

NIPISSING UNIVERSITY
BOARD OF GOVERNORS MEETING

OPEN SESSION

March 10, 2022

The Open Session of the regular Board of Governors meeting was held on Thursday, March 10, 2022, at 6:00 p.m. via Zoom Remote Conferencing.

Members Present: Marianne Berube, Board Chair

Veronica Afonso
Johanne Brousseau
Patti Carr
Fran Couchie
John D'Agostino
Hilary Earl
Cindy Karugia
Stuart Kidd
Judy Koziol
Gillian McCann
Joe McIntosh
Bobby Ray
Joe Sinicrope
Judy Smith
Dave Smits
Maurice Switzer
Stephen Tedesco
Rick Vanderlee
Roxana Vernescu
Kevin Wamsley
Kathy Wilcox

Regrets:

Paul Cook
Lisa Snider
Montana Taylor

Invited Guests:

Carole Richardson
Cheryl Sutton
Christine Dowdall (University Secretary)

Official Observers: Emily Wilson

**# of Zoom Webinar Observers/
Attendees:** 17

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

1. Call to Order/Land Acknowledgment

The meeting was called to order at 6:04 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 only pre-approved methods of recording and/or broadcasting devices may be used during the meeting. Disseminating any information during the meeting is prohibited.

Board members were reminded that the meeting was being conducted using the Zoom Webinar platform, and the Chair acknowledged that 16 individuals were signed into the meeting as 'attendees'. (This number fluctuated throughout the evening, with a maximum number of observer/attendees recorded at 17.) The list of names of the attendees was visible to Board members throughout the meeting.

4. Consent Agenda

The following items were included on the consent agenda:

- i. For Adoption
 - a) Minutes of the January 13, 2022, Board of Governors Meeting (Open Session);
- ii. For Information Only
 - a) Minutes from Meetings of the Board's Standing Committees:
 1. Audit & Finance Committee – Minutes from February 14, 2022;
 2. Community Relations Committee – Minutes from February 14, 2022;
 3. Fundraising Committee – Minutes from February 14, 2022;
 4. Plant & Property Committee – Minutes from February 14, 2022.
 - b) Reports from Other Committees/Bodies:
 1. Nipissing University Alumni Advisory Board (NUAAB);
 2. Nipissing University Indigenous Council on Education (NUICE).

Resolution 2022-03-01: ***That the items included "for adoption" on the March 10, 2022, consent agenda for the Open Session of the Board of Governors meeting be approved as circulated, while the items included on the consent agenda "for information only" be received.***

*Moved by Joe McIntosh; seconded by Judy Koziol.
Carried.*

5. Adoption of the Regular Agenda

Resolution 2022-03-02: ***That the Board of Governors adopt the March 10, 2022, Open Session regular agenda as circulated.***

*Moved by Johanne Brousseau; seconded by Veronica Afonso.
Carried.*

6. Chair's Remarks

The Chair welcomed new Board members Cindy Karugia and Joe Sinicrope to their first Nipissing University Board of Governors meeting. A warm welcome was also extended to Dr. Carole Richardson as the meeting was the first in her new role as Provost and Vice-President, Academic and Research (Interim).

The Chair spoke briefly about the governance training session that was conducted immediately prior to the evening's Board meeting. She noted that while the functioning of the Board has improved over the last couple of years, there continues to be room for improvement. She highlighted the improvements the Board has seen with regard to the data the University is now able to produce, stating that the information allows the Board to make more informed decisions.

7. Chancellor's Remarks

No remarks.

8. President's Remarks

The President provided an in-depth report which is appended to these minutes. He welcomed feedback from the Board and encouraged members to reach out should they wish to receive additional information on specific items or categories they feel are missing from the report.

The report highlighted several recent activities, including a February meeting with the Ministry of Colleges and Universities' (MCU) Postsecondary Finance and Information Management Branch where Nipissing was given the opportunity to speak to the inequitable allocation of government grants. The President reiterated his confidence in the University's financial ask and needs with respect to pandemic and ongoing base funding.

Dr. Wamsley spoke to the extensive work being done with the budget process and emphasized the comprehensive analysis of all expenditures being undertaken by the Offices of the Vice-President, Finance & Administration and Institutional Planning & Analysis. Comparators to other universities will be drawn on such expenditures as the costs of instruction, student services and athletics. This will better assist the University with future financial planning. A draft budget will be presented to both the Audit & Finance Committee and the full Board in the coming weeks and months.

Several questions were addressed, including when the institution expects to hear back about the government grant inequities the President highlighted in his report. The President responded that

given the upcoming provincial election, he is confident the University will hear back in the coming weeks.

Regarding the President's *First 100 Days* report that was distributed to Board members, a suggestion was made to share the document with the broader community. Dr. Wamsley noted he would be pleased to share the plan with anyone who had an interest.

9. Vice-Presidents' Remarks

The Provost and Vice-President, Academic & Research (PVPAR) (Interim) expressed her delight to be returning to campus in the interim role following her term as Dean and, more recently, an administrative leave. Dr. Richardson referred to the report submitted and welcomed questions. A request was made to include information on student retention in her reports going forward, and the PVPAR (Interim) agreed to provide further numbers in that area.

The Vice-President, Finance & Administration (VPFA) noted that her written report was included with the Board agenda. She spoke to the ongoing budget process her team is heavily engaged in, and she invited questions from the floor. None were put forward.

10. Board Committee Reports

- **University Governance Committee**

The committee did not meet in February; therefore, there was no report.

- **Audit & Finance Committee**

The Committee Chair highlighted several discussion points from the committee's last meeting, including further discussion on the Investment Policy. As a result of those discussions, the following resolution was put forward:

Resolution 2022-03-03: ***That the Board of Governors accepts the recommendation of the Audit & Finance Committee to approve the revisions to the Investment Policy as presented.***

*Moved by John D'Agostino; seconded by Fran Couchie.
Carried.*

Following the resolution, a suggestion was made to consider including a value statement to the Investment Policy. The VPFA acknowledged that she and her team have discussed this in the past, but given their current workload, it has not been a priority. It is their intention to revisit it in the future.

A request was made for a list of companies in which the University is invested. The Board Chair noted that this information is shared with the Audit & Finance Committee on an annual basis. After some discussion, it was agreed that the documentation will be shared with full Board.

Several other questions were addressed, particularly with respect to the projected deficit. The Committee Chair noted that the information concerning the projected deficit is not new information. A deficit was expected and indeed, a deficit is being forecasted. The budget will be the focus of critical discussions at the upcoming meetings of the Audit & Finance Committee.

- **Community Relations**

The Committee Chair reminded members of the upcoming 'Shoot for Change' anti-racism basketball game. She noted the minutes from the last committee meeting were included with the agenda, and she highlighted a lively brainstorming session that took place regarding how the Community Relations Committee can assist with the strategic planning process.

- **Fundraising Committee**

The minutes from the last meeting were included with the agenda. The Committee Chair welcomed questions; none were put forward.

- **Plant & Property Committee**

The Committee Chair highlighted two ongoing projects that were discussed at the February meeting: the Nursing Simulation Lab and the Centre for War Atrocities and Genocide. The minutes from the last meeting were included with the agenda.

11. Board Representatives on Other Committees/Bodies

Nipissing University Student Union

The NUSU President spoke to a number of recent activities, including a virtual spirit week, skiing and curling events, and an upcoming Academic Week that will be conducted in partnership with Academic Advising, the Dean of Arts and Science, the Dean of Education and Professional Studies, the Teaching Hub and Student Learning and Transitions. It was also noted that NUSU is currently hosting elections this month for the President, VP Finance and Administration and VP Student Life positions.

Noting that this meeting represented the final Board meeting for the current Student Union Executive Team, the NUSU President expressed thanks to the Nipissing University Board of Governors for its dedication and commitment to the students.

Academic Senate

Items of interest from the last Senate meeting were highlighted, including the changing protocols of Covid and a note that the pandemic continues to have an impact on such things as scheduling and program delivery.

12. Question Period

Several requests were made for information, including contact information for the Committee Chairs and a glossary of common acronyms. The information will be distributed via the University Secretary.

13. Other Business

No other business.

14. Next Meeting/Adjournment

The next Committee Day is scheduled for Monday, April 11, 2022.

The next Board meeting is scheduled for Thursday, May 12, 2022.

Resolution 2021-03-04: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

*Moved by Patti Carr; seconded by Fran Couchie.
Carried.*

Open session adjourned at 7:08 p.m.

President & Vice-Chancellor/Secretary of the Board

Board Chair



President's Report - March 10, 2022

Winter Term

Completion of Reading Week, signalling halfway through the Winter Term. We have been challenged at times with respect to employees having Covid or cold symptoms and they have isolated or remained at home. Generally, we have not been placed in a compromising position this term. We successfully held courses online until January 30 and postponed intercollegiate athletics for the same period. Gradually we opened our public spaces, our Library, our recreation facilities and food service outlets. Although provincial changes with respect to masks and proof of vaccinations may be changing shortly, the university sector will continue with its vaccination mandates, proof of vaccination, and mask requirements. However, we will increase our gathering limits as appropriate.

And we are planning, tentatively, to host in-person Convocation ceremonies in June.

University Finances

As the Board Executive is aware, we met with the Minister in the Fall to discuss the unintended consequences of government policies on Nipissing University and the issue of equity with respect to government support for northern universities. Since then, we contacted the Ministry on several occasions and the Minister responded to offer a meeting to discuss further. Prior to the meeting, I met with Vic Fideli to review our financial picture and our asks from the government. He immediately texted the Minister and asked for a review of the Northern Grant. On February 15, we met with the Deputy Minister and members of the Finance department of the Ministry and presented more information about our fiscal 21-22 and the next budget for 22-23. We also spelled out, very clearly, opportunities for the government to provide permanent support for unfunded seats in Nursing, Education, and Graduate Studies. We also advocated strongly for a reassessment of the Northern Grant. Our ask to the government was a base funding request of \$7m and a minimum pandemic allotment of \$1.8m in one time funding. This past Friday, we sent our materials to the Minister's office.

As we move towards year end for 2021-22, we have implemented a spending freeze to the end of April on all discretionary funds to ensure the best possible outlook for year end.

We are currently working on the draft budget for 2022-23. In this budget round, we have introduced a model of integrated budgeting and planning. In this process, we have elevated the office of Institutional Planning to provide data and data analysis for all budget units to ensure clarity and accountability in the budgeting and spending processes. The senior



President's Report - March 10, 2022

executive team and members of the Finance office have held a series of budget meetings with each unit to carefully align budget requests and previous spending with the demands and costs of each unit. At the same time, we are implementing principled efficiencies within each unit, seeking to reorganize positions or workflow to eliminate all duplication and unwarranted spending.

In the coming months, the Office of the VP, Finance and Administration and the Office of Institutional Planning will be conducting a very comprehensive analysis on revenues and expenditures. This work will help to inform our Strategic Planning process, another step toward sustainability and financial accountability. We will draw comparisons to other universities on all costs such as the costs of instruction compared to tuition revenues, the costs of student services and intercollegiate athletics compared to our fees revenues, library costs, residences, maintenance, etc.

Revenue Generation

We have started the process of establishing revenue-generating units in ancillary services and extended learning and are in the early planning stages for the Campus Store and food services. We have hired a Manager of Extended Learning and will soon hire a coordinator. We have also posted for the position of Director of Ancillary Services. All of these positions are being posted with a mind to cost recovery in the first 12-18 months. We are currently working on projections for revenue generation in each of these areas.

Fundraising

Admittedly our work in fundraising has been significantly hampered by the pandemic. I am just starting to meet with potential donors and donor strategists. Our immediate donor targets will be towards the Nursing simulation lab, for Indigenous and Black student bursaries, and to ease the operating costs of intercollegiate athletics. Our long-term plans will unfold as we proceed into the strategic planning process.



President's Report - March 10, 2022

Canadore College

Our partnership work with CC is occurring across the board, as we seek alignment in our financial responsibilities and space needs. We are working on a combined survey of students, faculty, and staff for our long-term plan with food services. In the short term, the President of Canadore and I will visit the VP of Chartwell's to determine the short-term solution before the contract with that provider is completed.

Enrolment

We are in the heart of recruitment season: our recruiters are in-market generating applications, recruiting students in both domestic and international markets for 2022-23. Currently, those applications stand at an increase of 11.1% in UG compared to last year. I do note with caveats that international applications for 2022 have increased significantly but, at this point, these numbers are very difficult to accurately project to September. We will be hosting our March Break Open House on March 19th on campus and it will also be available virtually.

Academic All-Canadian

These are athletes who earn academic averages of 80+ % over the course of the academic year. This year I am pleased to report a total of 97 of our student-athletes earned this distinction.

Shoot for Change

The Nipissing University Black Association for Student Expression (NUBASE), in partnership with Lakers Basketball, will be hosting their first annual Shoot for Change Anti-Racism Basketball Game against Ontario Tech Ridgebacks at the R.J. Surtees Athletics Centre on March 11, 2022. Created by NUBASE Co-founder and President Taijon Eccleston-Graham, this event will assist in the creation of the first ever Nipissing University BIPOC Bursary for students at Nipissing University. We are proud to announce that the Nipissing University Alumni Advisory Board has pledged to match donations up to \$5000 to the BIPOC Bursary.

The Woman's game will take place at 5 p.m. followed by the Men's game at 8 p.m. For details on tickets, and more Information on how you can support this important initiative, please visit www.nipissingu.ca/shootforchange.



President's Report - March 10, 2022



NIPISSING UNIVERSITY BOARD OF GOVERNORS MEETING

OPEN SESSION

March 10, 2022

6:00 p.m. – Zoom Webinar

AGENDA

Zoom Connection for “Panelists” (Board Members and Invited Guests): [Link Info Here](#)
Passcode: 206938

1. Call to Order/Land Acknowledgement

“As we begin this meeting, I would like to acknowledge that we are in the territory of the Robinson-Huron Treaty of 1850 and that the land on which we gather is Nipissing First Nation Traditional Territory and the traditional territory of the Anishinabek. We respect and are grateful to be on these lands with all our relations.”

2. Declaration of Conflict of Interest

3. Use of Recording and/or Broadcasting Devices

“Only pre-approved methods of recording and/or broadcasting devices (such as today's Zoom connection) may be used. Disseminating any information during the meeting is prohibited.

4. Consent Agenda

i. For Adoption

(a) Minutes of the January 13, 2022, Board of Governors Meeting (Open Session);

ii. For Information Only

(a) Minutes from Meetings of the Board’s Standing Committees

1. Audit & Finance Committee – Minutes from February 14, 2022
2. Community Relations Committee – Minutes from February 14, 2022
3. Fundraising Committee – Minutes from February 14, 2022
4. Plant & Property Committee – Minutes from February 14, 2022

(b) Reports from Other Committees/Bodies

1. Alumni Advisory Board
2. Nipissing University Indigenous Council on Education (NUICE)

Resolution: *That the items included “for adoption” on the March 10, 2022, consent agenda for the Open Session of the Board of Governors meeting be approved as circulated, while the items included on the consent agenda “for information only” be received.*

5. Adoption of Regular Agenda

Resolution: *That the Board of Governors adopt the March 10, 2022, Open Session regular agenda as circulated.*

6. Chair’s Remarks

7. Chancellor’s Remarks

8. President's Remarks

9. Vice-President's Remarks

- Provost and Vice President, Academic & Research (Interim)
- Vice-President, Finance & Administration

10. Board Committee Reports

- University Governance Committee – *John D'Agostino, Committee Chair*
- Audit & Finance Committee – *David Smits, Committee Chair*

Resolution: *That the Board of Governors accepts the recommendation of the Audit & Finance Committee to approve the revisions to the Investment Policy as presented.*

- Community Relations Committee – *Patti Carr, Committee Chair*
- Fundraising Committee – *Bobby Ray, Committee Chair*
- Plant & Property Committee – *Stuart Kidd, Committee Chair*

11. Board Representatives on Other Committees/Bodies

- Nipissing University Student Union
- Academic Senate

12. Question Period

13. Other Business

14. Next Meeting Dates/Adjournment

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

Time: _____

NIPISSING UNIVERSITY
BOARD OF GOVERNORS MEETING

OPEN SESSION

January 13, 2022

The Open Session of the regular Board of Governors meeting was held on Thursday, January 13, 2021, at 5:30 p.m. via Zoom Remote Conferencing.

