Provost and the Assistant Vice-President, Students at the 2018 UArctic Congress in Finland, with one of the partner institutions stating that Nipissing is among the most desirable destinations for their students studying abroad.

Other items the Provost spoke about included the ongoing IQAP reviews and a reorganization of the research office.

The Vice-President, Finance & Administration (VPFA) provided an update on the student centre construction project. All responses to the RFP that was released in the spring came in over budget. The Nipissing University Student Union (NUSU), with assistance from Nipissing University staff, worked closely with the preferred vendor over the summer to make some adjustments to the project in order to reduce the price. As a result, the Executive Committee of the Board approved a \$1.5 million increase to the loan guarantee following KPMG's assessment that the student body could carry the additional debt load.

After further discussion, the following motion was put forward:

Resolution 2018-09-04: ***That the Board of Governors approve the awarding of the construction tender for the Student Centre to Kenalex Construction at the tender price of \$13,326,196.***

*Moved by Daniel Goulard; seconded by Blaine Hatt.
Carried.*

The VPFA provided an overview on the Economic Impact Study that was completed by KPMG. Both quantitative and qualitative impacts were emphasized in the report with some of the highlights including an annual economic impact of \$130.9 million, how the University applies its research capabilities to support the viability of the region, and the many community-focused initiatives led by Nipissing University that enhance the quality of life in North Bay.

Several questions and comments followed.

The Assistant Vice-President, Students (AVPS) spoke to a number of items, including giving a brief update on the launch of the NU Promise and acknowledging the success of using Founders House residence building over the summer months.

The AVPS gave a detailed presentation on the legalization of cannabis in Canada that takes effect on October 17, 2018. He spoke about what legalization might mean for Nipissing University. Nipissing is taking the same approach as most other Ontario universities on things such as prohibiting the smoking and/or growing of cannabis in residence, not permitting the delivery of cannabis to residence buildings, and aligning with provincial legislation regarding possession. It was noted that in keeping with provincial rules and local bylaws, and as the

University is considered to be a public space, the campus' current no smoking policy will be extended to include cannabis.

11. Deans' Remarks

The Interim Dean of Arts & Science gave a brief update on the Arts & Science faculty, including staffing changes and restructuring within the department. Particular focus was placed on recent successes in the faculty, such as the Summer Institute, the unveiling of the Human Evolution Lab and forthcoming curriculum proposals. It was also reported that the Dean's office provided a mobile gallery lab to exhibit student art work from the Fine Arts program.

The Associate Dean of the Schulich School of Education reported that the Indigenous Education program is expanding to include other languages in addition to Ojibway. She also stated that both the PhD and Masters of Education programs have seen an increase in enrollment numbers.

The Provost and Vice-President, Academic & Research added that there is hope for a future international exchange program in Nursing, as long as accreditations are accepted.

The Interim Associate Dean of Applied & Professional Studies stated that the business program curriculum is a top priority for the department. They are looking at exemplars from other Universities to see what sorts of things work well, and they are engaging in conversations with faculty, students and alumni to determine what we do well here at Nipissing and what we need to improve on. They are working on an initial draft plan for moving forward, and the Interim Associate Dean hopes to have an update for the Board at the next meeting.

12. Enrollment Update – Registrar

The Registrar explained that her office is responsible for providing enrollment numbers to the government three times a year: November 1, February 1, and June 30. It was noted that there is a slight drop in numbers this year, with a headcount of 4,707 as of September 11 this year compared to 4,720 as of November 1 last year. The University will be focusing efforts on retaining those 4,707 students and, potentially, increasing that number.

13. Question Period

A question was raised by a Board member concerning a recommendation made by Senate in May 2018 involving the interim structure of the Applied and Professional Studies faculty. It was the member's understanding that the recommendation would come to the Board at this meeting. Discussion followed, and it was determined that the interim structure will continue to be trialed and brought up for discussion again at the November meeting.

A question was raised concerning a reference in the Executive Committee minutes from September 17 regarding the implementation of a consent agenda. The President explained that a consent agenda will be used for the November Board meeting, and Board members will then be invited to comment on its effectiveness in an effort to determine how we will move forward.

Other questions included a request for the President to expand on his goal for next year to increase revenues/ decrease spending and potential initiatives to increase enrollment.

14. Committee Reports

Executive Committee – *Tom Palangio, Committee Chair*

The Executive Committee met twice in the last period including a special meeting held on August 27 to appoint new Research Ethics Board members in order for the REB to continue its work uninterrupted. This meeting also included a resolution to approve the additional \$1.5 million loan guarantee for the student centre as previously mentioned above.

The minutes from both the August 27 meeting and the regular meeting held on September 17 were included with the agenda.

Audit and Finance Committee – *Karen Barnes, Committee Chair*

The Audit and Finance Committee met on September 17 and reviewed the draft financial statements from the 2017-2018 year. Enrollment numbers, 2018-2019 financials, and the annual work plan were also reviewed.

Minutes from the meeting were included with the agenda.

University Governance Committee – *Gary Jodouin, Committee Chair*

The Committee Chair provided some highlights from the September 17 meeting, including an update regarding the two LGIC appointees that are currently awaiting approval. The meeting also included a discussion surrounding the potential for adding a Senate representative to the membership of the Executive Committee. This topic will be brought to the Joint Board/Senate Committee on Governance for discussion.

Community Relations Committee – *Karl Neubert, Committee Chair*

The Community Relations Committee reviewed the committee's accomplishments from its inaugural year and discussed goals for the upcoming year.

The meeting minutes were included with the agenda.

Fundraising Committee – *Gord Durnan, Committee Chair*

The Fundraising Committee was pleased to report positive partnerships and plans that are moving forward. The committee's September meeting included a discussion on how different generations look at philanthropy and the importance of this for our advancement team when moving forward with our fundraising campaign.

The minutes were included with the agenda.

Plant and Property Committee – *Joanne Laplante, Committee Chair*

The September meeting of the Plant and Property Committee included a construction update, a report on the status of the ski trails for two major upcoming events, and a brief update on the Student Centre.

The minutes from the meeting were included with the agenda.

15. Board Representatives on Other Committees

Nipissing University Student Union – *Daniel Goulard*

The Nipissing University Student Union President gave an update on several events on and off campus for the start of the fall/winter semester. The success of Frosh Week, and specifically the \$9,300 raised for Cystic Fibrosis Research during the Shinerama campaign, was highlighted. The Community Cleanup project received positive media coverage and community response. Upcoming events on campus include a Wellness Week for mental health awareness and a Chamber of Commerce After Hours event that will be held in the Athletics Centre.

