

NIPISSING UNIVERSITY
BOARD OF GOVERNORS MEETING

OPEN SESSION

September 16, 2021

The Open Session of the regular Board of Governors meeting was held on Thursday, September 16, 2021, at 5:30 p.m. via Zoom Remote Conferencing.

Members Present: Marianne Berube, Board Chair
Veronica Afonso
Johanne Brousseau
Patti Carr
Paul Cook
Fran Couchie
Hilary Earl
Stuart Kidd
Judy Koziol
Joanne Laplante
Gillian McCann
Joe McIntosh
Bobby Ray
Judy Smith
Dave Smits
Lisa Snider
Rick Vanderlee
Roxana Vernescu
Kevin Wamsley
Kathy Wilcox
Emily Wilson

Regrets: John D'Agostino
Stephen Tedesco

Invited Arja Vainio-Mattila

Guests: Cheryl Sutton
Renee Hacquard
Maggie Daniel
Tiffany Cecchetto
Christine Dowdall (University Secretary)

Official Observers: Sarah Pecoskie-Schweir

of Live Stream Connections: 14

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

1. Call to Order/Land Acknowledgment

The meeting was called to order at 5:32 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.

Members were reminded that the meeting was being live streamed to observers.

4. Consent Agenda

The following items were included on the consent agenda:

- i. For Adoption
 - (a) Minutes of the June 3, 2021, 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 September 7, 2021;
 - (b) Reports from Other Committees/Bodies:
 1. Nipissing University Alumni Advisory Board (NUAAB).

Resolution 2021-09-01: ***That the items included "for adoption" on the September 16, 2021, 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 Stuart Kidd; seconded by Gillian McCann.
Carried.*

5. Adoption of the Regular Agenda

Resolution 2021-09-02: ***That the Board of Governors adopt the September 16, 2021, Open Session regular agenda as circulated.***

*Moved by Rick Vanderlee; seconded by Dave Smits.
Carried.*

6. Chair's Remarks

The Board Chair welcomed members of the Board to a new academic year, and roundtable introductions were made.

The Chair provided a brief overview of the roles and responsibilities of a governor and noted that plans are underway for a Board retreat in November. Further information will be distributed in the coming weeks.

In response to a question regarding the agenda being focused on reporting rather than on strategic forward discussions, the Board Chair noted that the Board will continue to work towards improving the meeting structure as recommended in last year's training session, moving towards a more strategic-thinking governing body.

7. Presentation of Draft Audited Financial Statements

Tiffany Cecchetto, KPMG, provided a detailed review of the draft audited financial statements at the September 7, 2021, meeting of the Audit & Finance Committee. Noting that KPMG provided a clean opinion on the financial statements, Ms. Cecchetto conducted a high-level review for the full Board.

Several questions were addressed, including clarification around the donations revenue amount of \$81,000. Ms. Cecchetto stated that only the amount spent in-year from donations is recorded as revenue. Other donation revenues received but not yet spent are recorded as deferred contributions on the Statement of Financial Position. In response to a question regarding the overall financial health of the University, Ms. Cecchetto noted that from a cashflow and capital perspective, Nipissing University is in a stronger position when compared to other institutions in the same peer group. She spoke to the importance of sufficient working capital to support ongoing operations of the University. Ongoing deficits will continue to impact Nipissing's working capital which will in turn impact the institution's financial health.

Following the discussion, the following resolution was put forward:

Resolution 2021-09-03: ***That the Board of Governors accept the recommendation of the Audit and Finance Committee to approve the Consolidated Audited Financial Statements for the year ended April 30, 2021, as presented.***

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

8. Chancellor's Remarks

The Chancellor expressed his excitement in supporting the Nipissing University Student Union at the upcoming grand opening of the Student Centre on September 17, 2021. He spoke to his commitment to building relationships with students and ensuring sustainable partnerships between the University and community members.

9. President's Remarks

The President spoke to the recent announcement that Nipissing University will recognize the National Day for Truth and Reconciliation on September 30 as an institutional holiday. As such, remote and in-person classes have been rescheduled and employees will not be required to report to work. Members of the University community are encouraged to honour the National Day for Truth and Reconciliation through personal reflection, education and awareness, and participation in a variety of events and programs available to the Lakers community.

Noting that a fulsome report will be appended to the meeting minutes, President Wamsley provided a summary of recent events including the welcoming of students and staff back to campus. He congratulated those who worked extensively to prepare the building and classrooms for both online and in-person learning. He highlighted a limited return of on-campus events, such as the Welcome Back Pow Wow and a 'Sports Talk' with Brock McGillis, the first male professional hockey player to openly come out as gay.

As the University continues to welcome more people back to campus, Dr. Wamsley asked for patience with the ever-changing COVID-19 environment.

- **Goals & Priorities**

President Wamsley spoke to his continued engagement with internal and external community members about the challenges, aspirations and opportunities at Nipissing University. These discussions will help provide a framework for the strategic planning process that is expected to begin in January 2022. This will be a major focus for the 2021-22 academic year.

In addition to the strategic plan, Dr. Wamsley highlighted a number of additional areas of focus, including addressing the deficit through government advocacy efforts, a heightened focus on international recruitment, an academic programming review, and the creation and implementation of a sustainability plan.

10. Vice-Presidents' Remarks

The Provost and Vice-President, Academic & Research (PVPAR) spoke to several highlights from her written report, including a brief overview of enrolment numbers which are trending slightly up when compared to last year. She noted that 61 Laurentian University students will be studying at Nipissing this fall, either as a transfer student or on a letter of permission. This collaboration with Laurentian allows these students to continue their studies in the North.

The PVPAR also spoke to the difficulties international students from India are facing amidst the COVID-19 pandemic travel restrictions. Until these students are able to attend classes in person, a number of them will be taking courses online as part of a special cohort. Once restrictions are lifted, Nipissing looks forward to welcoming these students to in-person learning.

Dr. Vainio-Mattila congratulated the many achievements of faculty members in terms of research funding announcements. She also noted that Nipissing University has been granted \$483,000 for the

“Transcultural Interdisciplinary Learning Experiences” (TILE) Global Skills Opportunity designed to enhance outbound mobility experiences for low-income, Indigenous and students with disabilities. The proposal was prepared by Dr. Pat Maher, Dr. Casey Phillips and Laura Solano-Moya.

A number of questions were raised, including a request for further information about the students from Laurentian. The PVPAR reported that the 61 students were from a variety of programs with most enrolled in Indigenous and environmental programs.