Members Present: Marianne Berube, Board Chair

Veronica Afonso
Johanne Brousseau
Patti Carr
Fran Couchie
John D'Agostino
Hilary Earl
Stuart Kidd
Judy Koziol
Gillian McCann
Joe McIntosh
Bobby Ray
Judy Smith
Dave Smits
Lisa Snider
Maurice Switzer
Montana Taylor
Stephen Tedesco
Rick Vanderlee
Roxana Vernescu
Kevin Wamsley
Kathy Wilcox

Regrets: Paul Cook

Invited Guests: Arja Vainio-Mattila
Cheryl Sutton
Mary Pat Sullivan
Cheryl Zimba
Christine Dowdall (University Secretary)

Official Observers: Sarah Pecoskie-Schweir
Emily Wilson

of Live Stream Connections: 14

Recording Secretary: Maggie Horsfield (Executive Assistant, President's Office)

1. Call to Order/Land Acknowledgment

The meeting was called to order at 5:33p.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 only pre-approved methods of recording and/or broadcasting devices may be used during the meeting. Disseminating any information during the meeting is prohibited.

Attendees were reminded that the meeting was being live streamed to observers, and the Chair indicated that 14 individuals had expressed interest in viewing the meeting. It was noted that staff in the President's Office continue to look into alternate meeting formats that might improve the experience for observers. There continue to be some technical challenges, but the University will attempt to have the new set-up in place for the March Board meeting.

4. Consent Agenda

The Chair reviewed the purpose of the consent agenda. Items are clearly listed as either "for adoption" or "for information only". If there is an objection to any of the items included for adoption, that objection should be raised immediately, and the offending item will be removed from the consent agenda and dealt with separately. However, should a Board member have a question or require clarification on any of the items included for information purposes only, the question/concern can be raised at any appropriate time during the meeting (for example, a question concerning the minutes from a standing committee could be raised during the Committee Reports section of the regular agenda).

The following items were included on the consent agenda:

- i. For Adoption
 - a) Minutes of the November 19, 2021, Board of Governors Meeting (Open Session);
- ii. For Information Only
 - a) Minutes from Meetings of the Board's Standing Committees:
 1. University Governance Committee – Minutes from December 13, 2021;
 2. Audit & Finance Committee – Minutes from December 13, 2021;
 3. Fundraising Committee – Minutes from December 13, 2021;
 - b) Reports from Other Committees/Bodies:
 1. Nipissing University Alumni Advisory Board (NUAAB);
 2. Nipissing University Indigenous Council on Education (NUICE).

Resolution 2022-01-01: ***That the items included “for adoption” on the January 13, 2022, consent agenda for the Open Session of the Board of Governors meeting be approved as circulated, while the items included on the consent agenda “for information only” be received.***

*Moved by Judy Koziol; seconded by Stuart Kidd.
Carried.*

5. Adoption of the Regular Agenda

There was a request to add an oral report from Maurice Switzer on behalf of the Nipissing University Indigenous Council on Education. The report will be presented under agenda item #12.

Resolution 2022-01-02: ***That the Board of Governors adopt the January 13, 2022, Open Session regular agenda as revised.***

*Moved by Judy Smith; seconded by Rick Vanderlee.
Carried.*

6. Chair’s Remarks

The Chair welcomed everyone to the first meeting of 2022. She announced that Joanne Laplante had resigned from her position on the Board due to other commitments, and the Chair thanked Joanne for her dedicated service to Nipissing over the past four and a half years. The vacated position will be filled by Cindy Karugia who was approved by the Board in November of 2021 for potential membership.

The Chair also announced that Stuart Kidd and Kathy Wilcox have been reappointed by the Province for a second three-year term as LGIC appointees. Two LGIC positions on the Board remain vacant, and the Chair is hopeful that one or both positions may be filled soon.

The Chair noted that there will be a governance training session led by Cheryl Foy at the March 2022 Board meeting. Ms. Foy is a governance professional with extensive experience in the university sector. Further information on this item will be sent to Board members at a later date.

7. Chancellor’s Remarks

No remarks.

8. President’s Remarks

With the winter term underway and the resumption of classes, the President explained that the University community is welcoming students back to online classes while simultaneously working on addressing the challenges posed by the omicron variant of the Coronavirus. The university sector has been working together with the advice of Public Health, creating a mostly online presence (with the exception of a few specific programs) in an effort to support the Province in flattening the curve

of COVID cases and hospitalizations. The President confirmed that at this point in time, it is expected that Nipissing University employees will begin returning to campus on January 26 with students returning on January 31, 2022. The President commended staff and faculty for their continued dedication as they once again pivoted to a work-from-home model, and he thanked the students for their patience and adaption. The University is aware of the effects of the pandemic on everyone and, in particular, those who are most vulnerable.

Other items the President highlighted included information about the continued struggle to create a budget for 2022-2023 while still waiting for information on funding, the ongoing work with Canadore College to review shared campus projects, and the status of President Wamsley's "100-day plan" that will be shared with Board members once complete.

The President's written report will be appended to the official PDF version of these minutes.

The President explained that the annual tenure and promotion process is a significant milestone in the career of a university academic as they make their way through the ranks of professorship and tenure. On behalf of the Provost & Vice-President, Academic & Research, the President announced the following decisions that were made with regard to tenure and promotion for 2022:

Promotion to Professor:

- Dr. Christine Cho
- Dr. Julie Corkett
- Dr. Sandra Goldsworthy
- Dr. Timothy Sibbald
- Dr. Ping Zhou

Promotion to Associate Professor

- Dr. Tammie McParland

Assistant Professor

- Dr. Laurie Peachy

Following questions concerning the anticipated revenues from some of the various initiatives the President spoke to, Dr. Wamsley indicated that changes to the bookstore model have the potential to generate annual revenues of over \$250,000, while conference services annual revenues could be as high as \$1.5 million.

In response to a question regarding the University's position on the Provincial government's decision to suspend university athletics programming for several weeks, the President noted that he fully supports student athletes and coaches as they lobby for the return of athletic programming; however, it is not in Nipissing University's best interests as an institution to lobby against the government's mandate.

9. Presentation: Rare Dementia Support Canada – Dr. Mary Pat Sullivan

Dr. Sullivan, a registered social worker and social gerontologist, is a Professor in the School of Social Work and Graduate Faculty, Graduate Studies and Research at Nipissing University. Her presentation entitled *Rare Dementia Support Impact Study & Rare Dementia Support Canada* highlighted the research that is being conducted in conjunction with the University College of London, Nipissing University and Bangor University. The impact study aims to examine the specific challenges, support needs and care preferences of people affected by a rare dementia, as well as the value of a support group such as that provided by the Rare Dementia Support Network.

Several comments of appreciation were presented to Dr. Sullivan following the presentation.

10. Vice-Presidents' Remarks

The Provost and Vice-President, Academic & Research (PVPAR) referred to her written report that was included with the agenda and defined some of the acronyms that were included therein. She highlighted two items from the written report, including the increased number of offers that the Registrar's Office has sent out so far this year and the Ministry's approval of the University's stand-alone Honours Bachelor of Science (Nursing) program.

The Vice-President, Finance & Administration (VPFA) referred to her written report that was included in the agenda package, and she invited questions from the floor. No questions were received.

11. Board Committee Reports

- **University Governance Committee**

The Chair of the University Governance Committee reviewed the items of business the committee considered at the December meeting. One such item was the review of the Election of Board Officers Policy that was originally created in 2018. As the policy continues to work well, the following resolution was put forward:

Resolution 2022-01-03: ***That the Board of Governors accepts the recommendation of the University Governance Committee to renew the Election of Board Officers Policy for a five-year term.***

*Moved by John D'Agostino; seconded by Judy Smith.
Carried.*

- **Audit & Finance Committee**

The Chair of Audit & Finance highlighted a number of topics that were discussed at the December committee meeting. This included a review of the institution's international tuition rates which are currently the lowest in the province. There has not been any significant increase

to the rates in several years, while there have been substantive investments made to international services and entrance scholarships for international students.

The original motion from the committee included a line that read, "Note that tuition for the Post Baccalaureate Degrees will be reviewed separately with the potential of a higher tuition for these diplomas." Following a lengthy discussion, it was agreed to remove that line, noting that any recommendation for change that might come out of the review of those degrees will come back to the Board at that time.

Following the discussion, the following resolution was put forward:

Resolution 2022-01-04: ***That the Board of Governors accepts the recommendation of the Audit & Finance Committee to increase international tuition rates as follows: \$21,000 for the 2022-2023 academic year; and \$23,000 for the 2023-2024 academic year.***

*Moved by Dave Smits; seconded by Stuart Kidd.
3 opposed.
Carried.*

Expressing concern about the rising cost of post-secondary education for students, the two student members of the Board, Montana Taylor and Joe McIntosh, were amongst the members who voted against the motion.

- **Community Relations**

The committee did not meet in December; therefore, there was no report.

- **Fundraising Committee**

The minutes from the October meeting were included with the agenda package.

- **Plant & Property Committee**

The committee did not meet in December; therefore, there was no report.

12. Board Representatives on Other Committees/Bodies

Nipissing University Student Union

While acknowledging the financial challenges currently facing the University, the NUSU President expressed concern over the increased costs that students face and the overwhelming stresses that many students are experiencing. With the approved increase to international tuition rates, NUSU believes that additional supports and services will need to follow.

Other items highlighted included the increased usage of the student food bank, the extended hours at the Student Centre that allowed students additional time to work on group projects, and the upcoming elections for the NUSU executives.

Academic Senate

No Report.

NUICE

As the Chair of the Nipissing University Indigenous Council on Education, Maurice Switzer stated that the group has been working closely with Nipissing's Director of Indigenous Initiatives. In an effort to revitalize NUICE, the next council meeting will use a different format, and the council's vision, mandate and terms of reference will be reviewed. NUICE looks forward to playing an important role in the University's strategic planning process that is getting underway.

13. Question Period

No questions.

14. Other Business

No other business was discussed.

15. Next Meeting/Adjournment

The next Committee Day is scheduled for Monday, February 14, 2022.

The next Board meeting is scheduled for Thursday, March 10, 2022. A reminder that the next meeting will include a governance training session for Board members. Further information will follow.

Resolution 2021-01-05: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

*Moved by Dave Smits; seconded by Veronica Afonso.
Carried.*

Open session adjourned at 7:53 p.m.

President & Vice-Chancellor/Secretary of the Board

Board Chair



Report from the President January 13, 2022

New Term

We will be hosting a Town Hall with our employees tomorrow afternoon.

Nipissing has agreed to permit the Province to use the Surtees Centre as a Rapid Antigen Test distribution location next week (Tuesday, January 18, and Wednesday, January 19) from 9:00 a.m. to 5:00 p.m. This will be open to the public, but individuals will have to pre-register.

COVID

Currently our plan is for employees to return to campus on January 26 and for in-person classes to resume January 31; however, university presidents are meeting with the CMO Public Health this evening, and we have resolved to have a similar sector response to Covid issues as they relate to opening campuses. Our staff and faculty members are to be commended for their patience and adaptations to the issues created by the Omicron virus. We are aware of the cumulative effects of the pandemic and are trying to be as supportive as possible to everyone, particularly to those who may be most vulnerable.

Recruitment

Our Provost will speak to the current trend in recruitment, applications, and international students in her report, but suffice it to say that we are in the heart of recruitment season for the Fall.

Funding & Budget

We have not heard from the Provincial government with regard to funding. We are opening channels of communication again this week.

This funding news of course will have a direct bearing on fiscal 2021-22 and on 2022-23. We are currently in a holding pattern for next year, attempting to sustain a flat budget year-over-year, with all positions approved at the Executive level and with all incremental positions, unless emergency hires, to be aligned with new revenue sources. With this in mind, we are initiating work on establishing new revenue streams for 2022-23 based on much of the good work that was completed at our recent Board retreat. My comments stem from a report that I gave to Audit and Finance on Sustainability Measures before the break.

Continuing Education, Extended Education, Micro Credentials

We will continue to explore with departments and faculties, how to expand our market for academic credit courses year-round, targeting those who wish to complete courses for degrees and those who wish to take interest courses and attend part-time. We have posted a position for the Manager of Extended Education with a start date early in the New Year. This is an incremental investment predicated on revenue generation which will pay for salary and benefits in its first year with additional



Report from the President January 13, 2022

revenues targeted strategically for operational spending or departmental investments. This hire also aligns with our strategy to populate our campus during the spring and summer months initially, with programs extending through the fall and winter. There will be an early call for extended learning or not-for-credit offerings which could be micro credentials, camps, or various on-and-off campus experiences.

Ancillary Services

We are currently in the planning stages for augmenting our capacity in conference services and several different areas which fall under what will be considered Ancillary. We have been examining models at other universities and are in the process of developing plans for incremental staffing and a new model for the campus store. We recently met with the VP of Chartwells to discuss food services for the university and Canadore, and we are partnering with the College to determine our levels of service expectations for the last year of our contract with Chartwells and our case going forward towards RFP in the summer of 2022. We have 20 months left on our food services contract with Chartwells. Canadore and Nipissing are conducting a client survey which includes students on and off campus, faculty and staff members. We will also determine if having one food service model works for each institution.

Lots of work being completed on the shared services file with Canadore College. We have instituted regular meetings between the two Presidents and the two leadership teams. In the short term, we will be working towards full transparency in shared services and projects, space use, and land use. In particular, we will be revisiting our campus store model based on a partnership to determine the best business model for Nipissing University. The current model is not operating efficiently and not producing the revenues it should be. This review may turn us towards operating our own store, independently from Canadore.

We have been participating in meetings with NUSU to discuss the future directions of the new student centre and how we may assist the students offer some initial events this year and codifying what our partnership will look like going forward.

With all of the internal work going on, it may appear that some of the fundraising/alumni work has been somewhat delayed. I have weekly meetings to discuss fundraising, donor stewardship, and both short- and long-term projects with Cristin Cristopher, Director of Advancement & External Relations. We are currently working on the 2022 event schedule for the campus and for donors and alumni. I will continue to update the Board on this.

Research Plan

This is ongoing. We will respond to faculty calls to improve the resources and reach of the Research Office and will bring forward plans to the Board in the coming weeks.



Report from the President January 13, 2022

Nursing

You will see a Ministry announcement on the Nursing programs on January 19. We are determining with the Ministry and with Canadore whether our announcements will be simultaneous or separate.

100 Day Plan and Strategic Planning

Part of my agreement with the Board Chair was to meet with as many individuals and groups as possible, internally and externally, to let people get to know me and to raise the profile of the institution at a local and regional level. A report on this has been completed and is being formatted before being shared with Board members. This exercise has prepared me very well to initiate the strategic planning process which, in fact, many of you participated in at the Board Retreat which kicked off the Board's participation in strategic planning towards identifying sources of revenue which assist in sustainability measures for the University. During the period January to April, we will build the scaffolding for strategic planning, determining how consultations will occur and how the planning process will be organized. I look forward to discussing how the Board of Governors will participate in the process and for your ideas and feedback for engaging the community on the heels of the McConnell Foundation report that was created following the Community Dialogue events last winter. These events have given us a leg up on community consultation.

Giving Tuesday

\$18,000 was raised at Nipissing this year for Giving Tuesday. I'd like to extend a sincere thank you to Board members, students, faculty, staff members and alumni for their great support of this initiative.



NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

February 14, 2022

The Audit and Finance Committee met on Monday, February 14, 2022, at 10:30 a.m. via Zoom remote conferencing.

Members Present: Dave Smits, Committee Chair
Marianne Berube
Fran Couchie
John D'Agostino
Hilary Earl
Stuart Kidd
Stephen Tedesco
Kevin Wamsley
Montana Taylor
Joe McIntosh (Student Observer – non-voting)
Cheryl Sutton (VPFA – non-voting)
Christine Dowdall (University Secretary – non-voting)

Regrets: Paul Cook
Carole Richardson (PVPAR – non-voting)

Guests: Renée Hacquard (AVP, Finance & Infrastructure)
Tiffany Cecchetto (KPMG)

Recording Secretary: Abby Blaszczyk (Executive Assistant, Governance & Scheduling)

1. Call to Order/Traditional Land Acknowledgement

The meeting was called to order at 10:31 p.m. The Committee Chair offered a traditional land acknowledgement.

2. Call for Conflicts of Interest

The Committee Chair called for any conflicts of interest; no such declarations were made.

3. Investment Policy Update

The Investment Policy was reviewed at the December 2021 committee meeting where questions and concerns were raised around the investment strategies of the University, in particular how they pertain to investing in mortgages. It was agreed at that meeting that University administration and

PH&N would review the policy again before making any final recommendations for revisions. A follow-up meeting was held with the Committee Chair and the Board Chair, where further changes to the policy were made to appropriately reflect the investment strategies and to update language around mortgage classification. Both the Committee Chair and the Board Chair were satisfied with the changes, and the following motion was put forward:

Motion: *That the Audit & Finance Committee recommends the Board of Governors approves the revisions to the Investment Policy as presented.*

*Moved by John D'Agostino; seconded by Marianne Berube.
Carried.*

4. Audit Planning

Tiffany Cecchetto, KPMG, provided a high-level summary on the audit planning process, speaking to the audit quality, risks and areas of focus. The audit process is expected to be completed in July/August 2022, and KPMG will report back to the Audit & Finance Committee in September. As Ms. Cecchetto noted, ESG developments (Environmental, Social and Governance) are becoming a growing topic of discussion within audit committees. The Committee Chair requested further information on commitments and how best to prepare as a Board. KPMG will ensure the committee receives a finalized presentation with respect to ESGs for context.