Academic Senate – *Tom Curry*

Tom Curry and Bobby Ray are the two Board representatives sitting on the Academic Senate this year. Mr. Curry stated that Senate operates very efficiently, and he praised how well it interacts with the Board of Governors under the leadership of the Senate Speaker and Senate Chair. He acknowledged that considerable business was accomplished at the September meeting, including the appointment of Faculty Senators to serve on the Joint Board/Senate Committee on Governance and on the Budget Advisory Committee.

Alumni Advisory Board

There was no report. However, the Alumni Association, and in particular the Alumni Relations Coordinator Bridgette Perron, was congratulated on the extensive work that went into the planning of Homecoming this year.

Aboriginal Council on Education

There was no formal report. However, it was noted that the NUACE is having some difficulties achieving quorum and, as a result, they are considering making some changes to the way they operate.

16. Other Business

There was no other business.

17. Adjournment

Resolution 2018-09-05: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

*Moved by Daniel Goulard; seconded by Karen Barnes.
Carried.*

Open session adjourned at 7:54 p.m.

President & Vice-Chancellor/Secretary of the Board

Board Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

October 15, 2018

The Audit and Finance Committee met on Monday, October 15, 2018, at 8:30 a.m. in the Nipissing University Board Room (F303).

Members Present: Karen Barnes, Chair
Gord Durnan
Gary Jodouin
Tom Palangio
Robin Gendron
Mike DeGagné
Stephen Tedesco
Hannah Mackie
Arja Vainio-Mattila (non-voting)
Cheryl Sutton (non-voting)
Christine Dowdall, University Secretary (non-voting)

Regrets: Paul Cook

Guests: Casey Phillips
Debra Iafrate
Jim McAuliffe
Laurie Bissonette, KPMG

Recording Secretary: Ursula Boyer (Director, Finance)

1. Welcome/Calls for Conflicts of Interest

The Chair welcomed everyone to the meeting. No declarations of conflict of interest were made.

2. Enrolment Update

The Registrar provided an update on enrolment. Enrolment data as of October 11, 2018, was provided with comparison data as at November 1, 2017. Enrolment is down slightly; however, as a result of an increase to courses per student, full-time equivalents (FTE's) are up.

3. KPMG Process Review of Finance Department

The Vice-President, Finance & Administration (VPFA) presented the results of a process review of the Finance Department that was completed by KPMG. In 2016/2017, Nipissing was successful in obtaining MTCU funding to support ongoing improvements in Finance and at that time engaged KPMG for assistance. Both the Finance and Payroll departments have seen significant improvements since

then, including such things as achievements in efficiencies, improved reporting and internal controls. Laurie Bissonette from KPMG provided further details on the process review.

4. 2018/19 Financials

The VPFA reviewed the 2018/19 financials as at August 31, 2018. She noted that the budget has been adjusted to include the Greenhouse Gas Retrofit Grant of \$917,800 (and corresponding expenses) and to remove the Access to Inclusion Grant (and corresponding expenses). Committee members were advised that we are also expecting a negative grant variance of \$500,000 based on indications that the Province will not provide funding to assist with the implementation of Bill 148 and the associated increases to minimum wage.

Other than timing differences and the exceptions noted above, the budget is tracking as expected.

5. Financial Health Indicators for 2017/18

The VPFA reviewed the 2017/18 financial health indicators. She noted that several of the ratings improved as a result of the sale of the Bracebridge campus; however, the net income/net loss ratio decreased due to the operating deficit.

6. 2019/2020 Budget Timelines

Committee members were provided with the proposed schedule for development of the 2019/20 budget.

7. Research Update

The Dean of Graduate Studies & Research provided an update on the research grant activity from 2013-2018. He noted that the research activity has increased over this period with research grant revenue reaching over \$3M in 2017/18. He noted that many of the grants are for multiple years. Tri-Agency grants are increasing which in turn increases the research support grant provided to the University. An overview of the revenue provided to graduate students was also provided.

8. Student Centre Update

The contract to construct the Student Centre was awarded to Kenalex Construction. The official ground breaking ceremony will be held on November 9, 2018, at 1:00 p.m.

9. Other Business

- **Investment Update – PH&N**

The VPFA and the Director, Finance met with the investment consultant at PH&N to review investments and to discuss Nipissing's investment strategy. PH&N will attend the next Audit & Finance meeting where a more detailed discussion will take place.

The meeting adjourned at 9:50 a.m.

Recorded by: _____

Approved by: _____
Committee Chair

2018/19 Operating Fund
For the period ended August 31, 2018

	Actual YDT as at August 31, 2018	Adjusted Annual Budget*	Variance \$ (Actual YTD - Annual Budget)	YTD Actual as a % of Annual Budget	Actual PYR	Annual Budget (Previous Year)	PYR Actual as a % of PYR Annual Budget	Variance \$ CY to PY	Variance % CY to PY
Revenue									
Government Grants	\$ 12,604,610	\$ 38,802,090	\$ (26,197,480)	32%	\$ 12,701,941	\$ 38,949,799	33%	\$ (97,331)	-1%
Student Fees - Tuition	\$ 25,812,296	\$ 25,943,362	\$ (131,066)	99%	\$ 24,877,071	\$ 25,427,859	98%	\$ 935,225	4%
Student Fees - Other	\$ 1,811,567	\$ 2,057,150	\$ (245,583)	88%	\$ 2,057,930	\$ 2,061,800	100%	\$ (246,363)	-12%
Other	\$ 505,541	\$ 1,890,694	\$ (1,385,153)	27%	\$ 314,284	\$ 1,794,940	18%	\$ 191,256	61%
Investment Income/Donations	\$ 53,503	\$ 199,000	\$ (145,497)	27%	\$ 33,088	\$ 112,500	29%	\$ 20,415	62%
Revenue Total	\$ 40,787,516	\$ 68,892,296	\$ (28,104,780)	59%	\$ 39,984,314	\$ 68,346,898	59%	\$ 803,202	2%
Expenses									
Salaries and Benefits	\$ 17,655,273	\$ 53,907,826	\$ (36,252,552)	33%	\$ 16,687,021	\$ 53,190,799	31%	\$ (968,252)	-6%
Operating	\$ 3,503,822	\$ 9,612,161	\$ (6,108,339)	36%	\$ 3,212,327	\$ 10,392,869	31%	\$ (291,496)	-9%
Scholarships and Bursaries	\$ 1,027,230	\$ 3,934,482	\$ (2,907,252)	26%	\$ 899,581	\$ 3,920,060	23%	\$ (127,648)	-14%
Occupancy Costs	\$ 971,227	\$ 5,457,850	\$ (4,486,623)	18%	\$ 661,774	\$ 4,707,892	14%	\$ (309,453)	-47%
Principal and Interest on Long Term Debt	\$ 507,103	\$ 1,135,739	\$ (628,636)	45%	\$ 578,994	\$ 1,314,251	44%	\$ 71,892	12%
Expenses Total	\$ 23,664,655	\$ 74,048,058	\$ (50,383,403)	32%	\$ 22,039,697	\$ 73,525,871	30%	\$ (1,624,958)	-7%
Surplus (Deficit) Before Undernoted	\$ 17,122,861	\$ (5,155,762)	\$ 22,278,623	-332%	\$ 17,944,617	\$ (5,178,973)	-346%	\$ (821,755)	-5%
Transfers									
Transfers to (from) other funds	\$ (699,536)	\$ (1,818,288)	\$ 1,118,752	38%	\$ 3,950	\$ (1,773,864)	0%	\$ (703,486)	-17810%
Transfers to (from) Internally Restricted	\$ 513,710	\$ 522,033	\$ (8,324)	98%	\$ 531,233	\$ 469,500	113%	\$ (17,524)	-3%
Transfers Total	\$ (185,826)	\$ (1,296,255)	\$ 1,110,428	14%	\$ 535,183	\$ (1,304,364)	-41%	\$ (721,010)	-135%
Total	\$ 17,308,688	\$ (3,859,507)	\$ 21,168,195	-448%	\$ 17,409,433	\$ (3,874,609)	-449%	\$ (100,746)	-1%