The Vice-President, Finance & Administration (VPFA) spoke to the ongoing administration of the mandatory COVID-19 vaccination policy, noting that any issues arising continue to be addressed.

The VPFA reviewed the recommended revisions to the Approval Authority Policy, noting the addition of clarifying language concerning approvals for the expenses submitted by Board members. Following a friendly amendment suggestion in the body of the policy that clarifies the fact that Academic Chairs do not have supervisory responsibilities, a resolution was put forward:

Resolution 2021-09-04: ***That the Board of Governors accepts the recommendation of the Vice-President, Finance & Administration to approve the revisions to the Approval Authority Policy as presented.***

*Moved by Patti Carr; seconded by Kathy Wilcox.
Carried.*

11. Board Committee Reports

- **Audit & Finance Committee**

The Committee Chair spoke to the importance of fulfilling the fiduciary responsibilities of the Board while allowing the University to focus on the future. He noted the implementation of semester-end closes that will review the consolidated numbers, performance and projections when compared to budget. In response to a question regarding ongoing stress testing of the University’s financials, the Committee Chair spoke to anticipated discussions at the Audit & Finance Committee level regarding the fluidity required to manage a wide variety of emergencies and situations.

- **Executive Committee**

The Board Chair noted several time sensitive items discussed at the Executive Committee, including the approval of a number of appointments to the Research Ethics Board and the documented support for the naming of the Dr. Muriel Sawyer Board Room at the NUSU Student Centre.

As the Joint Committee of the Board and Senate on Governance currently has one vacant position, the following resolution was made:

Resolution 2021-09-05: ***That the Board of Governors accepts the recommendation of the Executive Committee to appoint Bobby Ray as a representative on the Joint Board/Senate Committee on Governance.***

*Moved by Stuart Kidd; seconded by Fran Couchie.
Carried.*

12. Board Representatives on Other Committees/Bodies

Nipissing University Student Union

The NUSU President spoke to a successful Orientation Week, highlighting a number of events and activities. He invited all faculty, staff and students to attend the virtual grand opening of the Nipissing University Student Union Student Centre on September 17, 2021, at 3:30 p.m.

Academic Senate

Kathy Wilcox, one of the Board of Governors representatives on the Academic Senate, announced that following a joint orientation session with the Academic Senate and the Board of Governors on September 10, the Senate held the first meeting of the new school year. She congratulated the award and grant recipients that were announced in the Provost's report, and she thanked Board member Bobby Ray for his dedication as a former representative on the Senate.

13. Question Period

A point of procedure request was made to have the Chair call for affirmative votes on resolutions before calling for negative votes. The Chair explained that due to the nature of the virtual meeting format, the University Secretary had advised that best practices for voting in such environments included calling for negative votes first, assuming that anyone who did not vote in the negative was, by default, voting in the affirmative. However, the Board Chair agreed to resume the practice of calling for affirmative votes first.

14. Other Business

A request was received from the University's Pension and Benefits Advisory Committee to allow a presentation from one of their members to the Board regarding the University's pension plan. As this pertains to employee benefits matters, the request, including next steps, will be discussed in the Closed Session meeting.

15. Next Meeting/Adjournment

The next Committee Day is scheduled for Monday, October 18, 2021.

The next Board meeting was originally scheduled for November 11; however, the date may be changed in order to combine the meeting with the Board retreat. Additional information will be distributed as soon as a date and time are confirmed.

Resolution 2021-09-06: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

*Moved by Patti Carr; seconded by Dave Smits.
Carried.*

Open session adjourned at 7:19 p.m.

President & Vice-Chancellor/
Secretary of the Board

Board Chair

16 September 2021

Nipissing University Board of Governors

President's Report

Thank you to members of the Board of Governors, to the Nipissing University community, and to alumni and members of the North Bay community for your warm welcome. I have been residing in North Bay for four weeks now and have been spending my time getting to know our campus and the city of North Bay and surrounding region.

Our priority as a university in the past few months has been preparing for our campus opening, welcoming back our faculty, staff, and students – welcoming our students to residence and to class, in whatever format that will be. I want to congratulate our staff for getting the campus ready physically and for creating the safest conditions possible for our Fall opening. We have been working very closely with the Province and with Public Health on our vaccination and testing policies and public meeting policies.

I am pleased to report, following my first departmental meeting this morning, that professors are reporting a certain energy from students in the classroom last week and this week – they are saying that students are engaged and speaking in class more than usual. There is also a limited return of cultural activities on campus. Our varsity teams are practicing and will start competing soon, and tomorrow we are co-hosting a welcome Pow Wow with Canadore College by the pond, and last night we hosted Brock McGillis, the first openly gay men's professional hockey player – we had an excellent turnout in our gym and online. It is a very compelling and inspiring story and I know that we will see some ripples of change on our campus from this presentation. All this to say that we are cautiously opening and are

doing our best as a community to meet the pandemic challenges as they come.

As stated in the Agenda, the Board is interested in my goals and priorities.

As President, I have been engaged and will continue to be engaged in a learning exercise for a period of three months. I have been addressing students whenever possible, including welcoming students and parents to move-in, meeting with NUSU, and addressing our student athletes before they begin their seasons to talk about values and expectations. I have been meeting with community leaders and campus members daily to talk about Nipissing, its challenges and opportunities, its aspirations. In addition to these meetings – probably 50-60 meetings to date. Abby has joined me for many of these meetings, taking notes, while Maggie and Abby in the office are collecting the data and charting it. In addition to providing me with a foundation of information on which to base my term, I trust that the information will also provide a point of departure for strategic planning. I anticipate that we will deliberate on the framework for organizing the strategic planning process beginning immediately after Christmas, so that we have a consultation template created and approved by the end of March. Following that we will engage in our planning process which I hope will be designed to encourage maximum participation with maximum efficiency so that we will not claim vast blocks of time from people's already busy calendars. I trust that we will have the 5-year Strategic Plan ready for approval before the end of the next fiscal in 2022.

This is not to suggest that the University will be sitting on its hands until the Strategic Plan is complete. On the contrary, we have short-term priorities to attend to which are our focus right now. As we know from our Board meetings, we have been running deficits for some time –

parts of these deficits are structural in nature and others have been caused by the pandemic and reflect both student choices and the inability to generate revenues because of the safety measures that we imposed upon our campus.