5. Budget Update

The University executive team has met to review the preliminary budget summaries, and individual budget-holder meetings are being scheduled to review all submissions. Work to analyze the budget is ongoing and will be shared with the committee as soon as it is available.

6. Review of Semester Close as of December 31, 2021

Renee Hacquard, AVP Finance and Infrastructure reviewed the operating and ancillary funds as at December 31, 2021, along with variance explanations. Nipissing University is showing a surplus in the operating fund, with most variances tracking as expected. Of note, tuition revenue is below budget as international targets are not being met, and operating expenses are higher than expected as a direct result of increased costs related to cybersecurity insurance. Expenses will outweigh revenues moving forward to year-end.

The Consolidated Statement of Operations and Statement of Financial Position were reviewed in detail.

Internal discussions have been taking place regarding the format for reporting to the Board of Governors with respect to financial information. The Vice-President, Finance & Administration (VPFA) spoke to the importance of relaying information in an efficient and transparent way and suggested that a number of different models would be presented to the Audit & Finance Committee for feedback.

7. Year-end Projections

Nipissing University is currently projecting a total operating deficit of approximately \$3.6 million. This does not account for any positive financial results for sustainability initiatives or possible pandemic relief funding from the government. The AVP, Finance and Infrastructure highlighted positive projected increases in government grants and domestic tuition but again spoke to the shortfall in international tuition fees. When adding \$2 million for accounting adjustments, the total consolidated deficit is currently projected at \$5.6 million.

In response to the year-end projections, all budget holders will receive notice of an impending spending freeze to ensure no discretionary spending is done before year-end without approval from the appropriate Vice-President. Budget holders will be encouraged to defer any non-essential spending.

8. Financial Sustainability Plan Update

The VPFA spoke to the implementation of an integrated budget model to better project the results of the sustainability projects. These models will assist budget holders with forecasting and will increase accountability across the University. She noted that work continues on all elements of the sustainability plan, highlighting the recent posting for a Director, Ancillary Services and the hiring of a Manager of Extended Education.

The President provided an update on the University's November 2021 meeting with MCU. A follow-up meeting has been scheduled with the Director of the Post-Secondary Finance and Information Management Branch to further discuss the University's ongoing financial challenges. Dr. Wamsley noted that discussions will include such items as the Northern Grant, the Tuition Sustainability Fund and base funding.

President Wamsley spoke to the remaining elements of the sustainability plan, including the implementation of the strategic planning process in April 2022, the importance of extended education in our community and the fundraising campaign strategy. The committee noted the importance of creating transparency around the various activities as they pertain to sustainability, ensuring the progress and challenges of the University are clear.

9. Other Business

There was no other business.

The meeting adjourned at 11:51 a.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS
COMMUNITY RELATIONS COMMITTEE MEETING

OPEN SESSION

February 14, 2022

The Community Relations Committee met on February 14, 2022, at 1:30 p.m. via Zoom remote conferencing.

Members Present: Patti Carr, Committee Chair
Veronica Alfonso
Johanne Brousseau
Fran Couchie
Gillian McCann
Joe McIntosh
Bobby Ray
Lisa Snider
Maurice Switzer
Kevin Wamsley
Kathy Wilcox
Cheryl Sutton (VPFA – non-voting)
Christine Dowdall (University Secretary – non-voting)

Regrets: Paul Cook
Marianne Berube
Sarah Pecoskie-Schweir (Student Observer – non-voting)

Guests: Cristin Christopher
Meghan Venasse
Abby Blaszczyk, Executive Assistant, Office of the President

Recording Secretary: Maggie Horsfield, Executive Assistant, Office of the President

1. Welcome

The meeting was called to order at 1:32 pm. The committee chair offered a traditional land acknowledgement.

2. Call for Conflicts of Interest

The Committee Chair called for any conflicts of interest; no such declarations were made.

3. **External Relations Report** – *Cristin Christopher, Director, Advancement & External Relations*

- Event Highlights

The Director, Advancement & External Relations provided a summary of events taking place over the next several weeks that include a robust schedule of events for Black History Month, virtual and in-person events for Indigenous Week 2022, and the plans being made to celebrate the fourth annual Research Month in March. The first annual Shoot for Change Anti-Racism Basketball Game is taking place on March 11, 2022, and funds raised at this event will go towards supporting the establishment of the first BIPOC bursary at Nipissing.

- Update on Community Relations Plan and Website

The Director acknowledged that the Community Relations Plan and the website are outdated and currently under review. The strategic planning process will help dictate the direction of the Community Relations Plan and will assist in determining what information should be included on the website.

It was also noted that the President's *First 100 Days* report will be distributed to Board members in the coming days.

4. **Community Relations Committee Brainstorm**

The Chair opened the floor to committee members to brainstorm ideas aimed at supporting the University in its efforts to become more visible and recognized in the broader community. Several ideas were put forward, including (but not limited to) the following:

- Have the Board of Governors sponsor one or two annual events to showcase the University to the community;
- Engage in regular communication with local news outlets to share information on research being performed by Nipissing faculty and students; consider a weekly column;
- Create events that invite the community to campus (for example, the drive-in nights hosted by Canadore);
- Conduct town-hall type events for community members to discuss relevant social topics.

In response to a request, the summary of notes taken during the round-table discussions at November's Board Retreat will be shared with all Board members.

Other topics of discussion included the University's plans to resurrect a conference services division and the development of extended learning opportunities for community members.

5. **Other Business**

No other business.

The meeting was adjourned at 2:11 p.m.



Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

FUNDRAISING COMMITTEE MEETING

OPEN SESSION

February 14, 2022

The Fundraising Committee met on February 14, 2022, at 2:30 p.m. via Zoom remote conferencing.

Members present: Bobby Ray, Committee Chair
Marianne Berube
Judy Smith
Lisa Snider
Montana Taylor
Stephen Tedesco
Rick Vanderlee
Kevin Wamsley
Kathy Wilcox
Emily Wilson (Official Observer – non-voting)
Cheryl Sutton (VPFA – non-voting)
Christine Dowdall (University Secretary – non-voting)

Regrets: Paul Cook

Guests: Cristin Christopher, Director, Advancement & External Relations
Abby Blaszczyk, Executive Assistant, Office of the President

Recording Secretary: Maggie Horsfield, Executive Assistant, Office of the President

1. Call to Order/Traditional Land Acknowledgement

The meeting was called to order at 2:31 p.m. The committee chair offered a traditional land acknowledgement.

2. Call for Conflicts of Interest

The Committee Chair called for any conflicts of interest; no such declarations were made.

3. Advancement Report – *Cristin Christopher, Director, Advancement & External Relations*

- **Financial Summary**

The Director, Advancement & External Relations provided a financial summary, reporting that the University is on track to match the donations received last fiscal.

The Director and the President are working together to identify short term fundraising goals. A case for support will be developed for the Nursing Simulation Centre, and scholarships, awards and bursaries will be top of mind with a focus on Indigenous and BIPOC awards. As the University moves through the strategic planning process, a long-term strategy will be developed for fundraising, and the Advancement Department will focus on lapsed donors and donor retention as it relates to the University’s annual fund.

- **Policy Review/Discussion**

The Director, Advancement & External Relations presented draft revisions to the Gift Acceptance Policy and the Naming of Campus Assets Policy. The changes that are being proposed will support the University in its efforts to put its best foot forward for fundraising at the institution. It was noted that the proposed changes align with similar policies at other universities.

Several questions and comments were addressed, including how the policies govern the actions/behaviours of volunteers. The University administration will consider whether volunteers should sign agreements in order to provide legal projection for both the University and the individual.

Following the policy reviews, the Director advised that she will take the comments and suggestions under advisement. She will make some further changes and bring both policies back for a final review at the April meeting.

- **Fundraising Priority Update**

President Wamsley explained that the direction of the fundraising campaign will be informed by the strategic plan, which will be completed this spring. Supporting the Director’s comments, he confirmed that the preliminary focus is expected to be on raising funds to support the School of Nursing and the funding of the nursing simulation laboratories.

The Committee was tasked with giving some thought to the projects discussed today and to come up with ideas as to how the committee can best support this important work.

4. Other Business

No other business.

The meeting was adjourned at 3:00 p.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

PLANT & PROPERTY COMMITTEE MEETING

OPEN SESSION

February 14, 2022

The Plant & Property Committee met on Monday, February 14, 2022, at 3:30 p.m. via Zoom remote conferencing.

Members present: Stuart Kidd, Chair
 Marianne Berube
 Patti Carr
 Dave Smits
 Stephen Tedesco
 Maurice Switzer
 Roxana Vernescu
 Kevin Wamsley
 Montana Taylor
 Emily Wilson (non-voting)
 Cheryl Sutton (non-voting)
 Christine Dowdall, University Secretary (non-voting)

Regrets: Paul Cook
 Judy Koziol

Guests: David Drenth, Director, Facilities
 Renee Hacquard, AVP, Finance & Infrastructure

Recording Secretary: Abby Blaszczyk, Executive Assistant, Office of the President

1. Welcome/Call to Order/Land Acknowledgement

The meeting was called to order at 3:31 p.m. The committee chair offered a traditional land acknowledgement.

2. Call for Conflicts of Interest

The Committee Chair called for any conflicts of interest; no such declarations were made.

3. Capital & Construction Update

The Director of Facilities provided a capital and construction update. The presentation, which is appended to the PDF version of these minutes, included the following topics:

- **Infrastructure and Construction Project Update**

The Director reviewed current and future infrastructure and construction projects, highlighting such major projects as the Nursing Simulation Lab, the Centre for War Atrocities and Genocide (CWAG) and upgrades to the BPHE Youth Development program spaces. Pricing and next steps will be presented at a future committee meeting.

Several questions were addressed, including if all lighting will be replaced with LED lighting options as renovations proceed. The Director of Facilities noted that the University is currently close to 50% in upgraded lighting, and funding from the Facilities Renewal Program (FRP) is utilized to replace light fixtures on a cyclical basis.

In response to a question regarding how spaces renovated with research funds are managed in perpetuity, the Director acknowledged that since the physical space is owned by the University, the space can be repurposed as funding or project support decreases in a specific area. Internal guidelines are being created for these situations.

- **Review of FRP Funding**

The Director spoke to the projects covered under the FRP funding, reminding committee members that the funding is to be utilized for building infrastructure that supports academics and research. He reviewed the projects to be completed in the coming weeks, including updates to the building envelope and mechanical and electrical upgrades.

- **Prioritizing/Planning Infrastructure Projects for 2022**

The Director noted the extensive list of space renovations for the University, some of which can be covered under FRP funding. He spoke to a number of projects moving forward to the tender process which will guide the planning process for other projects in 2022.

A question was raised around other funding sources for projects, and the President noted the importance of donor sponsorship. The Director of Facilities also highlighted the intention to spread FRP-funded projects over two funding cycles.

4. Other Business

In response to a question about the selection process for an architect, the Director of Facilities noted that unless there is a cost-effective advantage to the University to utilize a specific firm, it is typically through a competitive bid process. An example of an exception might be where an architect created a space that now requires an upgrade. There may be a cost benefit to having the same architect work on the upgrade project as they would already have the plans and drawings on file.

A committee member requested information concerning the University's long-term plans for renewable energy solutions. The Director spoke to the strong partnership with Canadore College with whom Nipissing shares energy supplies and distribution assets and he noted that a number of

consultations have taken place as we move forward with energy monitoring and reduction strategies. He added that news is expected from the Ministry regarding strategies for managing energy consumption, and the University awaits information on those regulations. The Director will provide a summary of energy consumption at a future committee meeting.

The meeting adjourned at 4:37 p.m.

Recording Secretary

Committee Chair

NIPISSING

U N I V E R S I T Y



Plant and Property - February 2022

Plant and Property Committee Meeting

Capital and Construction

1. Infrastructure and Construction Project Update
2. Review of FRP Funding
3. Prioritizing/Planning Infrastructure Projects for 2022



Project Update

Planning and Funding

- Review list of ongoing projects funded through multiple programs and budgets



Facilities - Capital and Construction
Future Plans

	Budget Amount					Asset	Status	Costs incurred to date	% complete	Over/under budget
	Capital	Funded (FRP or other)	Ancillary	Shared capital	Total					
IMMEDIATE										
Overhead Feed for Substation Backup	\$ -	\$ 22,970	\$ -	\$ -	\$ 22,970	Campus	Underway	\$ -	30%	On budget
A-Wing Roofing - Phase 2	\$ -	\$ 444,500	\$ -	\$ -	\$ 444,500	Education Centre	Underway	\$ 5,000	20%	On budget
Campus Electrical Metering	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000	Education Centre	Underway	\$ 18,000	50%	On budget
Campus Exterior Repairs	\$ -	\$ 19,600	\$ -	\$ -	\$ 19,600	Education Centre	Underway	\$ -	10%	On budget
Education Centre Electrical Panel Replacement	\$ -	\$ 140,000	\$ -	\$ -	\$ 140,000	Education Centre	Underway	\$ 8,000	25%	On budget
A-Wing Washroom Upgrade	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000	Education Centre	Underway	\$ 80,000	90%	On Budget
Nursing Simulation Lab Space - Phase 1	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000	Education Centre	Underway	\$ 15,000	15%	On budget
Fire Protection Panel Upgrades - Phase 1	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000	Education Centre	Underway	\$ 12,500	15%	On budget
Electrical Transformer KIRK Key Safety	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000	Campus	Underway	\$ 28,000	80%	On budget
Relocate BPHE Portable	\$ -	\$ 22,000	\$ -	\$ -	\$ 22,000	Portable	Complete	\$ 22,700	100%	Over budget
HVAC - Unit #64 Condensing Unit	\$ -	\$ 96,450	\$ -	\$ -	\$ 96,450	Education Centre	Underway	\$ 5,000	15%	On budget
VFA Audits	\$ -	\$ 53,640	\$ -	\$ -	\$ 53,640	Education Centre	Underway	\$ -	10%	On budget
HVAC RTU's #46-52	\$ -	\$ 154,205	\$ -	\$ -	\$ 154,205	Education Centre	Underway	\$ -	10%	On budget
BPHE Renovation	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000	BPHE	Underway	\$ 15,000	15%	On budget
CWAG	\$ -	\$ 350,000	\$ -	\$ -	\$ 350,000	Education Centre	Underway	\$ 10,000	15%	On budget

A-Wing Roofing Replacement (Phase 2)

Building Envelope - End of Life

Project Description:

- Replace large section of roofing decking, insulation and membrane over the A-Wing portion of the Education Centre building.
- Change of Scope: the original roof of the Athletics building gym has been added to the project. Leaks experienced this past fall raised the urgency level significantly. This roof was already identified for replacement in the next 3 years for end of life.