*Revenue & Expenses adjusted to include:
- Greenhouse Gas Retrofit (\$917,800) additional
- Access to Inclusion (\$250,000) removed

NIPISSING UNIVERSITY BOARD OF GOVERNORS

GOVERNANCE COMMITTEE MEETING

OPEN SESSION

October 15, 2018

The Governance Committee met on Monday, October 15, 2018, at 10:30 a.m. in the Nipissing University Board Room (F303).

Members present: Gary Jodouin, Committee Chair
Fran Couchie
Mike DeGagné
Blaine Hatt
Ryan Hehn
Hannah Mackie
Jade Nighbor
Bobby Ray
Cheryl Sutton (non-voting)
Arja Vainio-Mattila (non-voting)
Nicolai MacKenzie (non-voting)
Christine Dowdall, University Secretary (non-voting)

Regrets: Paul Cook
Tom Curry

Guests: Casey Phillips
Jenny Mackie

Recording Secretary: Abby Blaszczyk (Administrative Assistant, President's Office)

1. Opening Remarks/Call for Conflicts of Interest

The meeting was called to order at 10:30 a.m. The committee chair called for any conflicts of interest; no such declarations were made.

2. Search/Appointment/Reappointment of Academic Administrators Policy (Second Draft) – Jenny Mackie, Director, Human Resources

The Director of Human Resources highlighted the changes made to the Search/Appointment/Reappointment of Academic Administrators Policy as recommended at the last meeting. Changes included grammatical and language changes.

A question arose regarding the appointment of non-faculty Deans. This possibility is not covered in the current language, and it was agreed that the policy will be revised to include it.

Attention was brought to Section F of the policy and, specifically, to the proposed language for the term of office for both the Provost and the President.

Motion: ***That the University Governance Committee recommends that the Board of Governors accepts the Search/Appointment/Reappointment of Senior Academic Administrators Policy as amended.***

*Moved by Blaine Hatt; seconded by Tom Palangio.
Carried.*

3. Board Vacancies

- **Current Board Vacancies:** The Board currently has one LGIC vacancy. There will be another vacancy at the end of June, and we are currently awaiting two LGIC approvals.
- **Prospective Nominees:** The Chair of the Governance Committee has received information concerning two prospective Board nominees at this time. There have been no formal nominations made.
- **Nomination Committee – Membership:** In order to move the filling of vacancies along, the Chair asked for nominations of a formal nominating committee. This committee will be tasked with making recommendations to the Board for new non-constituent members.

The Nomination Committee for this year will be comprised of the Chair of Governance, Tom Curry and Fran Couchie. Bobby Ray agreed to be called on as an alternate.

4. Joint Board/Senate Committee on Governance – Update

The Joint Board and Senate Committee on Governance is scheduled to meet on October 17, 2018. The focus of the meeting is the requirement of every publicly-assisted college and university to develop and publicly post its own free speech policy by January 1, 2019. There will also be discussion around the methods of communication between the Senate and Board.

It was noted that there has been some difficulty in reaching quorum with the Joint Board/Senate Committee on Governance. It was suggested that evening or weekend dates be suggested at the upcoming meeting.

5. Other Business

There was no further business.

The meeting adjourned at 11:20 am.

Recording Secretary

Chair of Governance

NIPISSING UNIVERSITY

Policy Category:	Human Resources
Policy Number:	3.1.2012.B
Policy Name:	Search/Appointment/Reappointment of Senior Academic Administrative Officers
Responsible Department:	Office of the President <u>Human Resources</u>
Original Approval Date:	April 5, 2012
Approval Authority:	Board of Governors
Last Updated:	May 2014 <u>September 2018</u>
Next Review Date:	February 2018 <u>September 2021</u>

- A. Introduction
- B. General
- C. Basic Principles
- D. Procedures & Rules for Operation of the Search Committee
- E. Composition of Search Committees
 - 1. President and Vice-Chancellor
 - 2. Provost and Vice-President, Academic & Research
 - 2.3. Associate or Assistant Vice-Presidents, ~~Academic & Research~~
 - 3.4. Deans
 - 4.5. Associate Deans
- F. Length of Term of Office
- G. Role of the Search Firm
- H. Compensation Agreement & Termination Clauses
- I. Review/Reappointment Procedures

A. INTRODUCTION

The Nipissing University Act (1992) empowers the Board of Governors to appoint Senior Academic Administrative Officers to the University. Such appointments will be in accordance with ~~the this~~ Search/Appointment/Reappointment Policy and Procedures for of Senior Academic Administrative Officers policy of Nipissing University as set out below.

B. GENERAL

This policy applies to all senior academic appointments at the rank of Associate Dean or higher for which an earned doctorate is a normal requirement and where a faculty appointment, with or without tenure, may be expected attached.

The process by which appointments/reappointments of senior academic administrative officers are made should be publicized widely within the University community. The individuals charged with making decisions on appointments/reappointments should be accountable and therefore provide a rationale for their decisions.

The composition and terms of reference for the respective Search Committees, ~~as determined by the Senate and Board of Governors~~, are set out in this Appointment/Reappointment Policy and Procedures for Senior Academic Administrative Officers policy.