One of the major priorities for us is to address some of the structural issues caused by a shortage of government funding – on our base budget and on our Northern grant for a period of two years. We will be travelling to Queen's Park to raise these issues in a context that is outside of our normal lobbying exercises to increase funding for post-secondary education. We have been placed at a relative disadvantage and this needs to be addressed immediately. The tuition cuts and freezes are a broader issue that all universities in Ontario will be addressing with the government. Generally speaking, we must see a rise in tuition rates concomitant with rising fixed costs that are offset by increases in support to scholarships and bursaries.

Another immediate priority is to increase the number of international students at Nipissing University. We rank as one of the bottom destinations for international students in Canada. A one-country institution does provide for global perspectives and understanding, which is a cornerstone to high quality education. A measured approach to international recruitment will diversify our campus and our city and it will help our annual revenues in the short term.

Another short-term priority is the creation of new academic programs, ones that support our current core programs and majors and fill a student demand. However, the runway for new programs, even if approved this year, could be another two years due to provincial processes of program approval – but we must get going and we are. We must also use our infrastructure to build more capacity in online learning and micro-credentialling and, generally, educational programs

that northern communities demand; these projects will be viewed as an augmentation of our core business and will be utilized to free up operational monies for departmental and program investments. Every university must do everything in its power to meet or exceed its budget targets, whether in periods of widespread investment or in periods of fiscal restraint and severe cuts. The Board requires and deserves a sustainability plan that very clearly outlines the steps the University will take to improve its financial position. This short-term plan will demonstrate the runway for achieving particular performance metrics. We will utilize our November meetings to have full discussions with the Board, specifically with respect to sustainability planning both short and long term.

It is my priority to elevate the reputation of Nipissing University as one of the leading primarily undergraduate institutions in the country. In so doing, we will also elevate the attention and engagement of our alumni who we will ask to support the University through donations, reputational support, and assisting our recruitment efforts. We must also immediately increase our presence in the community and that starts with me. We have many faculty and staff members whose work is already community-based and whose volunteer efforts are significant. Our narratives of academic quality and experience and community-building must be at the forefront, and I will be asking all of you for help.

Finally, it is my goal to turn the attention of major donors to Nipissing University to support scholarships, bursaries, academic chairs and academic funds, scientific equipment and technology. Our future requires that we build up our endowments and to create reserves for emergencies and whatever contingencies come our way.

NIPISSING UNIVERSITY BOARD OF GOVERNORS MEETING

OPEN SESSION

September 16, 2021

5:30 p.m. – Zoom Remote Conferencing

AGENDA

Zoom Connection for Virtual Attendance: <https://us02web.zoom.us/j/88475575544>
Passcode: 931638

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 the Nipissing First Nation Traditional Territory and the traditional territory of the Anishinabek.

We respect and are grateful to hold this meeting on these lands with all our relatives.”

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. Adoption of the June 3, 2021, Minutes (Open Session);
- ii. For Information Only
 - (a) Minutes from Meetings of the Board's Standing Committees
 1. Audit & Finance Committee – Minutes from September 7, 2021
 - (b) Reports from Other Committees/Bodies
 1. Alumni Advisory Board

Resolution: *That the items included “for adoption” on the September 16, 2021, 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 September 16, 2021, Open Session regular agenda as circulated.*

6. Chair's Remarks

7. Presentation of Draft Audited Financial Statements – Tiffany Cecchetto, KPMG

Resolution: *That the Board of Governors accept the recommendation of the Audit and Finance Committee to approve the Consolidated Audited Financial Statements for the year ended April 30, 2021, as presented.*

8. Chancellor's Remarks

9. President's Remarks

- Goals and Priorities

10. Vice-President's Remarks

- Provost and Vice President, Academic & Research
- Vice-President, Finance & Administration

Resolution: *That the Board of Governors accepts the recommendation of the Vice-President, Finance & Administration to approve the revisions to the Approval Authority Policy as presented.*

11. Board Committee Reports

- Audit & Finance Committee – *David Smits, Committee Chair*
- Executive Committee – *Marianne Berube, Committee Chair*
 - New Appointments to the Research Ethics Board
 - Naming of the Student Centre Board Room

Resolution: *That the Board of Governors accepts the recommendation of the Executive Committee to appoint Bobby Ray as a Board representative on the Joint Board/Senate Committee on Governance.*

12. Board Representatives on Other Committees/Bodies

- Nipissing University Student Union
- Academic Senate

13. Question Period

14. Other Business

15. 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

June 3, 2021

The Open Session of the regular Board of Governors meeting was held on Thursday, June 3, 2021, at 5:30 p.m. via Zoom Remote Conferencing.

Members Present: Marianne Berube, Board Chair
Johanne Brousseau
Patti Carr
Paul Cook
Fran Couchie
John D'Agostino
Hilary Earl
Ryan Hehn
Stuart Kidd
Judy Koziol
Denyse Lafrance Horning
Joanne Laplante
Gillian McCann
Joe McIntosh
Bobby Ray
Judy Smith
Lisa Snider
Cheryl Sutton
Stephen Tedesco
Rick Vanderlee
Kathy Wilcox
Emily Wilson

Regrets: Dave Smits

Invited Guests: Arja Vainio-Mattila
John Nadeau
Casey Phillips
Renee Hacquard
Maggie Daniel
Christine Dowdall (University Secretary)

Official Observers: Sarah Pecoskie-Schweir

of Live Stream 13

Connections:

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

1. Call to Order/Land Acknowledgment

The meeting was called to order at 5:31 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.

4. Consent Agenda

The following items were included on the consent agenda:

- i. For Adoption
 - (a) Minutes of the May 6, 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 May 17, 2021;
 2. Audit & Finance Committee – Minutes from May 17, 2021;
 3. Fundraising Committee – Minutes from May 17, 2021.
 - (b) Annual Committee Reports
 - (c) Reports from Other Committees/Bodies:
 1. Nipissing University Alumni Advisory Board (NUAAB).

Resolution 2021-06-01: ***That the items included "for adoption" on the June 3, 2021, 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 Patti Carr.
Carried.*

5. Adoption of the Regular Agenda

Resolution 2021-06-02: ***That the Board of Governors adopt the June 3, 2021, Open Session regular agenda as circulated.***

*Moved by Fran Couchie; seconded by Stuart Kidd.
Carried.*

6. Chair's Remarks

The Chair thanked outgoing Board members, Dr. Denyse Lafrance Horning and Ryan Hehn, for their service and dedication to the University. She also expressed her gratitude to President Sutton (Interim) for her leadership and commitment over the past year. She spoke to recent activities, including a meeting with the new Nipissing University Student Union executive team and the Canadian University Boards Association (CUBA) annual conference, which was held virtually during the month of May.