A-Wing Roofing Replacement (Phase 2)



Project Status Update

- Architect: Mitchell Jensen Architects
- Contractor: Designed Roofing
- Funds: Total project cost is \$624,500
- Timing: To be completed Spring 2022







Nursing Simulation Lab

Renovation - existing space

Project Description:

- Renovate existing 1st floor A-Wing space (original portion of Education Centre)
- Approximately 7,350 sqft renovation
- Space involves dedicated 'Acute Care Adult and Paediatric Simulation Rooms', 'Immersive Simulation' Rooms to provide various environmental settings, tutorial rooms, and meeting spaces



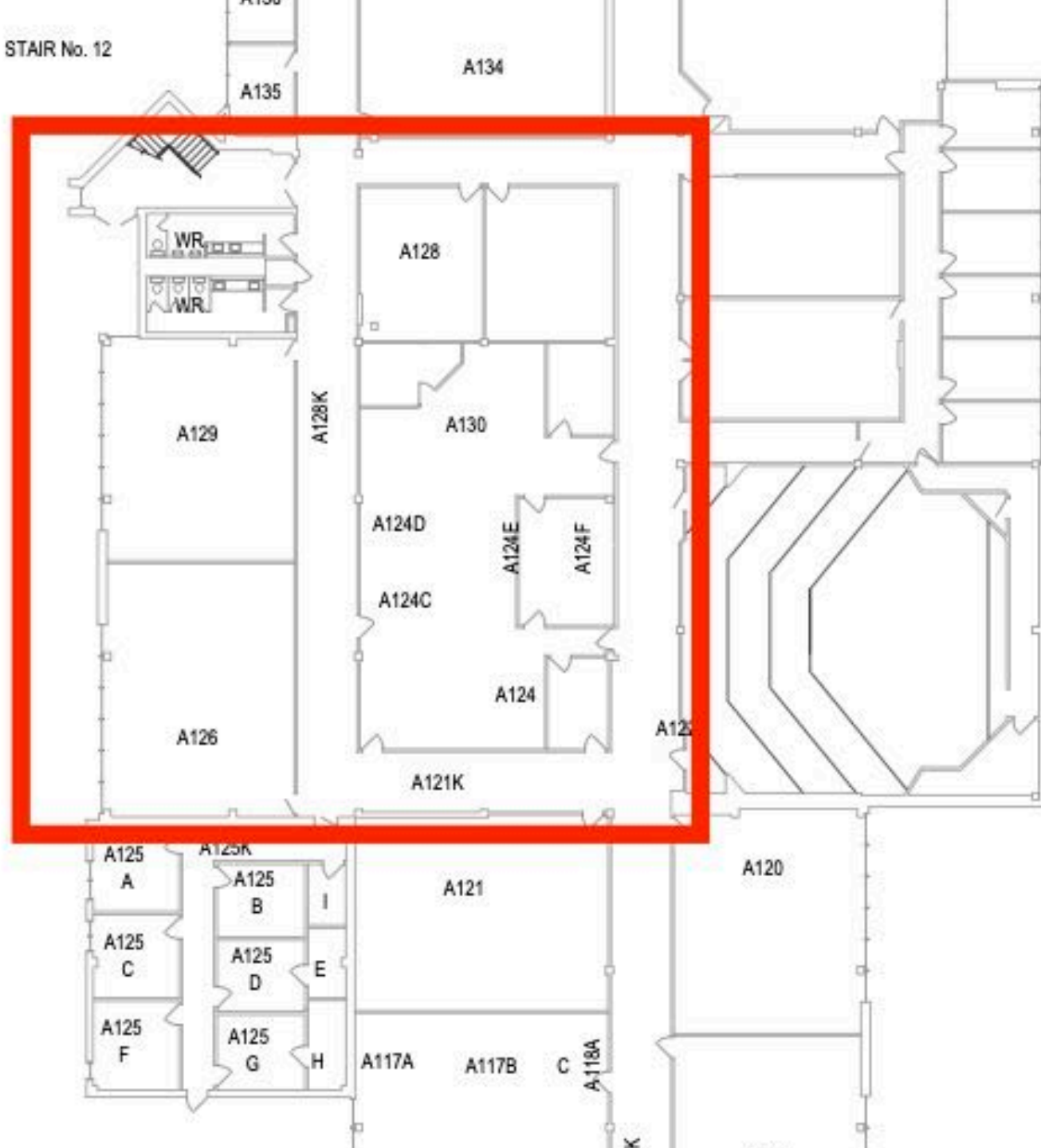
Nursing Simulation Lab



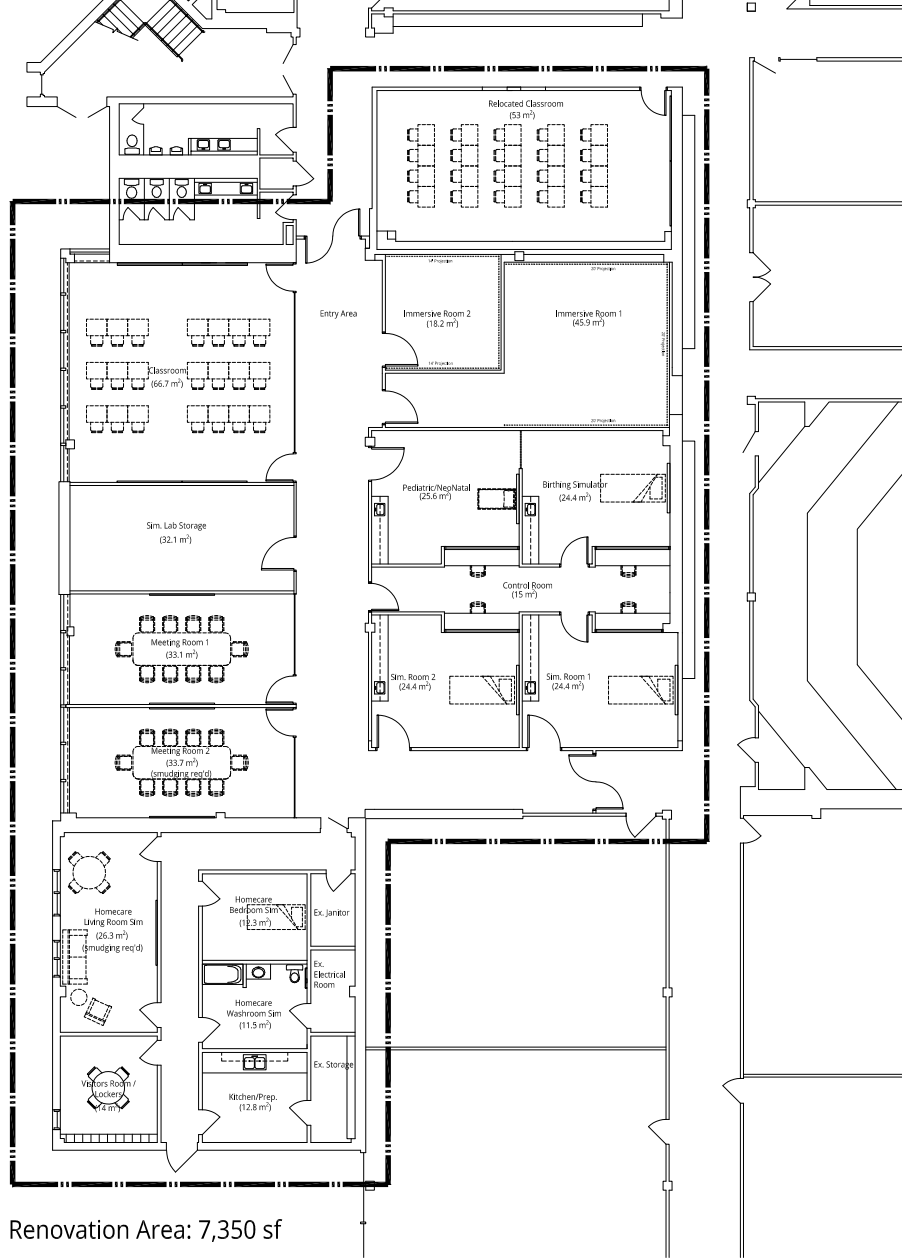
Project Status Update

- Architect: Mitchell Jensen Architects
- Status: Design options evaluated and tender documents underway for RFP tender process later this month
- Contractor: TBD
- Construction Cost: Based on tender results
- Timing: Construction anticipated until Nov 2022

STAIR No. 12



Existing Floorspace

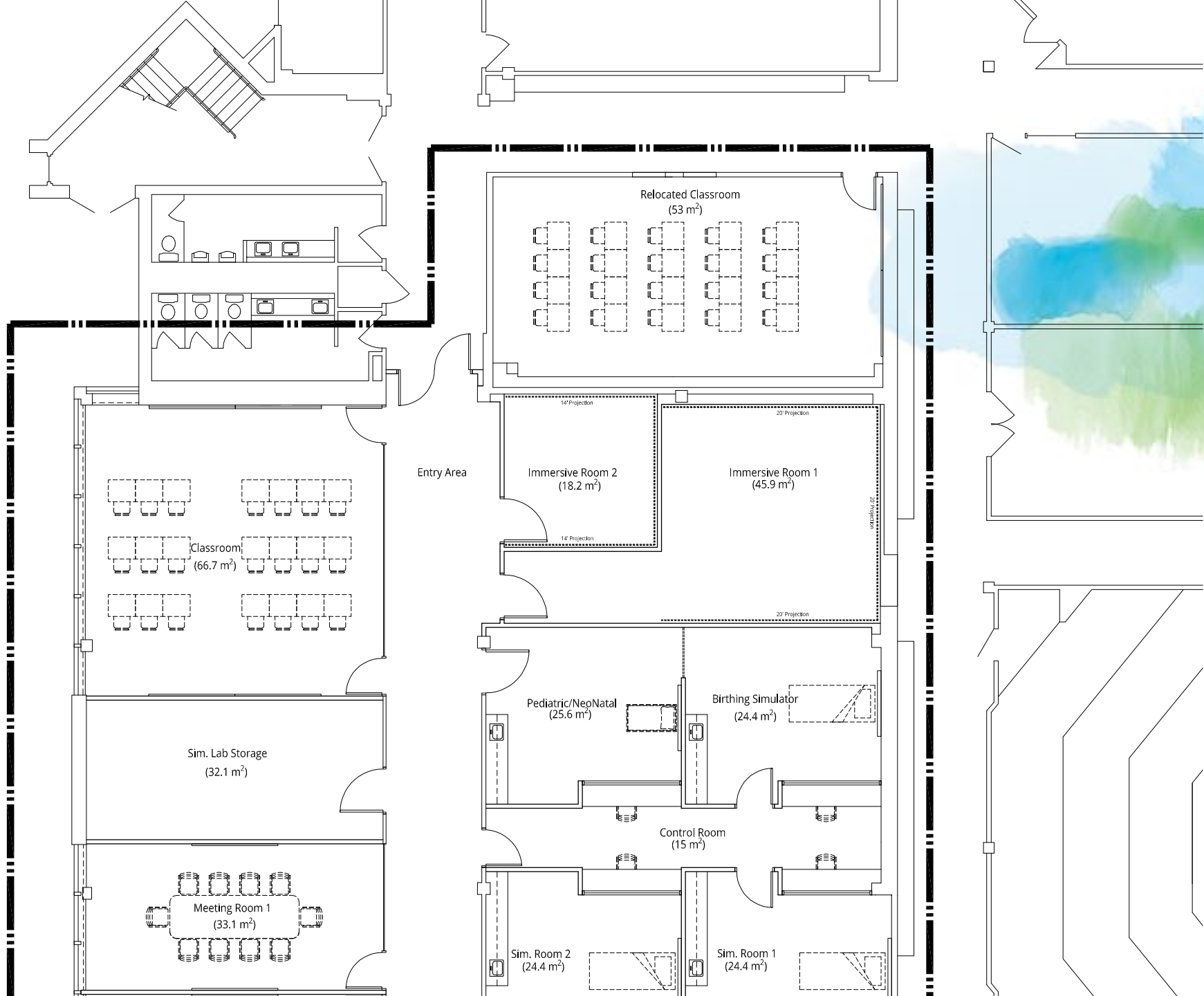


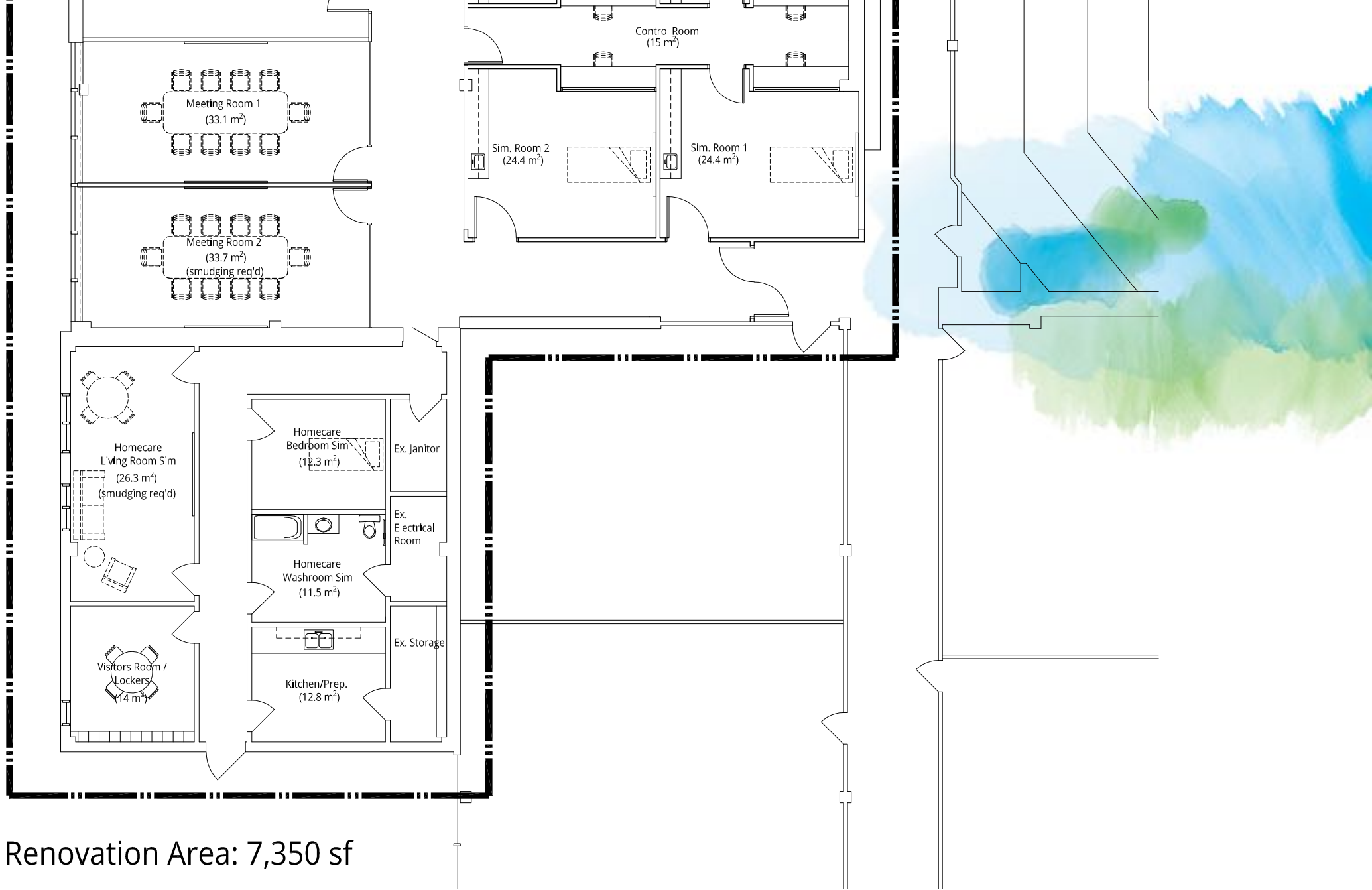
Total Renovation Area: 7,350 sf

MITCHELL
JENSEN
ARCHITECTS

Option 1a
NU Nursing Sim Lab
November 29, 2021







Total Renovation Area: 7,350 sf

EXIT

CONSTRUCTION PROJECT
NO TRESPASSING
SULLIVAN

SAFETY EQUIPMENT MUST BE WORN

- 
- 
- 

AS REQUIRED

- 
- 
- 

THE WORK IS UNDERWAY





NIPISING Scholarship & Research

The bulletin board displays several items related to scholarship and research:

- Diagrams:** A large flowchart or organizational chart on the right side, featuring numerous colored circles and connecting lines.
- Text Documents:** Multiple sheets of paper with text, some appearing to be application forms or informational brochures.
- Charts:** A circular diagram with colored segments, possibly a pie chart or a data visualization.
- Other Materials:** A small red square with a white circle in the center, and several other smaller papers and notices.

GENERAL NOTICES



1-CLIP
2-STICK

THIS BULLETIN BOARD
WILL BE CLEARED AT
THE END OF EVERY
MONTH.