Academic Tenure and Senior Appointments

~~Where appropriate, a person appointed to a senior academic administrative position shall also be accorded an academic appointment.~~ The Search Committee shall recommend the appointment of the successful one candidate for the position, at an appropriate rank with tenure in an appropriate academic department/division. ~~Where appropriate, a person appointed to a senior academic administrative position shall also be accorded an academic appointment.~~ Decisions regarding rank, tenure, academic department/division shall be the responsibility of the Principal (defined as the immediate supervisor) upon consultation with Human Resources.

~~A person appointed to an administrative position with an academic appointment shall retain the privileges of tenure and academic freedom.~~

If applicable, Where where a person holding an academic appointment with tenure relinquishes her/his administrative duties, she/he may assume duties in the appropriate academic department/division on a full-time basis following their administrative leave.

C. BASIC PRINCIPLES

~~With the exception of the position of President, the appointment of Senior Academic Administrative Officers shall be made on the recommendation of the President to the Board of Governors together with a written report of the Search Committee.~~

~~In the event that the President disagrees with the recommendation of the committee or recommends a different name, the President shall submit his/her rationale for the disagreement, along with the recommendation of the Search Committee, to the Board of Governors. The Board of Governors shall make the appointment. The term of office for Senior Academic Administrative Officers is defined in Section F.~~

The following principles should apply to the Search Committee:

1. The Principal (~~defined as the immediate supervisor~~) should be involved in the selection of the subordinate; and
2. The constituencies most directly involved should be represented; and
3. The confidentiality of the search process shall be maintained and respected by all involved. Confidentiality requirements for search committee members extend beyond the conclusion of the search process; they are deemed to be permanent.

The committee structure and search process shall reflect the values represented within Nipissing University's culture, ensure equity, and preserve the dignity and rights of all individuals as ~~delineated-outlined in our Nipissing University's Respectful Workplace and~~ Harassment and Discrimination ~~policy~~policies. All Search Committee members will be provided with a copy of ~~the Harassment and Discrimination policy~~these policies.

~~The Nipissing~~ University is committed to providing equal employment opportunities to all individuals regardless of age, sex, disability, ethnic origin, race or any other grounds as stipulated in the Ontario Human Rights Code.

~~The Nipissing~~ University will undertake positive steps to promote the full participation and integration of women, visible minorities, ~~aboriginal-Indigenous~~ people and persons with disabilities.

All efforts will be made to achieve a search committee composition that is gender balanced and reflects the composition of the Nipissing University community. Where possible and/or appropriate, the University will strive to strike a balance of representation from across faculties and departments.

Where applicable, A majority of the Search Committee shall be composed of persons elected to the committee. In order to maintain the integrity of the confidentiality requirements, individuals elected to represent a specific constituency are not expected to will not confer with their constituents but, rather, it is understood that, by virtue of their election, the opinions and decisions are deemed to be a reflection of their constituency.

~~All efforts will be made to achieve a search committee composition that is gender balanced and reflects the composition of the Nipissing University community.~~

D. PROCEDURES & RULES FOR OPERATION OF THE SEARCH COMMITTEE

1. Wherever possible, the appropriate Search Committee (also referred to as "the committee") shall be established at least twelve (12) months, but no more than eighteen (18) months, prior to the end of any term of office.
2. Where a body such as the Board of Governors, Senate, non-academic employees or Faculty is responsible for the election of persons to a Search Committee, that body shall determine the method of electing its representatives with the goal to work expeditiously.
3. Initiatives leading to the formation of a search committee shall be taken by the individual responsible for the position which is vacant or will fall vacant. -This includes ensuring that elections of members of search committees are properly conducted. -The Principal shall be the Chair of the search committee and will be a full participating member. -With the exception of the Board of Governors members and students, all elected members of the Search Committee shall be full-time Nipissing University employees who have completed their probationary period. -Faculty members shall be tenured members.

4. All ~~the~~ elections shall be held simultaneously or as close to each other as practically possible. -In any event, none of the election results shall be announced until all elections have been held.
5. The Chair of the Search Committee shall ensure that all committee members are familiar with the process and materials under consideration. -The Chair shall provide to each of the committee members a copy of this ~~Appointment/ Reappointment Policy and Procedures for Senior Academic Administrative Officers of Nipissing University~~ policy. The Chair will also work to create an environment in which any and all concerns can be fully addressed.
6. Following the first meeting of the Search Committee, the Chair shall notify the University community of the names of the members of the Committee for informational purposes.

~~7.~~

~~8.7.~~ Where a member of a Search Committee ~~consents~~ decides to be a candidate for the position under consideration, she/he must declare their candidacy in advance of receiving any relevant materials and, in any case, prior to the first meeting of the Committee. ~~shall cease to be a member of the Committee. A Search Committee member must declare their candidacy before the job description/profile has been finalized.~~

~~9.8.~~ Where a member of the Search Committee ceases to be a member of the ~~Committee~~ committee for any reason, a successor shall be chosen in the same manner as the person withdrawing, unless the first interview has been conducted, in which case the seat shall remain vacant.

~~10.9.~~ All For all senior academic administrative openings, ~~except when the Reappointment Committee recommends reappointment, will be advertised internally and externally. The~~ the proper placement of internal and or external advertising will be the responsibility of the Chair of the Search Committee in consultation with the Director, Human Resources. ~~following the approval of the President. The complete advertisement will be available on the University's website.~~

~~11.10.~~ Once applications have been received, members of the Search Committee shall declare all possible conflicts of interest. -In the event of a perceived, potential or actual conflict of interest that could compromise or be seen to compromise the member's judgment of the candidates, she/he shall disclose the nature of that conflict to the Search Committee in sufficient detail to enable the cCommittee to determine whether the member must resign from the Committee.

~~12.11.~~ All applications shall be reviewed and considered under a set of criteria established by the Search Committee, and a short list of candidates shall be interviewed.

~~13.12.~~ The Search Committee shall meet in camera and their deliberations shall be strictly confidential. A person who has breached confidentiality shall be subject to sanction by the Chair up to and including dismissal from the cCommittee and forfeiture of constituency representation. There is no appeal to the sanction imposed by the Chair.

~~14.13.~~ All members of the Search Committee shall have one vote, including the Chair. —The ex officio member of the Search Committee (Director, Human Resources) shall be non-voting. -If a member of the Search Committee is absent for an interview of one of the candidates, she/he shall not participate in the voting or deliberation process as each voting committee member must be in a position to weigh the merits of

each candidate prior to making a recommendation. However, if the search process involves other rounds of interviews and voting, the member may participate in the voting or deliberation for those subsequent rounds.