The Chair encouraged all Board members to attend the Council of Ontario University virtual workshop "Governing in Times of Profound Change" on June 18, 2021.

7. Chancellor's Remarks

The Chancellor also expressed his thanks to President Sutton (Interim) for her professionalism and leadership during a difficult year. He also congratulated the Board Chair and the Presidential Search Committee on the appointment of the University's seventh President and Vice-Chancellor, Dr. Kevin Wamsley. Dr. Cook spoke to the upcoming virtual convocation celebrations and thanked the convocation team for all the work that went into planning the event.

8. President's Remarks

The President (Interim) spoke to the deeply disturbing discovery of a mass grave of 215 children near Kamloops, British Columbia. On behalf of Nipissing University, she expressed deepest condolences to the Tk'emlups te Secwepemc First Nation for this tragic loss. The University stands in solidarity with our Indigenous colleagues, students, community members and partners.

The President (Interim) spoke to a number of recent activities, including the recent Nipissing University Alumni Advisory Board retreat and meetings she attended with the Nipissing University Black Association of Student Expression (NUBASE) and the new NUSU executive team. She spoke to the upcoming virtual convocation celebrations, highlighting the 'celebration boxes' that were mailed out to graduates. The boxes contained a number of items that will aid in an at-home ceremony. This year, virtual convocation will be held over four days in order to provide a more intimate focus on the graduates. The dates are as follows:

- Tuesday, June 15, 2021 – Faculty of Arts & Science
- Thursday, June 17, 2021 – Schulich School of Education
- Tuesday, June 22, 2021 – School of Business, School of Social Work and School of Criminology & Criminal Justice
- Thursday, June 24 – School of Nursing

The President was pleased to announce this year's recipients of the Chancellor's Awards for Excellence in Teaching, Research and Service:

- Excellence in Research: Dr. Katrina Srigley
- Excellence in Service: Dr. Susan Srigley

- Excellence in Teaching (FASBU): Dr. Renee Valiquette
- Excellence in Teaching (CASBU): Laura Killam

Dr. Kurt Clauson was also awarded with the Coutts Distinguished Service Award for his record of academic service to education at the local, national and international levels at the Canadian Society for the Study of Education (CSSE) Annual Conference.

Nipissing University will recognize Mr. Tom Curry with an Honorary Degree at this year's convocation. The President (Interim) spoke to Mr. Curry's ongoing support of the University as both a former Board and community member. The President (Interim) extended sincere congratulations to all the honorees.

As this was President Sutton's final Board meeting in her Interim role, she thanked her team, members of the administration and the Board of Governors for their support over the last year.

9. Presentation

Dr. John Nadeau provided an in depth overview of the Faculty of Education and Professional Studies. He highlighted the different schools within EPS and spoke to the partnerships and opportunities provided within each school.

A number of questions were addressed, including clarification around the social work accreditation process, full-time faculty to student ratios in the School of Nursing, and growth within Indigenous programming within the Schulich School of Education. It was suggested that this presentation, along with Dr. Pavlina Radia's presentation earlier in the year, would be welcome additions to an upcoming NUICE meeting.

10. Vice-Presidents' Remarks

The Provost and Vice-President, Academic & Research (PVPAR) spoke to the significant list of virtual strategy awards listed in her written report. Nipissing University is implicated in approximately \$1.5 million in grants. With respect to enrolment, the June 1 reporting deadline has passed for those students coming directly out of Ontario high schools. Nipissing remains within 0.5% of where we were last year, whereas some universities have seen an almost 20% decrease in applications. Mature and transfer student applications have increased significantly, particularly in education and nursing.

When public health measures allow, the PVPAR encouraged Board members to visit the Harris Learning Library in celebration of the building's 10th anniversary. The Harris Learning Library is the recipient of numerous awards for design and has served as a set for both film and television. She commended the library's Executive Director, Dr. Nancy Black, and her team for their work over the past ten years.

In response to a question about international acceptances, the PVPAR noted that we budgeted for 68 international students in the fall and are currently tracking between 75-80 for those students

who have paid their fees in full. A number of other questions were addressed including why Nipissing University remains on par with applications year over year while other institutions have struggled in this regard. The PVPAR spoke to the great work being done by the recruitment team and the highly personalized system they have created over the last few years.

The Assistant Vice-President, Finance & Infrastructure reserved her remarks for the presentation of the 2021/22 Budget.

The Assistant Vice-President, Students (AVPS) highlighted a number of items from his written report, including an update on the progress of the recommendations from the Sexual Violence Task Force. The annual Sexual Violence Report, which was included with the agenda, will be appended to the PDF version of these minutes.

The AVPS was pleased to announce that residence occupancy for the 2021/22 academic year is sitting at 93%, exceeding the 80% occupancy rate included in the budget.

A hearty discussion took place regarding vaccinations and residence living. The AVPS reiterated that discussions are ongoing, and the University continues to work closely with the Public Health Unit with respect to this issue.

11. Board Committee Reports

- **University Governance Committee**

The Chair of Governance reviewed the changes made to Section XV of the General Bylaws of the Board of Governors, noting the purpose of the additional language was to add clarify. A discussion followed regarding whether or not the additional language was necessary. Following the discussion, a resolution was put forward:

Resolution 2021-06-03: ***That the Board of Governors accepts the recommendation of the University Governance Committee to approve the additional language in Section XV of the General Bylaws of the Board of Governors as presented.***

*Moved by Joanne Laplante; seconded by Fran Couchie.
Carried.*

- **Audit & Finance Committee**

The AVP, Finance and Infrastructure provided a high-level review of the 2021-22 proposed operating budget. The proposed budget allows for a deficit of \$1,548,461, with the understanding that administration will continue to seek out further cost reductions in-year as well as increase revenue generation opportunities in order to minimize the proposed deficit.

A number of questions were addressed, including clarification questions about funds and the costs associated with COVID-19 as students, staff and faculty begin to access campus more frequently. Following discussion, the following resolution was brought forward:

Resolution 2021-06-04: ***That the Board of Governors accepts the recommendation of the Audit & Finance Committee to approve the 2021/22 Nipissing University operating budget as presented.***

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

- **Community Relations Committee**

The Committee Chair expressed her thanks to Cristin Christopher, Director of External Relations, and her team for their work throughout the year. She addressed a question about the Multicultural Centre in North Bay and noted that the University has a strong connection with the centre.