Keep to the Right





MATH CLUB

MATH & POETRY

Theorem

Proof

CWAG - Centre for War Atrocities and Genocide

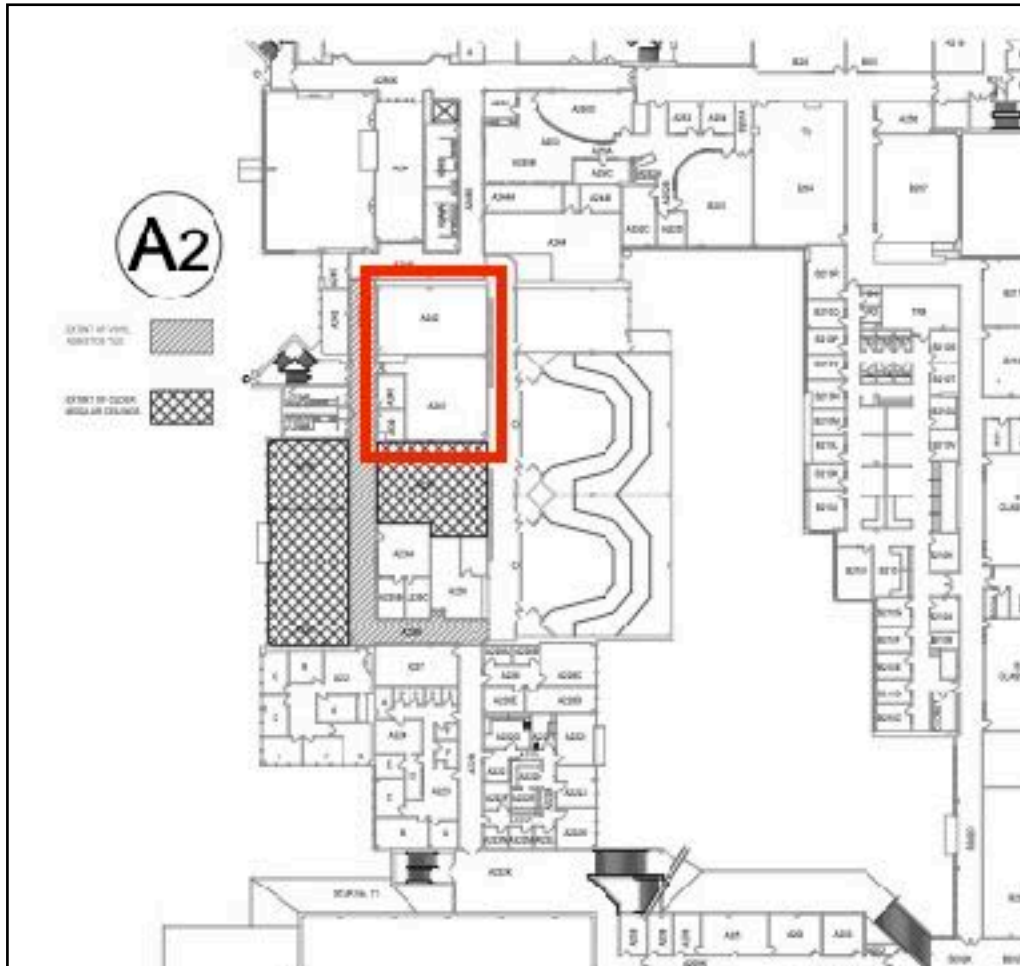
Renovation - existing space

Project Description:

- Renovate existing 2nd floor A-Wing space (original portion of Education Centre)
- Approximately 2,000 sqft renovation
- Space includes room for film & gaming review, a library lounge, student work centre, multi-purpose seminar/classroom, and film editing with offices
- Unique opportunity representing the only project dedicated to research in the humanities at NU.



CWAG - Centre for War Atrocities and Genocide



Project Status Update

- Architect: Bertrand Wheeler Architects
- Status: Design options evaluated and tender documents underway. RFP tender process later this month.
- Contractor: TBD based on RFP evaluation
- Construction Cost: TBD - Funded by Research
- Timing: TBD

LEVEL 200 MAIN CAMPUS

A2

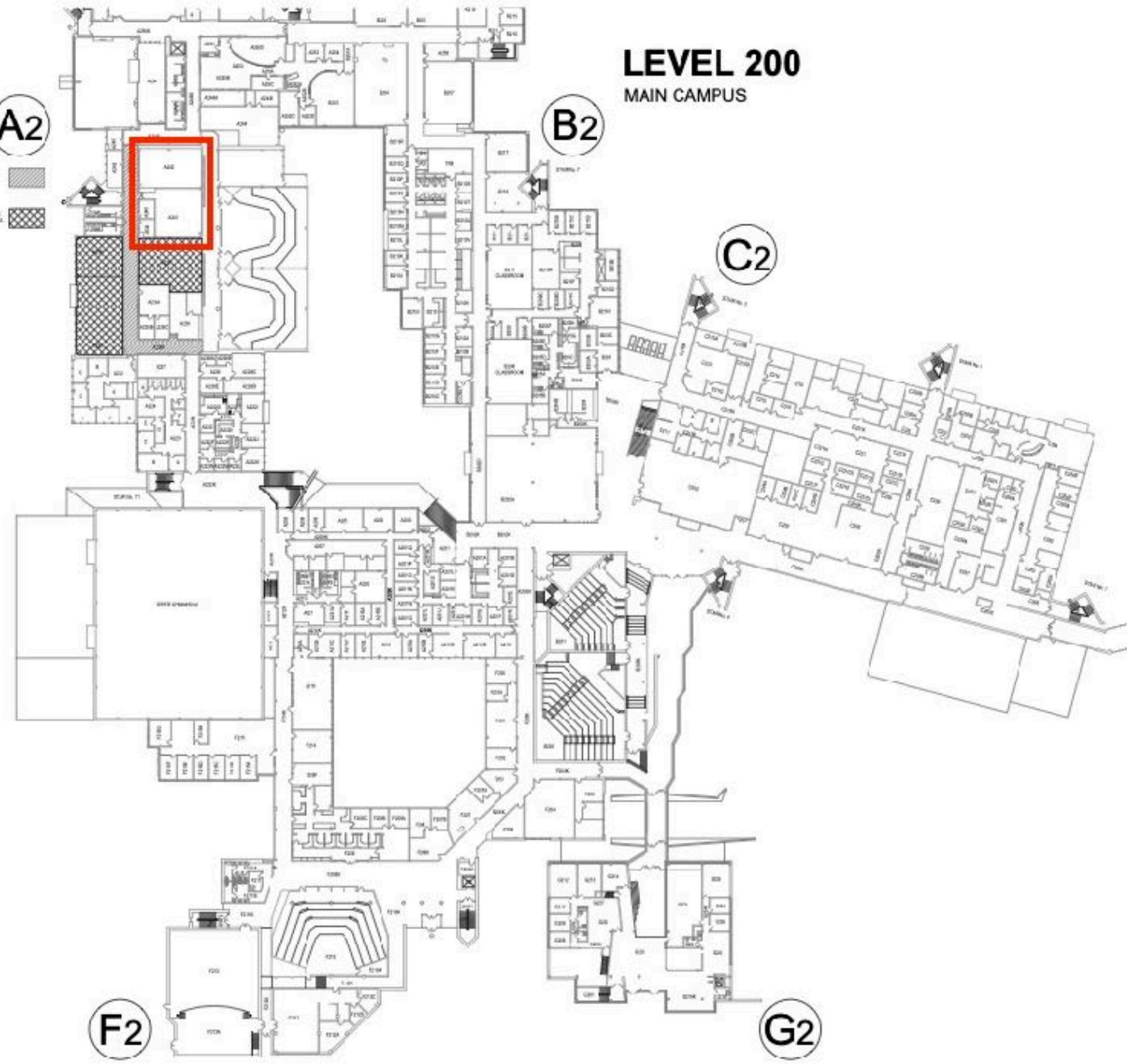
B2

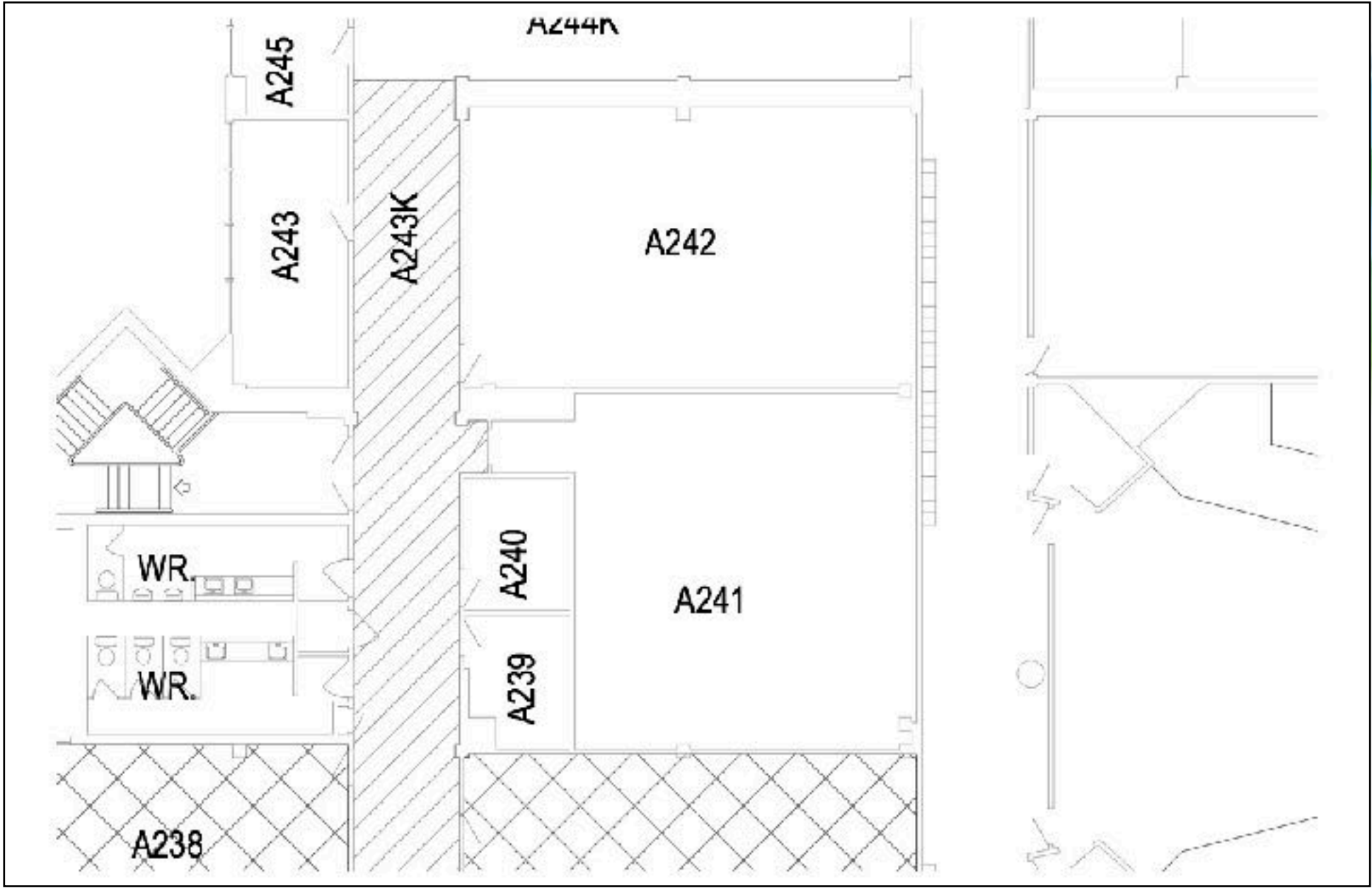
C2

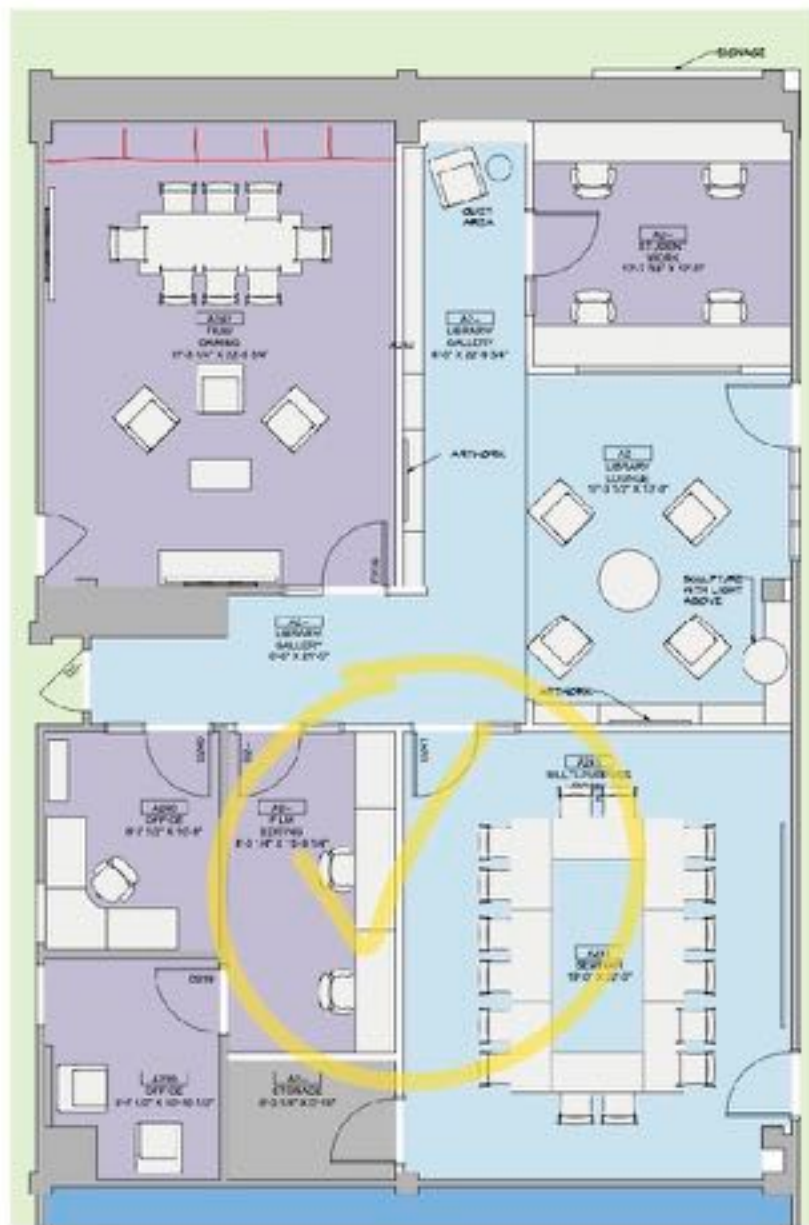
F2

G2

- STREET LEVEL
WALKWAYS TO
- STREET LEVEL
WALKWAY BRIDGE







BPHE Renovation 'Groups for Youth Development'

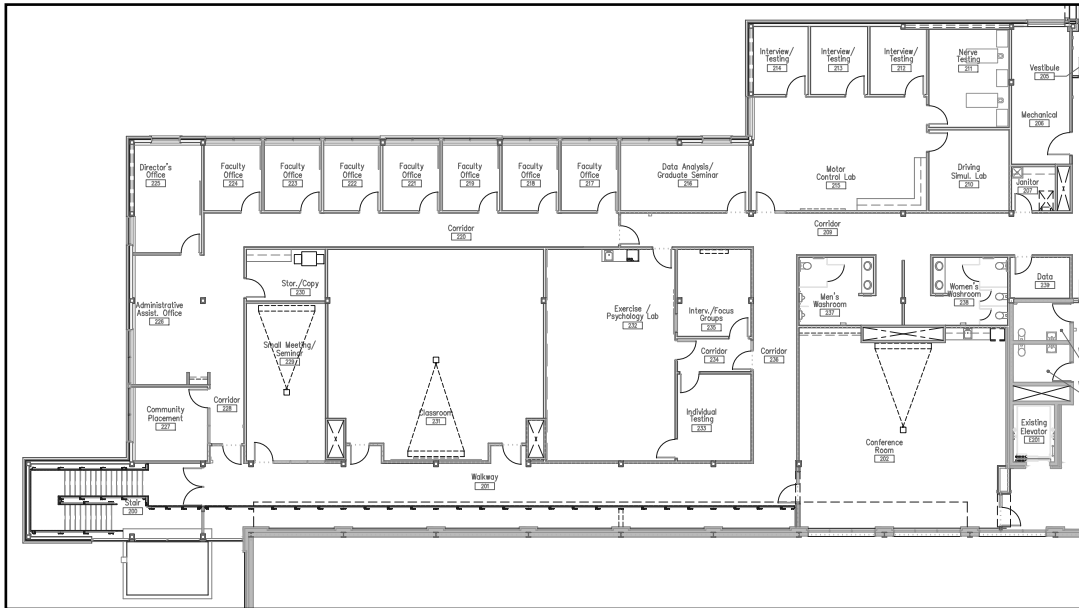
Renovation - existing space

Project Description:

- Renovate existing 2nd floor BPHE space to create new meeting rooms and offices
- The renovation provides a new family meeting room, a new boardroom, and 2 new offices to support the G4YD program delivery