~~Advice, actions, and recommendations of the Search Committee should be through formal motions and voting. The determination of choice among "short list" candidates shall be by secret ballot. The Search Committee shall elect two of its members to assist the Chair in counting the ballots.~~

~~The Search Committee may invite, for formal consultation, persons not associated with the University but who, in the opinion of the Search Committee, are in a position to offer wise or expert advice on the appointment in question.~~

~~The Search Committee may provide opportunity for relevant groups and/or individuals (e.g. Chancellor, Nipissing University Student Union, University Management Group, union executives, Senate executives, etc.), as determined by the Search Committee, to meet with the short-listed candidates. Such meetings will be conducted as part of the confidential search process, and any groups and/or individuals invited to take part must agree to abide by the confidentiality requirements of the search process. The relevant groups and/or individuals shall be given five (5) working days to provide feedback to the Search Committee on their meetings with the candidates.~~

- ~~14.~~ The Search Committee shall ensure that interview questions are based on pre-established job-related criteria (including core competencies). ~~The Committee shall acquaint itself of the requirements of the position through discussion, meeting with the incumbent and others, if required, and shall then establish criteria on which the candidates will be judged. Behavioural and situational questions shall be asked of all short-listed candidates.~~
15. The Search Committee may request that short-listed candidates make a presentation to the University community. The committee's decision regarding such a request must take into account the concept of confidentiality which may preclude the recording and distribution of such presentations. The University community may then be invited to provide relevant feedback to the Committee. Such feedback must comply with Human Rights legislation and Nipissing University's Respectful Workplace Policy and will be restricted to the core competencies of the position. Anonymous feedback will not be considered.
16. The Search Committee shall recommend one person for the appointment. ~~The candidate recommended for appointment must come from the list of candidates interviewed.~~ The recommendation may go forward only with the agreement of the majority of the ~~c~~Committee.
17. The Search Committee's recommendation shall include a report describing the procedures followed, the number of candidates considered, and ~~their~~ the committee's recommendation for appointment. ~~The Search Committee is disbanded once it makes its~~ recommendation is made.
18. For the position of President and Vice-Chancellor, the recommendation of the Search Committee shall be made directly to the Board of Governors. The recommendation shall be in the form of a written report.
- ~~17-19.~~ For all positions covered by this policy other than the President and Vice-Chancellor, the recommendation of the Search Committee shall be made first to the President and subsequently by the President to the Board of Governors. The Committee's written report shall accompany the President's recommendation to the Board. In the event that the President disagrees with the recommendation of the Committee, the President shall submit a rationale for the disagreement to both the cCommittee and to the Board of Governors.

~~18. Upon receiving the recommendation of the Committee, the President will make a recommendation to the Board of Governors together with the written report of the Committee. In the event that the President disagrees with the recommendation of the Committee, the President shall submit a rationale for the disagreement to the Committee and to the Board of Governors.~~

~~19.~~ 20. If the Search Committee fails to make a recommendation for a candidate, the search will be deemed a failed search and a new search will may be initiated. In the event a new search is initiated, tThe Principal Chair will decide if a new committee shall be struck or if the new search will be conducted with the original search committee.

~~20.~~ 21. Documentation, including the Search Committee's recommendation and report, shall be kept in the Human Resources office for twelve (12) months.

~~21. Documentation of the Reappointment Committee shall be kept in the Human Resources office for twelve (12) months.~~

~~22.~~ 22. On those matters not set out above, the Search Committee shall establish its own procedures.

E. COMPOSITION OF SEARCH COMMITTEES

1. President and Vice-Chancellor

The composition of the Search Committee ~~for the President and Vice-Chancellor~~ shall ~~include a Chair and ten (10) other members~~be as follows:

- a) The Chair of the Board of Governors (or designate) who shall be Chair;
- b) Two (2) external non-constituent members of the Board of Governors (elected by the Board of Governors);
- c) One (1) Vice Presidents (appointed by the Chair of the Board of Governors);
- d) One (1) Dean (appointed by the Chair of the Board of Governors);
- e) Three (3) tenured faculty members ~~with one from each faculty~~ (elected by the Senate);
- f) One (1) regular full-time administrator (elected by the administrative staff); and
- g) One (1) regular full-time support staff (elected by the support staff).
- h) One (1) student (elected by Nipissing University Student Union).

Total: 11 Committee Members/11 Voting Members

The Director, Human Resources will be an ex-officio, non-voting member of the Search Committee.

2. Provost and Vice-President, Academic & Research (PVPAR)

The ~~membership composition of a the~~ Search Committee ~~for the Vice-President, Academic & Research~~ shall ~~have a Chair and be composed of nine (9) other members~~ be as follows:

- a) The President & Vice-Chancellor (or designate) who shall be Chair ;
- b) One (1) ~~external non-constituent~~ member of the Board of Governors (elected by the Board of Governors);
- c) One (1) Vice-President (appointed by the President & Vice Chancellor);
- d) One (1) Dean or Associate Dean (appointed by the President & Vice Chancellor);
- e) Four (4) tenured faculty members ~~with one from each faculty~~ (elected by Senate);
- f) One (1) non-academic regular full-time staff member (elected by support staff and administration); and
- g) One (1) student (elected by the Nipissing University Student Union).

Total: 10 Committee Members/10 Voting Members

The Director, Human Resources will be an ex-officio, non-voting member of the Search Committee.

3. Associate or Assistant Vice-Presidents

The ~~membership of a composition of the~~ Search Committee ~~for the Vice-President, Academic & Research~~ shall ~~have a Chair and be composed of nine (9) other members~~ be as follows:

- a) The Provost and Vice-President, Academic and Research (or designate) who shall be Chair;
- b) One (1) ~~external non-constituent~~ member of the Board of Governors (elected by the Board of Governors);
- c) One (1) Vice-President or Associate/Assistant Vice-President (appointed by the Vice-President, Academic and Research);
- d) One (1) Dean or Associate Dean (appointed by the President & Vice Chancellor);
- ~~e) Four (4) tenured faculty members with one from each faculty~~ (elected by Senate);
- ~~e) —~~
- f) One (1) non-academic regular full-time staff member (elected by support staff and administration); and
- g) One (1) student (elected by the Nipissing University Student Union).

Total: 10 Committee Members/10 Voting Members

The Director, Human Resources will be an ex-officio, non-voting member of the Search Committee.