- **Fundraising Committee**

The Committee Chair provided a summary of the April meeting. He noted that the Advancement team will be engaging in a soft appeal of graduating students to ‘pay it forward’ by donating \$20.21 to the Student Emergency Fund.

- **Plant & Property Committee**

The Committee Chair thanked David Drenth, Director of Facilities, for his work over the past year. She highlighted the great work completed on the Student Centre and noted that the entire University community should be proud.

12. Board Representatives on Other Committees/Bodies

Nipissing University Student Union

The NUSU President spoke to a number of upcoming events, including Pride Month where virtual platforms will be used to celebrate. He thanked President Sutton (Interim) for her dedication and leadership and said that the NUSU team looks forward to working with Dr. Kevin Wamsley. He also congratulated all students graduating in June and thanked the Board for their consistent support of Nipissing students.

Academic Senate

Bobby Ray, one of the Board’s two representatives on Senate, noted that Senate received and approved the graduate applicants on May 13 and May 28, 2021. He also indicated that a concern around the Board’s virtual meeting format was discussed at the last Senate meeting; this issue will be discussed further under agenda item 13 (Correspondence Received). Dr. Roxana Vernescu was

elected as Senate's new representative to the Board. Dr. Vernescu will begin her three-year term on July 1, 2021.

13. Correspondence Received

- **Caucus of Racialized People (CRP)**

The President (Interim) updated the Board on the ongoing correspondence with the Caucus of Racialized People. The EDI Audit process has been halted at this time, and discussions about next steps will continue after the new President begins his term in August.

- **Letter re: Board Meeting Format**

A letter addressed to the Board and signed by several faculty members was received. The letter expressed concern with transparency in the virtual livestream format that has been adopted for Board meetings over the past several months. The Office of the President is currently exploring alternative options, and the Board will continue the discussion in the fall.

14. Question Period

There were no further questions.

15. Other Business

There was no other business.

16. Next Meeting/Adjournment

A draft schedule of Board and committee meeting dates was included in the Board package. The University Secretary will work with the incoming President to finalize and confirm the dates.

Resolution 2021-06-05: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

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

Open session adjourned at 8:14 p.m.

President & Vice-Chancellor (Interim)/
Secretary of the Board

Board Chair

Board of Governors Sexual Violence Report, 2021

As outlined in the Nipissing University Sexual Violence Prevention, Support, and Response Policy approved by the Board of Governors on December 13, 2016, the Board of Governors will receive and review an annual report on sexual violence from Student Development and Services.

The policy outlines the following four areas of reporting to be included in the annual report:

a) The number of times supports, services and accommodations relating to sexual violence have been requested by students.

Information and statistics regarding the calculation within this category was collected from the Sexual Violence Prevention and Education Coordinator, Student Counseling Services and Residence Life. It is important to note that due to the nature of response for incidents of sexual violence combined with the need for confidentiality, it is possible that the number of times support services and accommodations are requested may represent multiple support requests from a single student.

Due to COVID-19, most services were adjusted to be offered remotely with periods of in person services available in the Fall. Throughout the year a total of 22 students were supported. The university provided 2 supports in-person to individuals. In addition to the in-person visits, the service providers also provided support through video call (3 video calls), the phone (4 phone calls), as well as through electronic mail (145 emails). There were an additional 25 referrals to various service providers provided through various forms of interaction including the Sexual Violence Prevention and Education Coordinator, Student Counselling Services, the Student Intervention Specialist, the Residence Life Management Team, Community Counselling Centre of North Bay, Amelia Rising, Good2Talk and the North Bay Police. A total of 7 students requested interim measures / accommodations be put in place.

b) Information about the types of supports, service and accommodations requested.

Students who experienced sexual violence had diverse and complex needs. The majority of students seeking support requested safety planning, as well as service navigation for campus, and/or community supports. A number of students requested information about filing an investigative report either through Nipissing University's Sexual Violence Prevention, Support and Response Policy, Nipissing University's Athletics Disciplinary Policy, Residence Life Community Living Standards and police reporting process.



Accommodation requests ranged from the issuance of no contact orders, writs of trespass, the use of space on campus (once we return to campus), as well as information about housing, finances, and academic considerations and accompaniments.

c) Education and prevention programming that has been implemented to promote the awareness of both supports and services that are available to students.

The Sexual Violence Prevention and Education Outreach Team facilitated 29 sexual violence prevention and education workshops that were open to the entire Nipissing University community during the 2020/2021 academic year. These included Consent+ (6 workshops), Gender 101 (7 workshops), Bringing in the Bystander (6 workshops), Intro to Allyship (6 workshops), and the Masculinity Mini-Series (3 workshops). These workshops included specific requests from faculty, the Office of Indigenous Initiatives, Residence Life, NUSU, International Initiatives, and Student Accessibility Services.

The Sexual Violence Prevention and Education Outreach Team attended various events throughout Orientation Week and the entire academic year. The events ran by the Sexual Violence Prevention Outreach Team were predominantly created through collaborations with various university departments such as the Athletics department, NUSU, Residence Life, Office of Indigenous Initiatives and The Equity Centre. The events included Speak About It and Sexy Bingo.

The Outreach Team hosted an Instagram giveaway. The purpose was to gather more students to the Outreach Team Instagram account in order to provide educational content, and keep students updated on workshops, webinars and events hosted by the Outreach Team.

The Outreach Team created and ran various social media campaigns including #IbelieveYou Day, #ConsentisNotCancelled Day, Gender Equality Week, 16 Days of Activism, Consent Action Week, and International Women's Day Hands Up Campaign. These campaigns were hosted on social media as in person tabling was not permitted due to COVID-19.

The Outreach Team hosted Sexy Sexual Health Trivia with Samantha Bitty. This evening event focused on sexual violence prevention education, sex positivity, healthy relationships and COVID-19 sexual safety. This event was supported by NUSU and The Equity Centre.

In collaboration with various departments within Student Development and Services an Informational Mail Out was sent to all first year guarantee students. The mail out included information from Sexual Violence Prevention & Education, Student Counselling Services,

Student Intervention Specialist, Student Accessibility Services, as well as Online Safety tips and Nipissing University swag.

In collaboration with NUSU, the Outreach Team hosted Sexy Bingo 2.0. This evening event at the start of the winter semester welcomed students back with a fun and interactive event focusing on sexual health awareness, safe sex tips, sexual violence prevention education and bystander intervention information.

The Outreach Team hosted Consent Action week. This week consisted of workshops (Consent+ and Online Safety & Digital Consent), as well as various educational social media posts focusing on consent education.