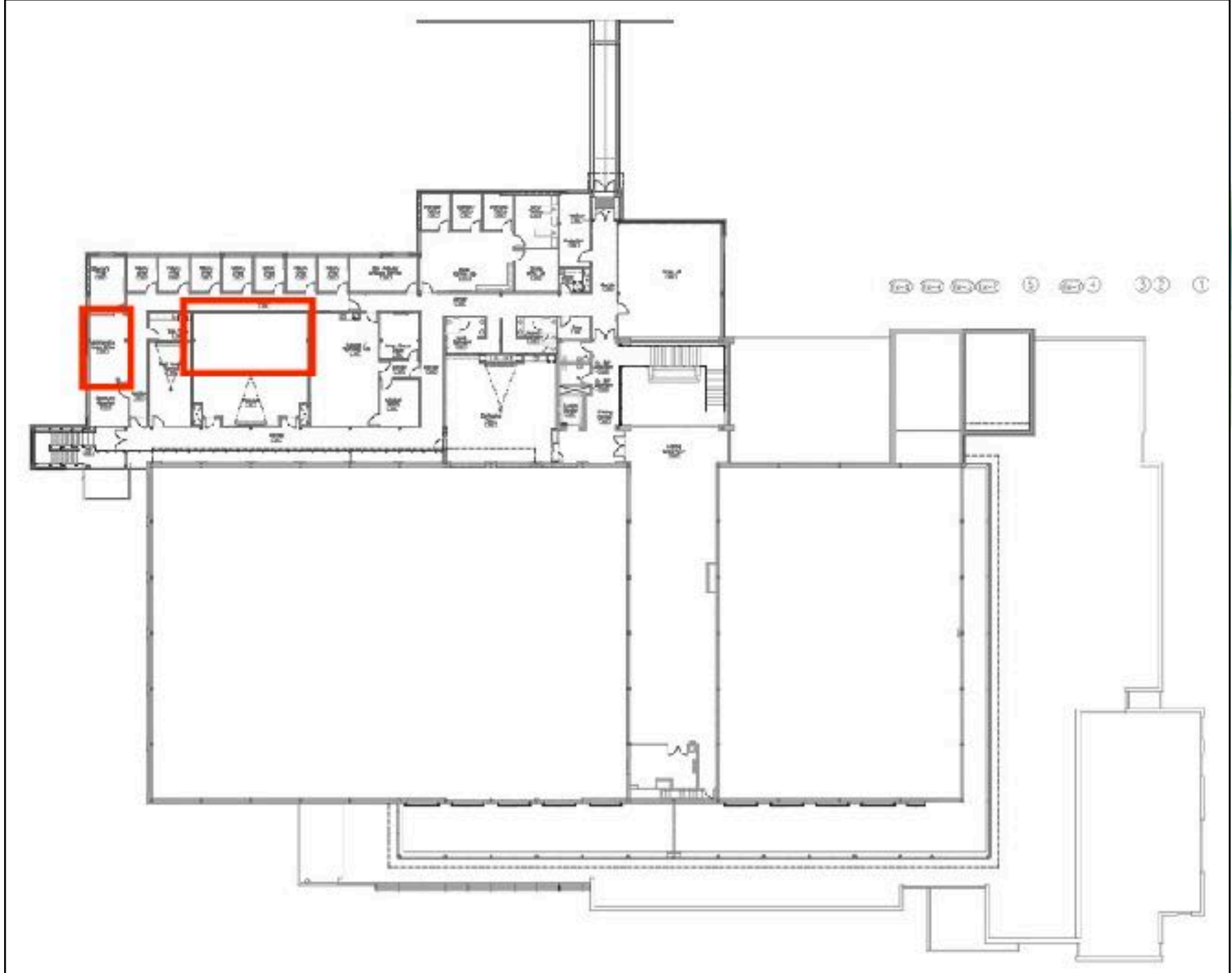


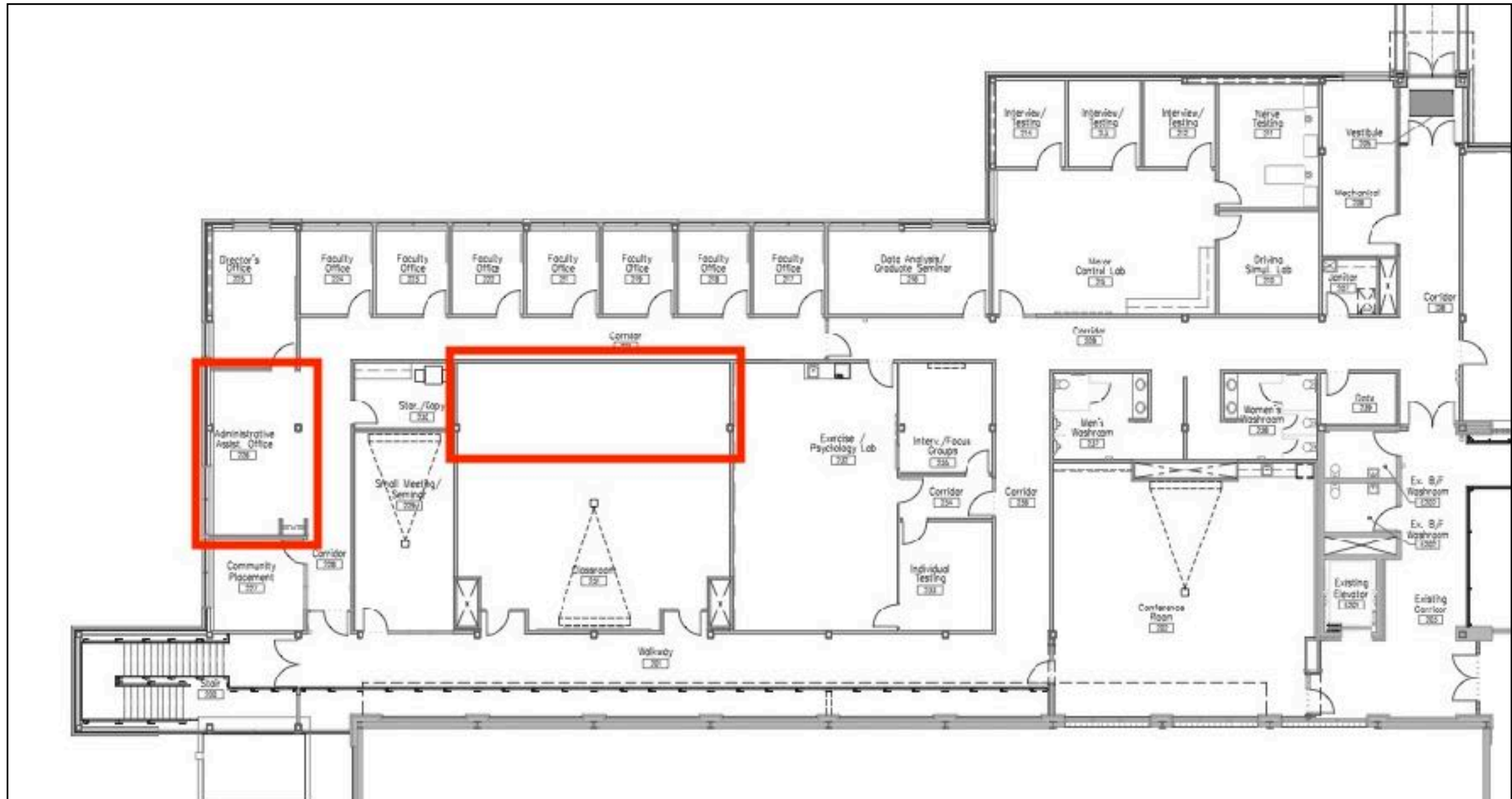
BPHE Renovation 'Groups for Youth Development'

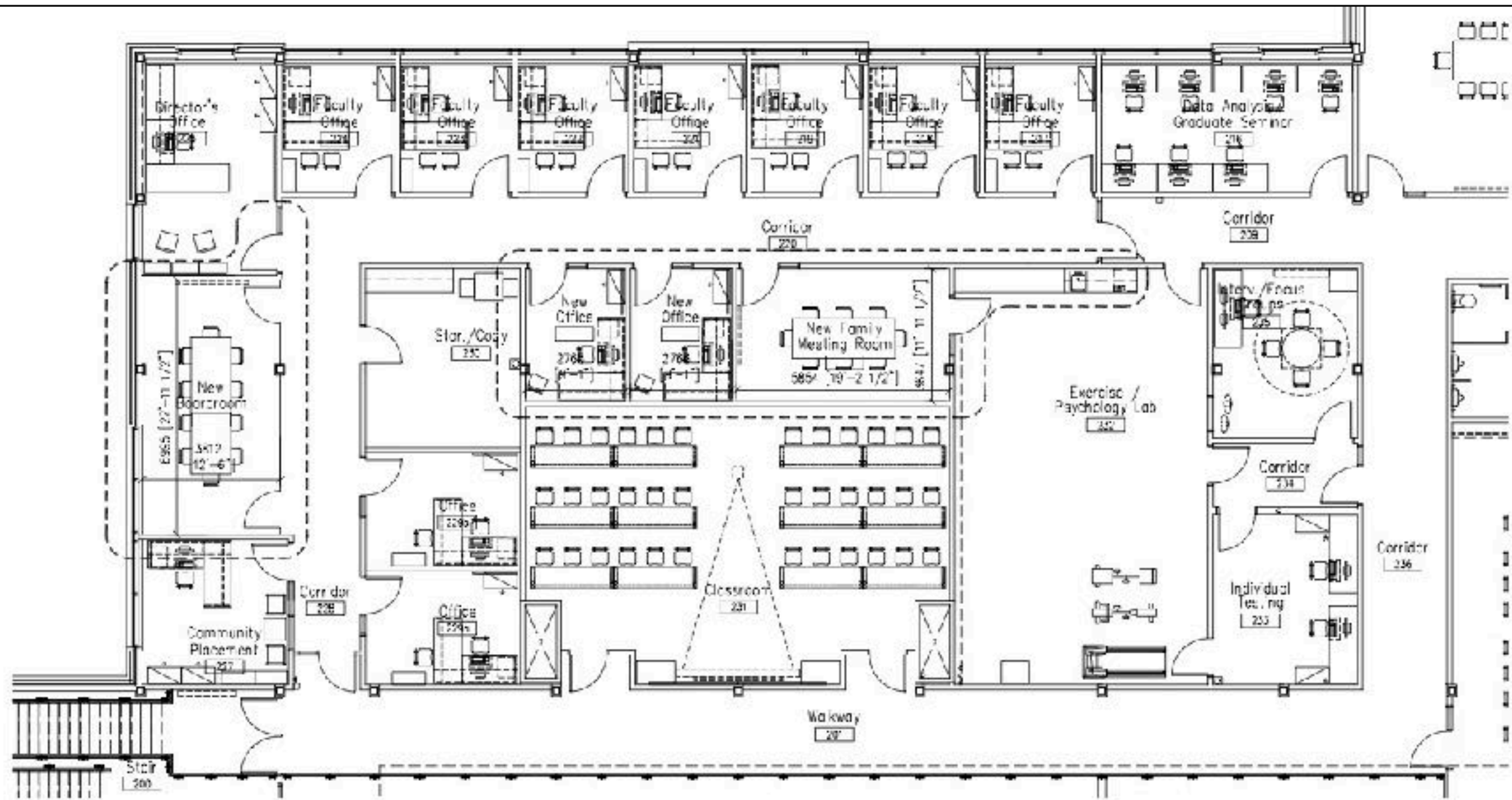


Project Status Update

- Architect: Mitchell Jensen
- Status: Design options evaluated and tender documents underway. RFP tender process later this month.
- Contractor: TBD based on future RFP
- Construction Cost: TBD - Funded by Research
- Timing: TBD







MITCHELL
JENSEN
ARCHITECTS

BPHE Renovation
Nipissing University

October 22, 2021

FRP Funding

Facility Renewal Program REVIEW

- The purpose of the Facilities Renewal Program is to assist postsecondary education institutions with renewing and modernizing their campuses through the repair and renovation of existing facilities and campus infrastructure.
- 2021-22 Nipissing University has been allocated \$1,648,700
- 21-22 deadline is March 30th, 2022
- Examples of eligible items include:
 - repairs made to the fabric and structure of buildings;
 - repairs to building service equipment and electrical or mechanical systems, and built-in general academic support equipment;
 - alterations and renovations to existing space to improve the condition and efficiency of teaching and research functions

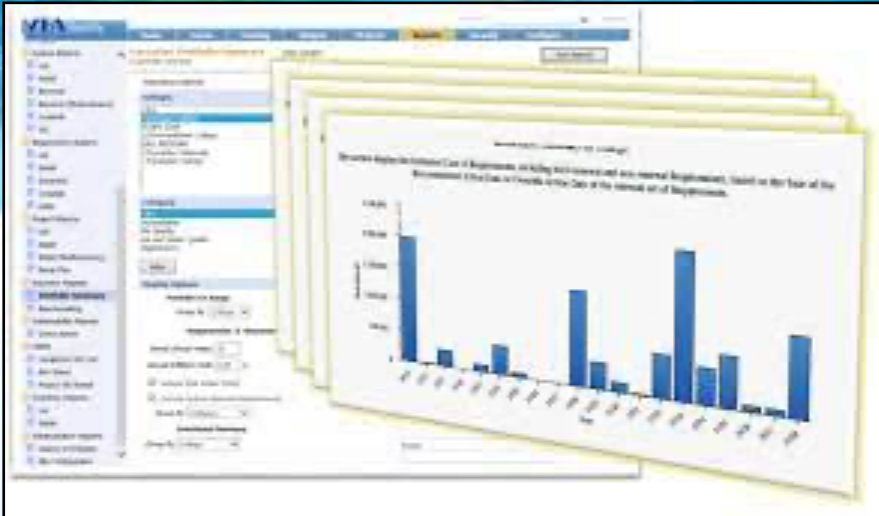
FRP Funding

Project Summary

- The following projects have been submitted for the 2021-22 Facility Renewal Program
- The projects are categorized by the following:
 - **Campus Infrastructure**
 - **Mechanical & Electrical**
 - **Building Envelope**
 - **Renovation**
- Each project has been given a justification tag to help explain why it is necessary
- NOTE: The projects listed are in excess of our FRP allocation. That is the practice requested by the Ministry in case any project(s) is denied on eligibility requirements. Any projects not covered this year will be deferred until a future year.

FRP - Campus Infrastructure

- 2022 - Substation Metering - \$25,000 - Infrastructure Planning
- 2022 - Relocation BPHE Portable - \$25,000 - Infrastructure Planning
- 2022 - Fire Annunciator Panel - \$250,000 - Safety Improvement
- 2022 - Substation Overhead Feed - \$40,000 - Infrastructure Planning
- 2022 - VFA Audits - \$53,640 - Infrastructure Planning



FRP - Mechanical & Electrical

- 2022 - H-Wing Mechanical Condenser - \$96,450 - End of Life
- 2022 - Server Room Humidity Control - \$Deferred - Necessary Repair
- 2022 - Transformers Kirk Key Protection - \$30,000 - Safety Requirement
- 2022 - Fire Annunciator Panel Upgrades - \$50,000 - Safety Requirement
- 2022 - B-Wing Electrical Panel Replacements - \$25,000 - End of Life
- 2022 - Main Electrical Vault - \$105,000 - End of Life
- 2022 - HVAC RTU's #46-52 - \$155,000 - End of Life
- 2022 - Honeywell BAS Upgrades - \$75,000 - End of Life



FRP - Building Envelope

- 2022 - A-Wing Roofing Phase 2 - \$624,500 - End of Life
- 2022 - H-Wing Exterior - \$50,000 - Necessary Repair
- 2022 - Education Centre Siding - \$10,000 - End of Life



FRP - Renovation

- 2022 - Nursing Simulation Lab (Phase 1) - \$100,000 - Program Requirement
- 2022 - A-Wing 1st & 2nd Floor Washrooms - \$310,000 - Necessary Repair
- 2022 - BPHE Renovation - \$20,000 - Program Requirement
- 2022 - Smudging Ventilation - \$50,000 - Safety Requirement
- 2022 - LED Lighting - \$65,000 - Energy Savings
- 2022 - CWAG - \$50,000 - Research Opportunity



Prioritizing/Planning Infrastructure Projects for 2022

Review of Opportunities

- Large focus on FRP funds to support
- Nursing Simulation Lab project cost to be established
- Campus Shared Infrastructure
 - Upgrade of electrical supply - Substation
 - Fire Alarm Annunciator Panel - carry over
 - Pond Restoration - Phase 1
 - Monastery Substation Ground Grid
 - More extensive energy monitoring capabilities
- Numerous existing NU space renovations
- Larger Capital projects



The background is a soft, abstract watercolor wash. It features a mix of light and dark blue, teal, and green colors, with some darker, almost blackish-blue tones. The colors are blended together in a way that creates a sense of depth and movement, with some areas appearing more saturated than others. The overall effect is ethereal and artistic.