4. Faculty Deans

The ~~membership of a composition of the~~ Search Committee ~~for the Dean's position~~ shall ~~have a Chair and be composed of seven (7) other members~~ be as follows:

- a) The Provost and Vice-President, Academic & Research (or designate), who shall be Chair;
- b) One (1) Dean appointed by the Vice-President, Academic & Research;
- ~~b)c)~~ One (1) tenured faculty member from a Faculty other than the one for which the Dean is being selected (elected by Senate);
- ~~c)a)~~ One (1) Dean appointed by the Vice-President, Academic & Research.
- d) Three (3) tenured faculty members from the Faculty for which the Dean is being selected (elected by Senate);
- e) One (1) non-academic regular full-time staff member elected by and from those members of the non-academic staff (Administrative and Support); and
- f) One (1) student (elected by the Nipissing University Student Union).

Total: 8 Committee Members/8 Voting Members

The Director, Human Resources will be an ex-officio, non-voting member of the Search Committee.

5. Non-faculty Deans and Associate Deans

The ~~membership of a~~ Search Committee for a Non-faculty Dean or an Associate Dean shall ~~have a Chair who will be chaired by the supervisor of the said Associate Dean~~ PVPAR (or designate). -The Dean Chair will work with the Director, Human Resources, to develop a representational search committee.

F. LENGTH OF TERM OF OFFICE

~~The~~ term of office for the President and Vice Chancellor, and ~~the PVPAR Vice President, Academic and Research~~ shall normally be five (5) years, with the opportunity for reappointment as per Section I. Reappointment beyond a second consecutive term for either of these positions is considered unusual. However, the Board of Governors may approve an extension to the President's second term upon a recommendation by the Executive Committee of the Board of Governors and a resulting majority decision of the Board. The Board of Governors may approve an extension to the PVPAR's second term upon a recommendation by the President and a resulting majority decision of the Board of Governors. Any extension to the term of the President or the PVPAR as a result of this clause will not normally exceed one additional five (5) year term.

The term of office for ~~Deans a specific Dean position~~ shall normally be five (5) years, renewable for one additional five (5) years/year term, to a maximum of ten (10) years. -The term of office for ~~the Associate Deans a specific Associate Dean position~~ shall normally be three (3) years, renewable for one additional three (3) years/year term,

to a maximum of six (6) years. These limits are in place to encourage faculty renewal and any extension beyond the second consecutive term will occur only in exceptional circumstances. In such cases, the Principal will make a recommendation to the President for an extension. If the President agrees with the merits of the extension, a recommendation may be made by the President to the Board of Governors.

~~Reappointment beyond a second consecutive term should be considered unusual and will occur only if there are compelling reasons, as specified by the Search Committee, along with strong support throughout the University community. (See Section I for reappointment procedures.)~~

~~If the incumbent's office a position covered by this policy, other than the position of President, becomes vacant through death, resignation, or other causes, it is the President, in consultation with the Principal and the Director, Human Resources's responsibility, will determine if it is appropriate to appoint an interim senior academic administrator and to initiate the process of filling the vacancy as prescribed in Section E – Composition of Search Committees. If the position of President becomes vacant, the Board Chair, in consultation with the Executive Committee of the Board and the Director, Human Resources, will determine if it is appropriate to appoint an interim President.~~ The term of office of ~~the an~~ interim academic administrator should be of sufficient length for the Search Committee to complete its task and normally ~~should will~~ not exceed twelve (12) months.

G. ROLE OF THE SEARCH FIRM

An executive search firm/consultant will normally be retained for the ~~senior academic administrative~~ positions of President and Vice Chancellor. ~~The President will determine, on a per search basis, whether a search firm/consultant shall be retained for other senior academic administrative officers and may seek advice from the Search Committee on this matter.~~

If a search firm is deemed warranted, the Director, Human Resources will work closely with the Search Committee and the lead search consultant ~~will provide services that may include but are not limited to the following~~ to determine the role and responsibilities of the search firm.:

- ~~— becoming involved in the pre-search stage of the process;~~
- ~~— drafting, formatting and placement of the advertisement;~~
- ~~— reviewing the existing responsibilities and expectations of the position;~~
- ~~— preparing materials for the committee;~~
- ~~— assisting in the drafting of interview questions;~~
- ~~— suggesting presentation topics and candidate presentations to various constituent groups of the University;~~
- ~~— assisting in conducting the interviews;~~
- ~~— providing advice on negotiating the terms and conditions of employment for the recommended candidate;~~
- ~~— conducting post-search follow-up with the successful candidate; and~~
- ~~— conducting 360 degree reference checks, ensuring all information/comments are attributed to the individuals who made them so that appropriate importance/weight/significance can be given to the references.~~

~~All references shall be in the form of a written report.~~ The consultant and/or the Director, Human Resources will speak with all individuals the Search Committee wishes or deems appropriate to contact to ensure that all relevant information regarding the candidates is received by the Search Committee. ~~The feedback/references received from the individual(s) the Search Committee asked the consultant or Director, Human Resources to contact shall also be in the form of a written report. The committee will fully consider and weigh the significance of all references and information in order to make the best decision for Nipissing University.~~

~~The search firm and lead consultant are a support service and shall not have a vote on the Search Committee.~~

Whether or not a search firm is ~~deemed warranted~~engaged, procedures as set out in Section D will continue to apply.

H. ~~COMPENSATION AGREEMENT & TERMINATION CLAUSES~~ REMOVE THIS SECTION – PLACE IN COMPENSATION POLICY INSTEAD

~~The Presidential Compensation Sub-Committee will negotiate the terms and conditions of the compensation agreement with the President and Vice-Chancellor and will make a recommendation to the Executive Committee of the Board of Governors for their approval.~~

~~For other senior academic appointments, the Principal will negotiate a compensation package with the prospective appointee following best practices and guidelines provided by the Director, Human Resources. She/he shall make known to him/her any policy and procedures with respect to the terms of the appointment. The Principal shall provide the candidate a formal written offer describing the terms and conditions of employment. If the appointee accepts the terms of the agreement, the appointee must complete, sign and have the document witnessed. The compensation agreement will contain language with regard to termination of the appointment prior to the end of the term. Termination language/clauses will address resignation, termination with cause and termination without cause.~~

H. REVIEW/REAPPOINTMENT PROCEDURES

1. No less than Fifteen-fifteen (15) months before the completion of the term of the incumbent, the Principal shall determine whether or not they support reappointment of the incumbent. For positions other than the President and the PVPAR, in the event the Principal does not support reappointment, he/she shall notify the President and next steps will be determined. For the position of PVPAR, in the event the President does not support reappointment, or for the position of President, in the event the Board Chair does not support reappointment, the Executive Committee of the Board shall be notified and next steps will be determined. Such steps may or may not include moving forward with the reappointment process.

~~1.2.~~ If the Principal supports reappointment of the incumbent, a reappointment-Reappointment committee Committee shall be struck. The composition of the Reappointment Committee shall be the same as the composition of the Search Committee delineated in Section E (1 through 65). The basic principles and applicable procedures and rules for operation of thea Search Committee shall also apply to thea Reappointment Committee for Review/Reappointment.