In collaboration with NUSU, the Outreach Team hosted Sex Positivity Week. This week long campaign consisted of social media posts about healthy relationships, and pleasure, as well as workshops promoting sex positivity, a Goosechase and Trivia event. Each day focused on bringing awareness to sex positivity through the lens of GBV prevention.

In conjunction with the Gender Equality and Social Justice department, the Outreach Team hosted a virtual event for the Hands Up Campaign associated with International Women's Day. The photos from the virtual event were posted on social media on International Women's Day.

In addition to the events organized in conjunction with Nipissing University departments, the Outreach Team connected with various partners in the North Bay community to host other educational events. These included an Online Safety and Digital Consent workshop hosted by Amelia Rising, and a Male Allyship workshop hosted by Draw the Line/White Ribbon.

The Residence Life Department also hosted various educational bulletin boards surrounding access to resources within Student Development & Services, Sexual Health, student's rights in sexual relationships, safe sex, STI screening, consent, and bystander intervention. There were also a number of events hosted by the Residence Life Student Staff including a Scavenger Hunt that included information on safe sex, educational information on how/why someone would contact a Don for support (including support with SV) and the blue dot campaign which brought awareness to mental health and wellness.

d) The number of incidents and formal reports of sexual violence made to Campus Security and Student Development and Services.

One formal reports was filed under the Sexual Violence Prevention, Support, and Response Policy. The formal report was adjudicated by the Sexual Violence Response Committee as per

the process outlined in the Policy, and the committee determined that the formal report met the jurisdictional requirements of the University's Sexual Violence Prevention, Support, and Response Policy. As the formal report met the jurisdictional requirements, the formal investigation process and formal report are ongoing and lead by an external investigator.

Two formal reports concluded the investigative process and outcomes were delivered. One of those formal reports had the final decision appealed.

Two students accessed services from the Sexual Violence Prevention and Education Coordinator in order to seek support in the filing of police reports. One of those police reports have had charges laid and are awaiting a court date.

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

September 7, 2021

The Audit and Finance Committee met on Tuesday, September 7, 2021, 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
Cheryl Sutton (VP, Finance & Administration – non-voting)
Arja Vainio-Mattila (Provost – non-voting)
Christine Dowdall (University Secretary – non-voting)

Regrets: Paul Cook
Emily Wilson
Joe McIntosh (Student Observer – non-voting)

Guests: Renée Hacquard, AVP, Finance & Infrastructure
Casey Phillips, AVP Students
Debra lafrate, Registrar
Tiffany Cecchetto (KPMG)

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

1. Welcoming Remarks/Calls for Conflicts of Interest

The meeting was called to order at 10:32 a.m. The committee chair called for any conflicts of interest; no such declarations were made.

2. 2020-21 Consolidated Statement of Revenue & Expenses Overview

The Assistant Vice-President, Finance and Infrastructure provided an overview of the results of the 2020/21 year. She highlighted a surplus in the operating fund of approximately \$46,000, while also speaking to a deficit of \$1.3 million in residence and conference service ancillary fees as a direct result of the COVID-19 pandemic.

The AVP spoke to the pandemic-related shortfalls in revenue, including in international and domestic tuition. Significant savings were achieved through reductions in part-time and student wages and the delaying of filling vacant positions where possible.

The AVP reviewed the results of all funds, reconciling to the net consolidated deficit of \$3.968M.

3. Discussion of Audit Process

The auditor reviewed the audit process, including changes to the process as a result of the pandemic.

4. Draft Audit Financial Statements for Year Ending April 30, 2021

The financial statements were reviewed in detail, and an Audit Findings Report for the year ended April 30, 2021, was provided.

It was noted that KPMG is providing an unqualified and clean opinion of the financial statements. Discussion followed, with the auditor highlighting liabilities owed, investments, and short- and long-term debt. Several questions were addressed, including a request to clarify note 15 pertaining to contingency perspectives and ongoing legal issues. The VPFA and AVP, Finance and Infrastructure will review this note prior to the September 16 Board meeting.

5. Review of Internally Restricted Net Assets and Financial Ratios

The AVP, Finance and Infrastructure provided a further breakdown of internally restricted and unrestricted net assets, including changes in the University's financial health indicators when compared to last year.

6. In-Camera meeting between Board members and auditors

Administrators and non-voting members were excused from the meeting to allow committee members an opportunity to have a frank conversation with the auditor. A brief discussion took place, and the importance of highlighting efforts to encourage and increase transparency in the financial reporting was noted.

Following discussions, a motion was put forward:

Motion: ***That the Audit and Finance Committee recommend to the Board of Governors that the Consolidated Audited Financial Statements for the year ended April 30, 2021, be approved as presented.***

*Moved by Stuart Kidd; seconded by Hilary Earl.
Carried.*

7. 2021/22 Financials

This topic was deferred to the October 18, 2021, Audit & Finance Committee meeting.

8. Financial Sustainability Plan Update

The President remarked on the importance of the sustainability plan, highlighting the major factors that impact the budget including government grants, the tuition freeze and enrolment. Dr. Wamsley stressed the significance of revenue generation and reviewed such strategies as the implementation of the Internationalization plan, the development of micro-credentials and conference services plans.

Cost containment strategies were also reviewed, and the VPFA and Provost spoke to program contribution and scholarship reviews as well as a review of best practices across Ontario and Canada with respect to university athletics.

9. Election of Committee Vice-Chair

This agenda item was deferred to the October 18, 2021, meeting of the Audit & Finance Committee.

10. Review of Annual Work Plan

This agenda item was deferred to the October 18, 2021, meeting of the Audit & Finance Committee.

11. Other Business

There was no further business.

The meeting adjourned at 12:07 p.m.

Recording Secretary

Committee Chair



Nipissing University Alumni Advisory Board Report

NU Café

Did you know, through a partnership with Ten Thousand Coffees, **we offer networking and career conversations** for students, staff, industry partners, faculty and alumni?

How does it work? New members fill out a profile with various education, experience, and interest tags. This information is then used to drive **smart-matched introductions** to someone else in the community every month. [Here's a 60-second video to help you learn more.](#)

1. Students will be automatically matched with an alumnus, staff, faculty or industry partner each month who can answer questions related to their career trajectory, background, degree, and skill set.
2. Once connected, members meet their match for a virtual coffee over the phone or through video conferencing, to have a career-driven conversation.
3. There are regular webinars called Office Hours with industry leaders and professionals for those who don't want to match 1:1.

What do we need from you? Please consider putting information about this program in any student and alumni curriculum, orientation, or info package. We want all of our audiences to have access to this rich programming to help them prepare for their careers!