End



Alumni Report – March 2022

NUAAB

The Nipissing University Black Association for Student Expression (NUBASE), in partnership with Lakers Basketball, will be hosting their first annual Shoot for Change Anti-Racism Basketball Game against the Ontario Tech Ridgebacks at the Robert J. Surtees Student Athletics Centre on March 11, 2022. All funds raised at the event will directly support the establishment of the Nipissing University BIPOC Bursary for students at Nipissing University. The NUAAB stand with NUBASE and the University to establish this important bursary, and as such we are thrilled to announce that NUAAB will be matching donations made to the BIPOC Bursary up to \$5,000! Donate today and double your impact.

To find out more about the event or to donate please click [here](#).

NU Café

#BreakTheBias: Empowering women to succeed and allies to support

On March 10th at 3pm join our special International Women's Day event with Christine Silva (Shopify), Emma Mohns (Kinaxis) and Ten Thousand Coffee's CEO and Co-Founder Dave Wilkin to hear about the tactics these women used to navigate and succeed in their career. They will also highlight the role allyship played in their success and share the tools and tricks that other allies can leverage to build inclusive environments.

Sign up or learn more [here](#).

Convocation

The alumni office is busy preparing for upcoming June convocation. With a return to in person events we have much work to do to ensure we are prepared. More information will be announced when we have it.

Nipissing University Indigenous Council on Education Update to Nipissing University Board of Governors March 10th, 2022

Since the last NUICE meeting on January 20th, 2022, the following developments have occurred:

- A motion was passed to create a seven-person Working Group to help reset/reinvigorate NUICE and identify Council priorities aligned with terms of reference. In addition, this working group would support the development and oversight of Indigenous components of the Nipissing University Strategic Plan.
- Feb. 15th: NUICE hosted a “reorientation” session designed to examine the NUICE vision and terms of reference and their relation to strategic goal-setting. This session was facilitated by Dr. Pamela Rose Toulouse, Consultant in Indigenous Education, Training & Cultural Safety, Member of Sagamok First Nation. In total there were 27 attendees comprised of NUICE members, faculty, staff, and campus leadership.
- Feb. 25th: Initial meeting of NUICE Working Group – At the first meeting, the need for the university to re-engage First Nations and Indigenous community partners was discussed and indicated as a matter of high importance. There was also an agreement of need for the creation of an Academic position—direct report to the president—to champion the university's Indigenization process and progress, which President Wamsley has noted was lagging behind that of other universities (e.g. Lakehead University created a Chair of Truth and Reconciliation). The composition of this working group consists of the following:
 - Maurice Switzer - Chair, Nipissing University Indigenous Council on Education
 - Nancy Allaire - Director of Education from the host territory's First Nation
 - Fran Couchie - Designated Nipissing University board member from the host territory's First Nation
 - Cindy Peltier - Chair of Indigenous Education, Nipissing University
 - Chris Hachkowski - Principal of Nipissing University's Indigenous Education Program
 - Erin Dokis - Indigenous representative from the Nipissing University Faculty Association
 - Roméo Fournier - Director of Enji Giigdoyang, Office of Indigenous Initiatives, Nipissing University
- Enji giigdoyang, Office of Indigenous Initiatives will be collaborating with the University of Toronto to co-host an Indigenous Student Networking event on March 31st. This virtual engagement is designed to bring Indigenous students together from both institutions to discuss with Elders and Knowledge Holders the importance of seeking and securing fulfilling employment that aligns the professional journey with personal values.
- Looking forward - NUICE is eager to participate in the university's strategic planning process tentatively scheduled to begin in April, 2022. Next NUICE meeting April 21st.

Board of Governors Report – March 10, 2022

Carole Richardson, Provost and Vice-President, Academic and Research (Interim)

Teaching Hub

We have started to roll out NU's successful [Global Skills Opportunity](#) project *Transcultural Interdisciplinary Learning Experiences*. Members of the Teaching Hub and International Office met with the Arts & Science Faculty Council on January 21st to discuss opportunities; the meeting with EPS is scheduled for February 28th, 2022. Visit <https://www.nipissingu.ca/news/2022/new-global-skills-opportunity-initiative-help-nipissing-university-students-gain-career> for more details.

Interviews for the Manager, Extended Learning position were held in early January and the successful candidate is Mylae Robson. Mylae started in this role on Feb. 14th, 2022.

We were proud to nominate Gemma Victor for a 2021 Minister's Award of Excellence in November and she won! Gemma is the recipient of a Minister's Award of Excellence in the Equality of Opportunity category: for faculty or staff members who have excelled at opening post-secondary education to marginalized and underrepresented groups. As Gemma has now left NU, visit <https://csahs.uoquelfh.ca/news/2022/01/csahs-gemma-victor-winner-ministers-award-excellence> for more details.

In the second round of funding under the Ontario Government's Virtual Learning Strategy (VLS), there were 4 Nipissing-led proposals submitted and at least another 9 where Nipissing faculty and staff are collaborators. We expect results by April 2022. First round VLS projects are coming to a close, with deliverables due to eCampus Ontario on February 28th, 2022.

On Feb. 28th, 2022 we hosted a panel on anti-racism in the academy; facilitated by Dr. Charles Anyinam - Teaching Chair in Equity, Diversity and Inclusion. Dr. Anyinam was joined by an exceptional group of external scholars, as well as NU students.

We have continued to upload new content to our [YouTube channel](#), including new Season 5 episodes of the Teaching Talks series.

We assisted 3 students, 2 faculty, and 1 team with their respective nomination packages for the 3M National Student Fellowship, 3M National Teaching Fellowship and D2L Innovation Award in Teaching and Learning..

Our 7th Professional Learning Committee is starting up in March. This PLC will focus on the book [Transforming Universities in the Midst of a Global Crisis](#). There are still a few spaces available if any Board members would like to join us.

A new program, *Fika* Fridays, has been launched as a social/community space. Join us on the first Friday of the month (1-2pm) for a cup of coffee and a treat; no agenda or action items, just an opportunity to build relationships amongst colleagues. February's *Fika* was held online, but we're hopeful March may be in person.

Education and Professional Studies

1. Program Enrolment Projections for 2022-23: Year 1 (480 max) + Year 2 (524, if all return) = 1004 Teacher Candidates (largest number we've ever had on NB campus),
2. Standalone BScN program has been approved by the Ministry - recruiting to first cohort Sept 22 intake with a high number of applications,

3. The School of Nursing, in collaboration with Registered Nursing Association of Ontario, is planning an Opioid Education Workshop, open to all students and community members (events in May and Sept) - more details to follow, and
4. Criminal Justice is working on promoting the new 2+2 pathway (2 years college diploma in Criminal Justice + 2 years at Nipissing U. for Criminal Justice = BA) with Colleges across the province.

Registrar's Office

Winter term enrollment, FTE and headcount, as of February 25:

Enrollment - FTE	2020	2021	Change
Undergraduate	1,450.85	1,434.61	-1.12%
B. Education	328.75	388.57	+18.2%
Graduate Studies	61.20	56.10	-8.33%
Continuing Education*	35.38	26.55	-24.97%
TOTAL	1,876.18	1,905.83	+1.58%

Enrollment - Headcount	2020	2021	Change
Undergraduate	4,017	3,998	-0.47%
B. Ed	771	858	+11.28%
Graduate Studies	185	169	-8.65%
Continuing Education*	148	135	-8.78%
TOTAL	5,121	5,160	+0.76%

*Continuing Education consists of Additional Qualification courses for Teachers, Indigenous Classroom Assistant Diploma Program, Indigenous Teacher Certificate Program & Teacher of Indigenous as a Second Language.

382 (7.4%) of our students have identified as indigenous and 1,135 (22%) first generation.

Arts and Science

1. Arts and Science ad hoc working group on the BSc Environmental Science program proposal (Stage II) was approved by ACC and AQAPC, currently subject to an external review,
2. Arts and Science ad hoc working group on the BA Environmental Studies program proposal (Stage II) is close to being submitted to the curriculum approval process for review.
3. Arts and Science ad hoc working group on the Health Science and Health Studies program/s LOI is in progress.
4. the Student Mural Competition (FAPA and Dean's Office) has been extended until the end of the Winter term.
5. NU Annual Juried Exhibition February 11, 2022 (W.K.P. Kennedy Gallery)
6. Department of History will hold Dr. Anne Clendinning Lecture on March 16th (further information to follow).
7. Indigenous Studies and Political Science in collaboration with Temagami First Nation will be offering an ACTUA funded Leadership course LEAD 3716 Leadership on the Land this summer, a course providing students with a land-based experience with an Indigenous community.

Office of Graduate Studies and Research

The following chart shows the current admission *applications* for graduate students for 2022.

MA History	Complete: 6 Incomplete: 4
MA Sociology	Complete: 2 Incomplete: 3
MEd (Full-Time) <i>*MEd Flex-Time admission applications aren't due until May 1st.</i>	Complete: 11 Incomplete: 7
MES/MESc	Complete: 6
MSc Kinesiology	Complete: 10 Incomplete: 3
MSc Math	Complete: 1
PhD:	Complete: 17 Incomplete: 3
	Total: 53 complete 20 incomplete

Research Month will be held in the month of March, alongside the Undergraduate Research Conference. This year, we will also hold one face to face event and plans are currently underway. Preparations are also being made for the annual 3MT Competition to be held in May 2022.

Ontario is asking universities to complete the Commercialization Mandate Policy Framework to improve commercialization outcomes. The policy must be created and posted on the Nipissing website by April 29th, 2022 and the first Annual Commercialization Plan must be publicly posted by December 15th, 2022. Starting with the second Annual Commercialization Plan, institutions must publicly post their plans by November 30th each year.

The Office of Graduate Studies and Research confirm that three SSHRC IDG applications were submitted, and two SSHRC SIG awards were granted in January, and for the most recent SSHRC SIG call – the total value to be awarded is \$71,000. The Awards for Research, Scholarly and Creative Activities will be announced shortly and funds dispersed to the chosen recipients by May.

Student Development and Services

Student Development & Services (SDS) continues to support students whether they are learning remotely or are attending classes on campus. SDS staff continue to offer face-to-face appointment opportunities for students while also offering services through virtual or alternative methods.

RESIDENCE LIFE

Residence Life currently has 776 students in house.

We have had several students and households observe isolation periods based on COVID symptoms and either a presumed positive or self-tested positive COVID test. All residents are vaccinated, and most households have had no serious impacts of illness.

Student frustration with ongoing provincial and campus restrictions led to some challenging student conduct matters early in the year.

Our Residence Application for 2022/23 is open for current students and those who have been offered admission for fall 2022. As of February 14th, we have 306 completed applications, with 148 of these having paid deposits. These numbers are tracking well ahead of this time last year, but are still behind our pre-COVID numbers.

STUDENT ACCESSIBILITY SERVICES

Student Accessibility Services has been working with professors to offer test facilitation alternatives to online/computer-based testing as we have several students who are disadvantaged by online testing.

We have been researching note taking alternatives that are practical and affordable to support students that do not have bursary funding and who we were unable to find a peer note sharer for. We have been pursuing a subscription to a transcription tool that will allow our students who were not assigned a note taker to be provided written content for their lectures.

We are looking at a more 'universal' text-reading program for our students that will integrate with all of the various online teaching/information/testing platforms adopted by our Nipissing instructors.

STUDENT INTERVENTION SERVICES

For Bell Let's Talk Day, students were provided kits including a Bell Let's Talk toque and lanyard and gratitude exercise tablet along with postcards promoting campus mental health initiatives including MENTal Strength, Peer Support and Campus Mental Health Standard Committee. 118 kits were mailed along with distribution to students in Residence and student athletes.

Surviving to Thriving Lakers Wellness Month is February 7th to March 7th. Wellness Bingo booklets were made available for students to engage in self-directed wellness activities. Seven virtual activities have been scheduled for students to sign up for including three art workshops, muay-thai kickboxing, chair yoga, healthy cooking and guided meditation.

STUDENT LEARNING AND TRANSITIONS

The first winter pre-arrival orientation module was open to new on-campus and distance students. Included were transitions pathways for our exchange and degree seeking students. With the combined efforts of International Initiatives and Student Learning & Transitions, NU provided orientation programming for new international students in a "time-zone" friendly manner.

The Peer Tutoring program, in conjunction with Nimbus Learning, will be launching a new platform to reduce barriers for students wanting to supplement their learning experience. All students will be able to access peer-to-peer support, increase employment prospects, and engage in para-professional development opportunities.

The Dave Marshall Leadership Awards ceremony is scheduled for March 18th at 1:30 p.m. This year we are planning for a hybrid ceremony format. Recipients will be able to receive their award in-person in the theatre while the event will be live streamed for our greater Laker community to enjoy.

A virtual Career Fair took place February 15th-17th. Thirty employers met with current NU students and our alumni. Given that employers were recruited based on the academic programs offered at NU, the student turn out exceeded our expectations.

ATHLETICS

The Nipissing Lakers are very excited and proud to celebrate 97 student-athletes who have earned the high recognition of being an Academic All-Canadian and OUA Academic Achievement Award winners. The award is handed out to student-athletes who earn a GPA of 80 per cent or higher and are a member of a varsity team.

On Friday, February 25 we will be honoring the 2019-2020 Academic All Canadians through our social media accounts, highlighting the student-athletes that have earned this honour.

Intramurals are back at Nipissing! After a long time, we are excited to be back and running events and leagues again.

Jhanelle Peters - Thursday, February 24 @ 11am – Black History Month presentation: Mental Health Stigma in Black Community: Finding Black Joy. The Black community is impacted in terms of increased risk for mental health problems and their access to mental health care. Unfortunately, systemic barriers, cultural stigma and various healthcare inequities prevent the Black community from receiving the mental health treatment they need to navigate the many challenges they face. While the Black community handles a great deal of inequities, they can also speak to stories of joy that catapult their strength, determination and resilience to support a positive outlook towards mental health. This workshop will bring forth awareness, understanding and support that can be applied by all participants to assist in reducing barriers and amplifying strengths within the Black Community.

The Nipissing University Black Association for Student Expression (NUBASE), in partnership with Lakers Basketball, will be hosting their first annual Shoot for Change Anti-Racism Basketball Game against the Ontario Tech Ridgebacks at the Robert J. Surtees Student Athletics Centre on March 11, 2022. Created by NUBASE Co-Founder and President Taijon Eccleston-Graham, this event will serve as a fundraiser to create the first-ever Nipissing University BIPOC Bursary for students at Nipissing University. The Women's game will take place at 5 p.m. followed by the Men's game at 8 p.m. Tickets for the games can be purchased at the door. Admission is free for Nipissing students with NU ID. Adult tickets are \$8; seniors/students \$5; alumni/faculty/staff \$5 with NU ID; children under 12 are free. For more information, please see www.nipissingu.ca/shootforchange

VPFA's Report to the Board of Governors – March 2022

Cheryl Sutton, Vice-President, Finance & Administration

2022/23 Budget

- We are currently working through the budget submissions and the Executive Team has been meeting with budget-holders to determine priorities for the upcoming year.
- We are on schedule to have a draft budget to present to the Audit & Finance Committee at the April meeting.

Cybersecurity

- We continue to ensure the security of our systems through a variety of strategies. We are seeing significant increases in phishing emails and are pleased to report that our employees are demonstrating a high level of awareness and reporting these incidents to UTS. We will be relaunching our KnowBe4 Cybersecurity campaign in March as well as our cybersecurity blog.

Ministry Meeting Update

- We attended a follow-up meeting with the Ministry to further explain our financial request of re-opening the corridor discussion. We are cautiously optimistic we will receive some news on additional funding in the coming weeks that will help our current financial situation.

External Relations

- We would like to extend our deep gratitude for the Hilary and Galen Weston Foundation for grant of \$400,000 to support the establishment of Rare Dementia Support Canada. These funds will help establish this initiative as the first of its kind in Canada and we look forward to this ongoing relationship.

NIPISSING UNIVERSITY

Policy Category:	Financial
Policy Number:	2.7.2012.B
Policy Name:	Investment Policy and Guidelines for Trust and Endowment Funds
Responsible Department:	Vice-President, Finance and Administration
Original Approval Date:	May 2012
Approval Authority:	Board of Governors
Last Reviewed/Updated:	September 2021
Next Review Date:	2023

Formatted: Highlight

A. Purpose

The purpose of this policy is to provide specific guidance to fund fiduciaries and investment managers for the segregation of funds held as trusts and endowments, and for the investment, monitoring and reporting on the management of these funds. This policy specifies the University's position regarding the asset mix of the trust and endowment funds, identifies appropriate goals for the fund assets and provides guidelines within which the investment manager or managers may formulate and execute investment decisions.