3. ~~2.~~ The Reappointment committee-Committee shall review, updating where necessary, the expectations and responsibilities of the respective senior academic administratorposition- and provide a written outline to the incumbent.

4. ~~3.~~ If, after reviewing the criteria for the expectations and responsibilities established for the position, the incumbent elects to stand for a consecutive term, the Reappointment Ccommittee will determine, through the following steps, whether or not to recommend the reappointment:

- The past performance of the incumbent shall be assessed in the context of the University's future academic direction.
 - Material to be examined by the committee shall include an updated curriculum vitae; the criteria established as part of the search process; the criteria and objectives most recently established for the senior academic administrator ~~at the time of first appointment~~ and progress made toward stated goals which have been outlined as part of the annual appraisal and evaluation process conducted by the Principal; the evaluations ~~carried out~~ report as submitted by the Principal; and the results of consultations with constituency groups. It is the University's belief that the usefulness of these performance evaluations can be increased through the availability of the perceptions and advice of the faculty, administration, support staff and student input. Accordingly, the Principal will communicate, in writing, with the University community to obtain comments/feedback. All comments/feedback must be written and signed. All comments/feedback will be acknowledged and treated in confidence.
 - In addition, the incumbent shall be invited by the committee to provide a self-assessment, which should include a statement of past and projected leadership in the context of the criteria established for continuation in the position. Further, the incumbent will be asked to prepare a written statement on plans and broad goals for their area of responsibility within the University for the length of term of the reappointment. This statement shall be distributed to members of the community and written response to it will be invited. All ~~submissions~~ valid responses, as vetted by Human Resources, with regard to the incumbent's written statement ~~by the incumbent~~ must be written and signed by each individual implicated in the response and will be acknowledged and treated in confidence. The incumbent will be given the opportunity to respond to these submissions. In order to protect confidentiality, the incumbent will be apprised of the content of such material but not of the author's identity.
5. 4.—Under normal circumstances, a review should take no longer than eight (8) weeks ~~two (2) months~~. During the period of assessment, the Reappointment Committee must ensure that the ability of the incumbent to discharge the duties and responsibilities of the position is not undermined by the process.
6. 5.—The incumbent must be advised of the measures to be utilized, as per ~~#3#4~~ above, for assessment; ~~the individuals and constituency groups the committee plans to consult;~~ and the schedule for each stage of the process.
7. 6.—With the exception of the position of President (as outlined in Basic Principles (Section C)), the Reappointment Committee shall review all evidence ~~valid information~~ and reach a decision, by simple majority vote, on a recommendation to the Principal and the President on reappointment ~~by simple majority vote~~. The President will make the recommendation to the Board of Governors together with the written report of the Reappointment Committee. In the event that the President disagrees with the recommendation of the Reappointment Committee, the President shall submit a rationale for the disagreement to both the Reappointment Committee and to the Board of Governors.
8. For the position of President and Vice-Chancellor, the Reappointment Committee will make a recommendation to the Board of Governors that the incumbent be reappointed or, conversely, that an open search be conducted. It is understood that the Principal for the position of President is the Chair of the Board of Governors. Where applicable, the steps outlined above shall apply.

~~1. If the decision for reappointment is negative, the incumbent shall be advised as soon as possible by the Principal and/or the President and an open search will be conducted. The recommendation for an open search shall be in the form of a report including the rationale for the Committee's recommendations.~~

9. 7. — The recommendation to the Board of Governors ~~for reappointment~~ shall be made in camera and shall be in the form of a report with recommendations for action.- If the Board of Governors decides to offer the reappointment to the incumbent and the incumbent accepts, the motion shall be published.- When the Board of Governors has approved the appointment and the incumbent has accepted, there shall be a meeting between the Principal and the incumbent to discuss any issues arising from the reappointment process as they relate to the mandate for the next term.

~~2.10. If the decision for reappointment is negative, the incumbent shall be advised as soon as possible by the Principal and/or the President, and an open search will be conducted. The recommendation for an open search shall be in the form of a report including the rationale for the Committee's recommendations.~~

~~8. — The Reappointment Committee for the President will make a recommendation to the Board of Governors that the incumbent be reappointed or, conversely, that an open search be conducted. It is understood that the Principal for the position of President is the Chair of the Board of Governors. All reappointment procedures (1-7) shall apply, with the exception of #6, whereby the Principal is the Chair of the Board of Governors and the President would be deemed to be in a conflict of interest with regard to the recommendation.~~

~~11. Documentation, including the Reappointment Committee's recommendation and report, shall be kept in the Human Resources office for twelve (12) months.~~

~~12. 9. — The President's Annual Review Process of the President's Achievement of Goals and Priorities Policy document provides further reference.~~

~~10. — The composition of the Reappointment Committee shall be the same as the composition of the Search Committee delineated in Section E (1 through 6). The basic principles and applicable procedures and rules for operation of the Search Committee shall apply to the Committee for Review/Reappointment.~~

Approved by the Executive Committee, acting on behalf of the Board of Governors.
April 5, 2012

Resolution 2012-04-01:

Moved by P. Belanger, seconded by C. Dennis that the Executive Committee, acting on behalf of the Board of Governors, approve the revised policies and procedures for search/appointment/reappointment of senior academic administrative officers, entitled Policy 3.1.2012 B Search/Appointment/Reappointment of Senior Academic Administrative Officers, dated April 2012.

CARRIED

Updated September 2018

~~LIST OF POSITIONS COVERED BY THIS POLICY (as of March 31, 2014). (N.B. This list is for information purposes only, and is not part of the Policy approved by the Board.)~~

- ~~1.—President and Vice-Chancellor~~
- ~~2.—Vice-President, Academic and Research~~
- ~~3.—Associate Vice-President, Academic and Research~~
- ~~4.—Assistant Vice-President, Research and Graduate Studies~~
- ~~5.—Dean, Faculty of Applied and Professional Studies~~
- ~~6.—Dean, Faculty of Arts and Science~~
- ~~7.—Dean, Schulich School of Education~~
- ~~8.—Associate Dean, Faculty of Arts and Science~~
- ~~9.—Associate Dean, Schulich School of Education~~

~~Resolution 2014-06-08:~~

~~Moved by Dr. T. Bachelder, seconded by B. Windsor that the Board of Governors accept the recommendation of the University Governance Committee that the revisions to Policy 3.1.2012.B Search/Appointment/Reappointment of Senior Academic Administrative Officers be approved as amended.~~

~~CARRIED~~

NIPISSING UNIVERSITY
STANDING JOINT COMMITTEE OF THE BOARD AND SENATE
ON GOVERNANCE

A meeting was held on October 17/18. Fran Couchie, Hannah Mackie and Maggie Daniel attended the meeting as guests.