All members of the NU community are welcome to join!

<http://www.tenthousandcoffees.com/schools/nipissingu>

Homecoming 2021

Our Homecoming team is busy preparing for a virtual Homecoming this fall. After a hiatus last year, we are moving ahead with a COVID friendly version of the annual campus event. We hope to bring alumni and students some great speakers, fun events and new memories. **Save the date for November 8 –12.** There will be something for everyone and it's all free! More information will be communicated in the coming weeks. Stay tuned.



Nipissing University

Audit Findings Presentation
September 7, 2021



Executive Summary

Purpose of this report

The purpose of this Audit Findings Report is to assist you, as a member of the audit committee, in your review of the results of our audit of the financial statements as at and for the period April 30, 2021. This Audit Findings Report builds on the Audit Plan we presented to the audit committee.

This Audit Findings Report is intended solely for the information and use of Management, the Audit Committee, and the Board of Directors and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this Audit Findings Report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

What's new in 2020

There have been significant changes in 2020 which impacted financial reporting, the Universities internal control over financial reporting and our audit:

COVID-19 pandemic – See page 3

New CAS auditing standards – See page 4

Changes from the audit plan

There have been no significant changes regarding our audit from the Audit Planning Report previously presented to you.

Finalizing the audit

As of September 6, 2021, we have completed the audit of the financial statements, with the exception of certain remaining procedures, which include amongst others:

- Receipt of the legal inquiry letter;
- Completing our discussions with the audit committee
- Obtaining evidence of the Board's approval of the consolidated financial statements
- Completion of subsequent event updates to the date of the audit report

We will update the audit committee, and not solely the Chair, on significant matters, if any, arising from the completion of the audit, including the completion of the above procedures. Our auditors' report, a draft of which is attached to the draft statements in your package, will be dated upon the completion of any remaining procedures.

Uncorrected differences

We did not identify differences that remain uncorrected.

Significant accounting policies and practices

There have been no initial selections of, or changes to, significant accounting policies and practices to bring to your attention.

Control deficiencies

We did not identify any control deficiencies that we determined to be significant deficiencies in internal control over financial reporting.

Other observations

We have included other observations with respect to cash flow management and reconciliation that may be of interest to the audit committee. See page 18

What's new in 2021

COVID-19 pandemic

On February 8, 2021, we communicated revisions to our audit plan arising from the impacts of the COVID-19 pandemic. We adapted our audit to respond to the continued changes in your business, including the impacts on financial reporting and internal control over financial reporting.

Area of Impact	Key Observations
University's financial reporting impacts	<ul style="list-style-type: none"> — We considered impacts to financial reporting due to COVID 19 pandemic and the increased disclosures needed in the financial statements as a result of the significant judgements. — In areas of the consolidated financial statements where estimates involved significant judgements, we evaluated whether the method, assumptions and data used by management to derive the accounting estimates, and their related financial statement disclosures were still appropriate per the relevant financial reporting framework given the changed economic conditions and increased estimation uncertainty. — Within the financial statements the impact of the pandemic is disclosed within Note 14 e) Financial Risks – Other risk”
University's internal control over financial reporting	<ul style="list-style-type: none"> — Along with the Organization's remote working environment, the financial reporting impacts above necessitated certain changes to the University's internal control over financial reporting — As a result of the changes to the components of internal control over financial reporting due to the COVID-19 pandemic, we: <ul style="list-style-type: none"> ○ Evaluated the design of the new relevant controls implemented in the control environment, the entity's risk assessment process, information and communication, and monitoring components of internal control over financial reporting
Materiality	<ul style="list-style-type: none"> — We considered impacts to financial reporting on both the determination and the re-assessment of materiality for the audit of the financial statements. The materiality calculation presented to you as part of the audit planning report remains unchanged.

What's new in 2021

COVID-19 pandemic (continued)

Area of Impact	Key Observations
Risk Assessment	<ul style="list-style-type: none">— We performed a more thorough risk assessment specifically targeted at the impacts of the COVID 19 pandemic, including an assessment of fraud risk factors (i.e., conditions or events that may be indicative of an incentive/pressure to commit fraud, opportunities to commit fraud, rationalizations of committing fraud).— We have not identified additional risks of material misstatement as a result of impacts to financial reporting, which required an audit response compared to the prior year.
Working remotely	<ul style="list-style-type: none">— We used video conferencing and internally shared team sites to collaborate in real-time, both amongst the audit team as well as with management.— We increased our professional skepticism when evaluating electronic evidence received and performed additional procedures to validate the authenticity and reliability of electronic information used as audit evidence.
Direction and Supervision of the audit	<ul style="list-style-type: none">— The partner and senior manager were actively involved in determining the impact that the COVID-19 pandemic had on the audit (as discussed above), including the impact on the University's financial reporting and changes in the University's internal control over financial reporting.— Manager and partner implemented new supervision processes to deal with working in a remote environment, and our audit approach allowed us to manage the audit using meaningful milestones and frequent touch points.

What's new in 2021

New auditing standards

The following new auditing standards that are effective for the current year had an impact on our audit.

Standard	Key observations
CAS 540, Auditing Accounting Estimates and Related Disclosures	<ul style="list-style-type: none">— The new standard was applied on all estimates within the financial statements that had a risk of material misstatement due to estimation uncertainty and not just “key estimates”, “critical accounting estimates”, or “estimates with significant risk”.— The granularity and complexity of the new standard along with our interpretation of the application of that standard necessitated more planning and discussion and increased involvement of more senior members of the engagement team.— We performed more granular risk assessments based on the elements making up <u>the</u> accounting estimate such as the method, the assumptions used, the data used and the application of the method.— We considered the potential for management bias.— We assessed the degree of uncertainty, complexity, and subjectivity involved in making each accounting estimate to determine the level of audit response; the higher the level of response, the more persuasive the audit evidence was needed

Audit risks and results

We highlight our significant findings in respect of **significant financial reporting risks** as identified in our discussion with you in the Audit Plan, as well as any additional significant financial reporting risks identified.

Significant financial reporting risk	New or changed?	Estimate?	Key audit matter?
Fraud risk from management override of controls	No	No	No

Our response

- Our audit methodology incorporated the required procedures in professional standards to address the risk of management override of controls.
- We performed testing of unusual journal entries and adjusting entries, performed retrospective review over significant estimates, and evaluated significant unusual transactions. Further, we evaluated the entity's accounting policy choices to ensure they did not include possible bias in management's judgements.