B. Scope

This policy applies to all trust and endowment funds invested by Nipissing University. Operating funds required for the liquidity needs of the University are outside the scope of this policy. The primary objectives regarding operating funds are to preserve capital and minimize risk while obtaining a reasonable level of return commensurate with risk, terms and liquidity; any investment direction regarding such funds is to be provided by the Vice-President, Finance and Administration, and reviewed by the Audit and Finance Committee of the Board of Governors periodically and as necessary.

For funds governed by this policy, investment managers are to adhere to the asset mix, general investment guidelines and other requirements contained within this policy for each portfolio of assets under their management. A portfolio may include more than one investment account segregated for reporting purposes but managed as a single pool in order to optimize net return and diversification of risk. The accounts included within each portfolio and managed as a single pool are to be determined by the investment manager in accordance with instructions provided by University management, specifically the Vice-President, Finance and Administration, and/or the Assistant Vice-President, Finance & Infrastructure.

Investment Policy and Guidelines for Trust and Endowment Funds

C. General

1. Funds are to be managed on a going concern basis. Within the levels of risk identified in this policy, the overriding objective is to:
 - a) maximize each fund's total long-term investment return;
 - b) generate sufficient income to meet annual spending requirements;
 - c) prevent capital erosion; and
 - d) provide consistent results.

While this objective implies a willingness to incur some short-term return volatility to achieve greater long-term results, efforts to achieve this objective must not expose the fund to unacceptable high levels of liquidity risk.

2. Investment strategies must not subject fund assets to extreme swings in value and must provide for sufficient liquidity at all points in an economic cycle.

D. Definitions

"Asset allocation or mix" refers to the allocation of fund assets among the major asset classes, including, but not limited to, Canadian and foreign equities, Canadian bonds and cash.

"Best execution" refers to the obligation of an investment services firm executing orders on behalf of customers to ensure that the prices those orders receive reflect the optimal mix of price improvement, speed and likelihood of execution.

"Endowed Funds" are funds received from external, non-operating fund sources, restricted to provide financial support for a specific purpose in perpetuity. Endowments are funds with provisions that prohibit encroachment on the donor's capital contribution. Only net investment income earned on the donor's capital contribution may be used to support the purpose designated by the donor.

"Liquidity risk" is the risk that it will become necessary to liquidate fund assets under unfavourable market conditions in order to meet spending requirements.

"Policy Index" is a benchmark designed to indicate the returns which a passive investor would earn by consistently following the asset allocation targets set forth in this policy. The Policy Index is useful in separating the impact of investment policy from execution of the investment strategy in evaluating the performance of the fund's investment program. The Policy Index is calculated by multiplying the target commitment to each asset class by the rate of return of the appropriate market index. The resultant average represents investment return which the investment fund would have earned if the fund were identical to the policy targets and the component returns identical to the market index levels.

"Real rate of return" is the rate of return after considering the effects of inflation. For example, if fund assets started at a value of \$100 and rose to \$110, a nominal rate of return of 10% would have been earned. If inflation was 4%, a real return of 6% (10% - 6%) would have been earned.

Investment Policy and Guidelines for Trust and Endowment Funds

“Risk-adjusted returns” are usually calculated by isolating the return earned in excess of the risk-free rate (i.e. the T-bill rate) and evaluating that return in relation to the extra risk (volatility or standard deviation) incurred in earning the incremental return. For example:

	Return	Risk	Excess Return	Excess Return/Risk
T-Bill	5%			
S&P/TSX Composite Index	9%	18%	9% - 5% = 4%	4 / 18 = 0.22
University Investment Manager	9%	20%	9% - 5% = 4%	4 / 20 = 0.20

In this example, the investment manager and the market both earned 4% over the T-Bill rate. However, the investment manager incurred somewhat more risk and had lower risk-adjusted returns. Too much risk for commensurate return would not be an ideal situation for the University.

“Trust Funds” include funds received from external donors for the purpose of meeting certain commitments and not to be considered as endowments, such as to pay for a one-time only scholarship award. Trust funds also include funds received and invested from general revenues, capital or other sources for purposes determined by the Board of Governors, such as the prior accumulation of excess University funds designated for scholarship purposes.

E. Policy

1. Asset Mix

- i. The determination of the asset mix of a fund is the principal means of defining the fund’s risk and return parameters. The asset classes, asset allocation targets and permissible ranges for the University’s trust and endowment funds are as follows:

Asset Class	Target*	Permissible Ranges*
Fixed Income:	3050%	2030% - 4570%
Cash and Equivalents	5%	0% - 20%
Canadian Bonds	2545%	1530% - 4065%
Equities:	50%	30% - 60%
Canadian	20%	105% - 35%
Foreign	30%	15% - 40%
Alternatives:	20%	5%-30%
Conventional Mortgages	20%	5%-30%

* Expressed as a percentage of the total fund

Formatted Table

Formatted: Right

Formatted: Font: Not Bold

2. Investment Guidelines

- i. Investment guidelines must be adhered to by fund managers when making decisions with respect to the selection of individual investments within the fund portfolio and include:
 - a. No individual portfolio shall hold more than 5% of its assets in the equity securities of any single entity, and no more than 10% of its assets in the fixed income securities of

Investment Policy and Guidelines for Trust and Endowment Funds

any single entity, with the exception of issues of Canadian or Provincial Governments or their Agencies;

- b. Investment managers shall use their best efforts to ensure that all transactions are accomplished on a “best execution” basis;
 - c. There shall be no specific limitation to portfolio turnover. However, the average turnover should be justified by performance;
 - d. No short selling of securities is permitted;
 - e. Derivatives are not permitted except as discussed under Foreign Equities section below;
 - f. Covered calls are permitted;
 - g. Must consider the amount required to satisfy the University’s annual payout requirements;
 - h. Only invest in securities ~~which may be liquidated within a 4 month time horizon for which resale is not restricted and and for which where~~ an effective reliable market is normally maintained;
 - i. Investments in pooled funds, mutual funds or index funds shall be managed in accordance with the objectives, policies and restrictions set forth in the pooled fund’s guidelines or mutual/index fund’s prospectus, so long as said guidelines are consistent with the spirit of this policy;
 - j. Investments in the following securities are prohibited:
 - i. Privately placed or other non-marketable ~~debt and~~ equity
 - ii. Lettered, legend or other restricted stock
 - iii. Naked options or futures contracts
 - iv. Uncovered short positions
 - v. Leverage positions
 - vi. Commodities (unless specifically requested and approved)
- ii. Money Market Investments
- a. Money market investments may include Federal and Provincial Government and Agency obligations, corporate bonds, cash and other such instruments as deemed prudent by the investment manager;
 - b. Money market securities are to be managed to ensure appropriate balances in quality and maturities consistent with current market and economic conditions;

Investment Policy and Guidelines for Trust and Endowment Funds

- c. Cash investments should be made primarily on the basis of safety and liquidity of the investment, and only secondarily by the yield available. The investment managers are responsible for making independent analyses of the credit worthiness of securities and their appropriateness as investments regardless of the classifications provided by the rating services;
 - d. The investment manager shall have the flexibility to adjust the maturity structure to take advantage of current and anticipated market conditions and yield curve opportunities.
 - iii. **Balanced Fund Management**
 - a. Balanced fund managers may vary equity, bond and cash commitments within ranges set by this policy.
 - iv. **Canadian Fixed Income**
 - a. Canadian fixed income may include Canadian and Provincial Government and Agency obligations, municipal bonds and corporate bonds. These are to be managed to ensure appropriate balances in quality and maturities consistent with current market and economic conditions;
 - b. Each portfolio shall possess an average quality rating of **AA** or better at all times;
 - c. The minimum quality rating per issue shall be BBB.
 - v. **Domestic Equity**
 - a. Securities may include common shares, preferred shares, convertible securities, ~~mortgages~~, trust units and real estate funds;
 - b. The majority of equity holdings must be mid to large companies as measured by market capitalization.
 - vi. **Foreign Equity**
 - a. Securities may include common shares, preferred shares, convertible securities, ~~mortgages~~, trust units and real estate funds;
 - b. Global equity management may include forward exchange contracts on currency provided that the use of such contracts is designed to dampen portfolio volatility rather than leverage portfolio risk exposure. Currency contracts may be utilized to either hedge the portfolio's currency risk exposure or in the settlement of securities transactions. The use of futures and options to establish a leveraged position is prohibited;

Commented [FL(PIC1): This would be impossible given a very large majority of corporations are rated A and below

Investment Policy and Guidelines for Trust and Endowment Funds

c. Global equity investments in the Emerging Market countries will be limited to no more than 10% of the market value of the global equity portfolio.

vii. Alternative Investments

a. It is acknowledged that Alternative investment solutions have the potential to enhance fixed income returns, reduce equity risk, reduce portfolio volatility and/or improve portfolio efficiency. They typically require a longer investment horizon, are less liquid, and when considered in isolation may be deemed more risky than other securities. The associated risks, fees and expenses are detailed in the Offering Memorandum which is to be provided by the Manager for each alternative investment prior to its being purchased.

e-b. Investment in Alternative strategies is limited to Conventional Mortgages through a pooled fund vehicle only.

Formatted: List Paragraph, No bullets or numbering

Formatted: Numbered + Level: 1 + Numbering Style: i, ii, iii, ... + Start at: 1 + Alignment: Right + Aligned at: 1.27 cm + Indent at: 1.9 cm

Formatted: List Paragraph, Numbered + Level: 2 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 2.54 cm + Tab after: 3.17 cm + Indent at: 3.17 cm

Formatted: List Paragraph, Indent: Left: 3.17 cm, No bullets or numbering

Formatted: List Paragraph, Numbered + Level: 2 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 2.54 cm + Tab after: 3.17 cm + Indent at: 3.17 cm

Investment Policy and Guidelines for Trust and Endowment Funds

3. Portfolio Rebalancing

- i. Market fluctuations may cause the portfolio to be temporarily inconsistent with the asset allocation and/or other guidelines contained in this policy. Investment managers must regularly review the asset mix of the portfolio to ensure that the actual mix is in compliance with Section E. i. of this policy. The portfolio must be rebalanced at least quarterly.

4. Performance Goals

- i. Investment fund performance shall exceed the blended return of the total benchmark index as follows:

Asset Class	Policy Mix	Asset Class Benchmark
Cash	5%	Dex 91 Day FTSE Canada 30 Day T-Bill Index
Canadian Bonds	24 5%	Dex FTSE Canada Universe Bond Index
Canadian Equity	20%	S&P/TSX Capped Composite Index
Foreign Equity	30%	MSCI World Net Index in C\$
Mortgages	20 %	FTSE Canada Short Term Overall Bond Index
Total Benchmark	100%	

**FTSE (Financial Times Stock Exchange), *S&P/TSX (Standard and Poor's / Toronto Stock Exchange), *MSCI (Morgan Stanley Capital International)*

- ii. Risk exposure as measured by the standard deviation of return and risk-adjusted returns shall be regularly evaluated for each investment option and compared with other comparable funds and managers. Risk exposure should generally rank in the midrange of comparable funds, but should be no higher than the 25th percentile. Risk-adjusted returns are expected to consistently exceed comparable market indices and consistently rank in the top half of comparable funds.
- iii. The overall objective is to achieve real rate of return on the portfolio over the long-term sufficient to exceed the University's spending requirements plus the costs of investing and administering the funds within the acceptable level of risk provided for under this policy and also add to the overall capital funds available for future long-term use. The real rate of return will be monitored on a four (4) year annualized basis.

5. Evaluation of Investment Managers

Investment Policy and Guidelines for Trust and Endowment Funds

- i. Performance of the investment manager(s) will be monitored on a regular basis by the Vice-President, Finance & Administration, with a formal review to occur on an annual basis. Emphasis will be placed on the degree to which performance results meet performance goals outlined in this policy:
 - a. Compliance with asset mix and investment guidelines;
 - b. Performance over a four-year period; and
 - c. Reporting and Communication as required in Section G of this Policy.

Investment Policy and Guidelines for Trust and Endowment Funds

- ii. Investment services are to be periodically revaluated via a Request for Proposal to be procured on a five year term, with an option in favour of the University to extend the terms of the agreement on the same terms and conditions for up to two additional periods of up to two years each.

6. Conflict of Interest

- i. The Audit and Finance Committee will follow the Board of Governor's [Conflict of Interest, By-law XVI](#), for all investment decisions.

F. Investment Manager Responsibilities

The investment manager must:

1. Adhere to this policy and follow any additional recommendations of the Audit and Finance Committee;
2. Propose to management any recommendations to modify or deviate from this policy to enhance the performance of the funds;
3. Stay informed about investment opportunities and about economic conditions in general;
4. Meet at least annually with the Audit and Finance Committee, or more frequently upon request;
5. Provide to the Vice-President, Finance and Administration:
 - a. INITIALLY:
 1. a written statement acknowledging acceptance of the Investment Policy and Guidelines for Trust and Endowment Funds and the performance standards therein stated, and acknowledging awareness of the [Trust and Endowment Management Policy](#);
 - b. MONTHLY:
 1. Account statements that include: the monthly cost basis and market value of the fund shares, the number of shares owned and all principal and income cash transactions for the various funds;
 2. the fund holdings broken out, minimally, by equity, fixed income, cash equivalents and uninvested cash balances; and
 3. Fund positions, by individually named securities

Investment Policy and Guidelines for Trust and Endowment Funds

c. SEMI-ANNUALLY:

A report, within 30 days after the end of the 6-month period (i.e. 6 months ending October 31st and April 30th), in the following format:

- i. Review of Organizational Structure
 - a) Organizational changes of investment option managers (i.e. ownership, staff, clients);
 - b) Assets and accounts under management for those firms in total and by product;
 - c) Product asset growth for each of the last three years.
- ii. Summary of Investment Guidelines
 - a) Summarize guidelines and objectives;
 - b) Discuss adherence to guidelines;
 - c) Provide any comments and suggestions regarding policy constraints, guidelines, etc.
- iii. Review of Investment Process and Evaluation of Portfolio Management Process for Investment Manager(s)
 - a) Brief review of investment process;
 - b) Discussion of any changes to the investment process;
 - c) Investment strategy used over the past 6 months and underlying rationale;
 - d) Evaluation of current strategy's success/ disappointments;
 - e) Current investment strategy and underlying rationale;
 - f) Outlook on capital markets for upcoming 6 months and proposed strategies and tactics to be employed during the next 6 months.
- iv. Performance Review
 - a) Present total fund and asset class returns for last 6 months, year-to-date, last year, last four years and since inception versus benchmarks designated in the investment manager guidelines;
 - b) Discuss performance relative to benchmarks;
 - c) Provide portfolio characteristics relative to benchmarks, including analysis of risk;
 - d) Listing of Portfolio Holdings for each Account:
 - 1. Present book value and current market value
 - 2. List individual securities by sector
 - 3. Transaction history
 - 4. Investment income by type (i.e. interest, dividends, realized and unrealized capital gains and losses)

Investment Policy and Guidelines for Trust and Endowment Funds

v. Other Business

- a) Includes any other comments or information.

d. ANNUALLY:

1. A presentation to the Audit and Finance Committee, with a summary of the year's results, disclosure of any and all fund fees and management fees, and strategies they intend to adopt for the subsequent year;
2. A signed report indicating compliance with Investment Policy and Guidelines for Trust and Endowment Funds.

e. UPON WRITTEN OR ORAL REQUEST:

1. Copies of all documentation in support of any investment activity;
2. Certified financial statements of the investment management organizations selected;
3. Evidence of suitable insurance coverage of the investment manager's fiduciary responsibilities.

G. Audit and Finance Committee Guidelines

1. The Audit and Finance Committee (the "Committee") reports to the Board of Governors of Nipissing University. The Committee's purpose is to oversee the investment management and related administration of the Trust and Endowment Funds of Nipissing University.
2. The Committee receives an annual report from the investment manager(s) selected which indicates their compliance with this policy and the results of the portfolio as compared to the stipulated benchmarks.
3. The Committee makes recommendations concerning the engagement and termination of investment managers, consultants providing performance measurement and investment advice and custodians.
4. The Committee must stay informed about investment opportunities and about the economic situation in general.
5. The Committee may recommend to the Board of Governors changes to the payout policies for trust and endowed funds of the University.

Inquiries regarding the interpretation, practices and procedures to be following in administering matters relating to this policy should be directed to the Vice-President, Finance and Administration or the Assistant Vice-President, Finance & Infrastructure.

Investment Policy and Guidelines for Trust and Endowment Funds

The policy will be reviewed periodically and may be revised to reflect changes in objectives, fund risk characteristics, and business and financial market conditions.

Originally approved by the Board of Governors: Resolution #2012-05-06

Revised Jun 2016: Resolution #2016-06-05

Reviewed by Audit & Finance Committee in May 2020; no substantive changes accepted (changes to titles only).

Reviewed by VPFA in September 2021; no substantive changes made (changes to titles only).