Status reports were given on the Senate Budget Advisory Committee and the Joint Board and Senate Orientation. This joint orientation session was deemed important to all of those in attendance. Accordingly, it will be brought back to the respective committees of Senate and the Board to have the annual planning of the orientation worked into the roles and responsibilities of both the Senate Speaker and the Chair of the Board.

The Terms of Reference were re-visited and re-drafted. The revised statement will be brought back to the respective parties for review.

The Ministry of Training, Colleges and Universities requirement surrounding the development of a "free speech" policy was discussed. Minimum standards for inclusion were reviewed.

Communication between the Senate and the Board (and vice-versa) was discussed. The results of these discussions will be brought back to the Executive Committee for review and discussion.

NIPISSING UNIVERSITY BOARD OF GOVERNORS

EXECUTIVE COMMITTEE MEETING

OPEN SESSION

October 15, 2018

A regular meeting of the Executive Committee of the Board of Governors was held on Monday, October 15, 2018, in the Nipissing University Board Room (F303).

Members present: Tom Palangio, Committee Chair
Karen Barnes
Mike DeGagné
Gord Durnan
Gary Jodouin
Joanne Laplante (via teleconference)
Karl Neubert

Regrets: Paul Cook

Recording Secretary: Christine Dowdall, University Secretary

1. Call for Conflicts of Interest/Opening Remarks – Tom Palangio, Chair

The Chair called the meeting to order at 12:25 p.m. and called for conflicts of interest concerning any of the agenda items. No such declarations were made.

The meeting moved into closed session as 12:26 p.m.

The meeting returned to open session at 12:40 p.m.

2. President's Remarks – Mike DeGagné, President & Vice-Chancellor

In response to a question regarding the effectiveness of the University Fair in Toronto, the President acknowledged that it's important for Nipissing to have a presence at the Fair. The University will continue to monitor our current strategies and will make adjustments to our physical presence as necessary.

3. 2018 Annual Board Retreat

The President reviewed a draft agenda for this year's annual Board Retreat. Nipissing's current strategic plan ends in 2020 and, therefore, the retreat will include the preliminary planning steps in the creation of a new five year plan. In addition, David Lindsay, President and CEO of the Council of Ontario Universities (COU) will provide the keynote address.

The meeting moved back into closed session at 12:47 p.m. where the meeting adjourned at 12:55 p.m.

University Secretary

Chair of Executive Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

COMMUNITY RELATIONS COMMITTEE MEETING

OPEN SESSION

October 15, 2018

The Community Relations Committee met on Monday, October 15, 2018, at 1:30 pm in the Nipissing University Board Room (F303)

Members present: Karl Neubert, Committee Chair
Fran Couchie
Judy Smith
Kristen Ferguson
Ryan Hehn
Daniel Goulard
Jade Nighbor
Rose Jawbone (teleconference)
Tom Palangio
Mike DeGagne
Arja Vainio-Mattila (non-voting)
Cheryl Sutton (non-Voting)
Christine Dowdall, University Secretary (non-voting)

Regrets: Paul Cook
Derek Shogren
Xander Winter

Guests: Kelly Brown, Manager, Marketing and Communications
Debra lafrate, Registrar
Patti Carr

Recording Secretary: Abby Blaszczyk (Administrative Assistant, President's Office)

1. Welcome/Call for Conflicts of Interest – Karl Neubert, Committee Chair

The meeting was called to order at 1:35 p.m. The committee chair called for any conflicts of interest; no such declarations were made.

2. Economic Impact Study (EIS): Update on Communication Plan – Cheryl Sutton, VPFA

The Vice-President, Finance & Administration (VPFA) provided an update on the communication plan for the Economic Impact Study (EIS). The proposed date for the media release is December 7, 2018, and is expected to include Vic Fedeli (MPP) and Anthony Rota (MP).

A Committee member questioned if the EIS would also be released in French given that a large percentage of the population in the community and surrounding area is French speaking. Discussion followed, and a suggestion was made to at least consider providing the French translation below the English press release.

3. Presentation on Strategic Student Enrollment and Recruitment – *Debra lafrate, Registrar*

The Registrar has been working closely with the Provost and Vice-President, Academic and Research to develop a strategic plan for student enrollment and recruitment. The Registrar gave an in-depth presentation on the application trends locally and provincially, showing how Nipissing relates to other Northern Universities and the current enrollment statistics.

A significant discussion followed regarding potential opportunities to increase enrollment through recruitment and program development. Importance was placed on the need for experiential learning opportunities for students and providing seamless pathways for both non-traditional and graduate students. Additionally, the importance of attracting students from local communities was highlighted. Committee members offered several suggestions, including providing potential students with transportation to Nipissing for tours of the campus and facilities, offering alternative transportation options for students who want to travel home for weekends, coordinating with Canadore on collaborative programming, developing partnerships with the Anishinabek Education Centre, etc.

4. Brainstorming Session re Community Relations Website – *Kelly Brown, Manager of Marketing & Communications*

This topic has been deferred to the next committee meeting.

5. Other Business

There was no other business.

The meeting adjourned at 2:35 p.m.

Recording Secretary

Committee Chair

Report from Nipissing University Alumni Advisory Board – November 2018

Homecoming

The weekend was a success with a boost in numbers. We had over 700 registrants and over 1300 people in attendance at the hockey game. Thanks to our Alumni Relations Coordinator Bridgette Perron for all her hard work in coordinating this event. If faculty have any ideas for homecoming events, please share with alumni@nipissingu.ca.

Scholarship

2 new scholarships have been approved by the board, in conjunction with one of our affinity partners. More details to come as awards are finalized.

Board Retreat

Next steps for the board will be to approve the budget, meet new board members, and finalize the strategic plan at our annual retreat on November 3rd & 4th.

Call for Alumni Award Nominations

Requesting faculty to please share individuals worthy of alumni awards. Please put names forth as not every award is able to be given out each year due to lack of applicants. Assistance in completing the nomination forms is available at alumni@nipissingu.ca.

Awards Overview and this year's winners

Click the links at the bottom of the page to learn about the 4 types awards.

<https://www.nipissingu.ca/departments/alumni-office/awards/Pages/default.aspx>

Nomination Form

<https://www.nipissingu.ca/departments/alumni-office/awards/Documents/Honorary%20Alumni%20Award%20Application%202018.pdf>

Submitted to the Nipissing University Board of Governors by Jade Nighbor, President - Nipissing University Alumni Advisory Board