Significant findings

- Nothing was identified to report.

Significant qualitative aspects of the College's accounting practices

- No evidence of bias observed in selection or application of the University's accounting policies and practices

Auditors' Opinion

INDEPENDENT AUDITORS' REPORT

To the Governors of Nipissing University

Opinion

We have audited the financial statements of Nipissing University (the Entity), which comprise:

- the statement of financial position as at April 30, 2021
- the statement of operations for the year then ended
- the statement of changes in net assets (deficiency) for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies.

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Nipissing University as at April 30, 2021, its results of operations, changes in net assets (deficiency) and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report.

We are independent of the Entity in accordance with the applicable independence standards, and we have fulfilled our other ethical responsibilities in accordance with these standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Auditors' Opinion

- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Format and presentation of the audit report is consistent with the prior year
- Unqualified or 'clean' audit opinion
- Represents the highest level of assurance available under Canadian auditing standards
- Based on materiality of \$1.5 million and a posting threshold of \$75,000
- Financial statements remain draft pending approval by the Board

Chartered Professional Accountants, Licensed Public Accountants

North Bay, Canada

DATE

Statement of Financial Position

NIPISSING UNIVERSITY

Statement of Financial Position

April 30, 2021, with comparative information for 2020
(thousands of dollars)

	2021	2020
Assets		
Current assets:		
Cash and cash equivalents	\$ 13,296	\$ 10,866
Accounts receivable (note 4)	2,831	2,770
Investments - short-term (note 5)	4,776	4,834
Other assets	940	619
	<u>21,843</u>	<u>19,089</u>
Investments - long-term (note 5)	26,118	25,666
Capital assets (note 6)	72,529	75,879
	<u>\$ 120,490</u>	<u>\$ 120,634</u>
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities (note 7)	\$ 6,416	\$ 5,080
Employee related	2,025	2,022
Deferred revenue	6,273	3,535
Current portion of long-term debt (note 8)	1,213	1,176
	<u>15,927</u>	<u>11,813</u>
Long-term:		
Long-term debt (note 8)	33,492	34,705
Deferred contributions (note 9)	13,246	11,801
Deferred capital contributions (note 10)	33,732	35,036
Employee future benefits (note 11)	8,022	8,110
	<u>104,419</u>	<u>101,465</u>
Net assets:		
Unrestricted:		
- operating	590	1,917
- employee future benefits	(10,047)	(10,132)
Internally restricted (note 12)	13,395	15,371
Endowments (note 13)	12,133	12,013
	<u>16,071</u>	<u>19,169</u>
Commitments and contingencies (note 15)		
	<u>\$ 120,490</u>	<u>\$ 120,634</u>

Statement of Operations

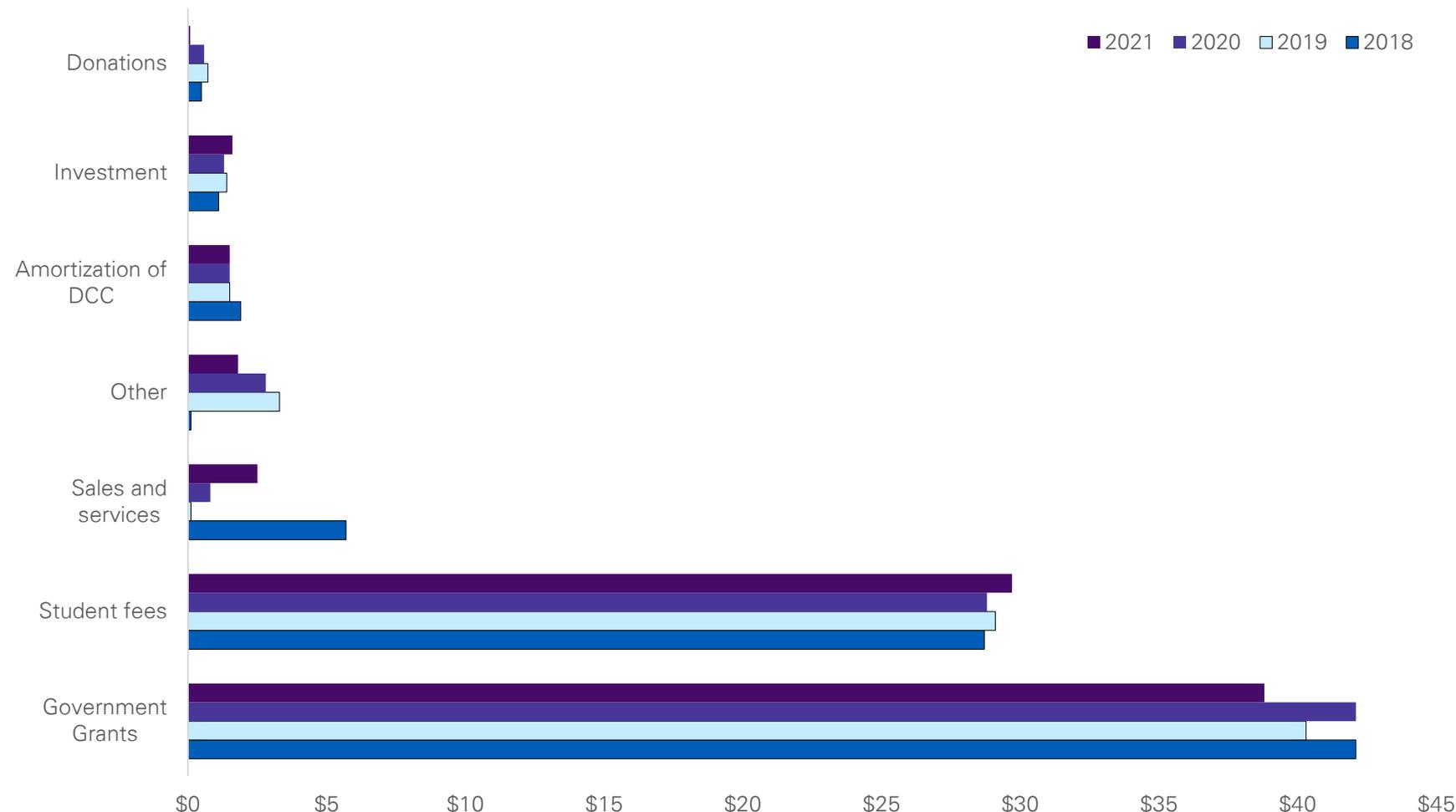
NIPISSING UNIVERSITY

Statement of Operations

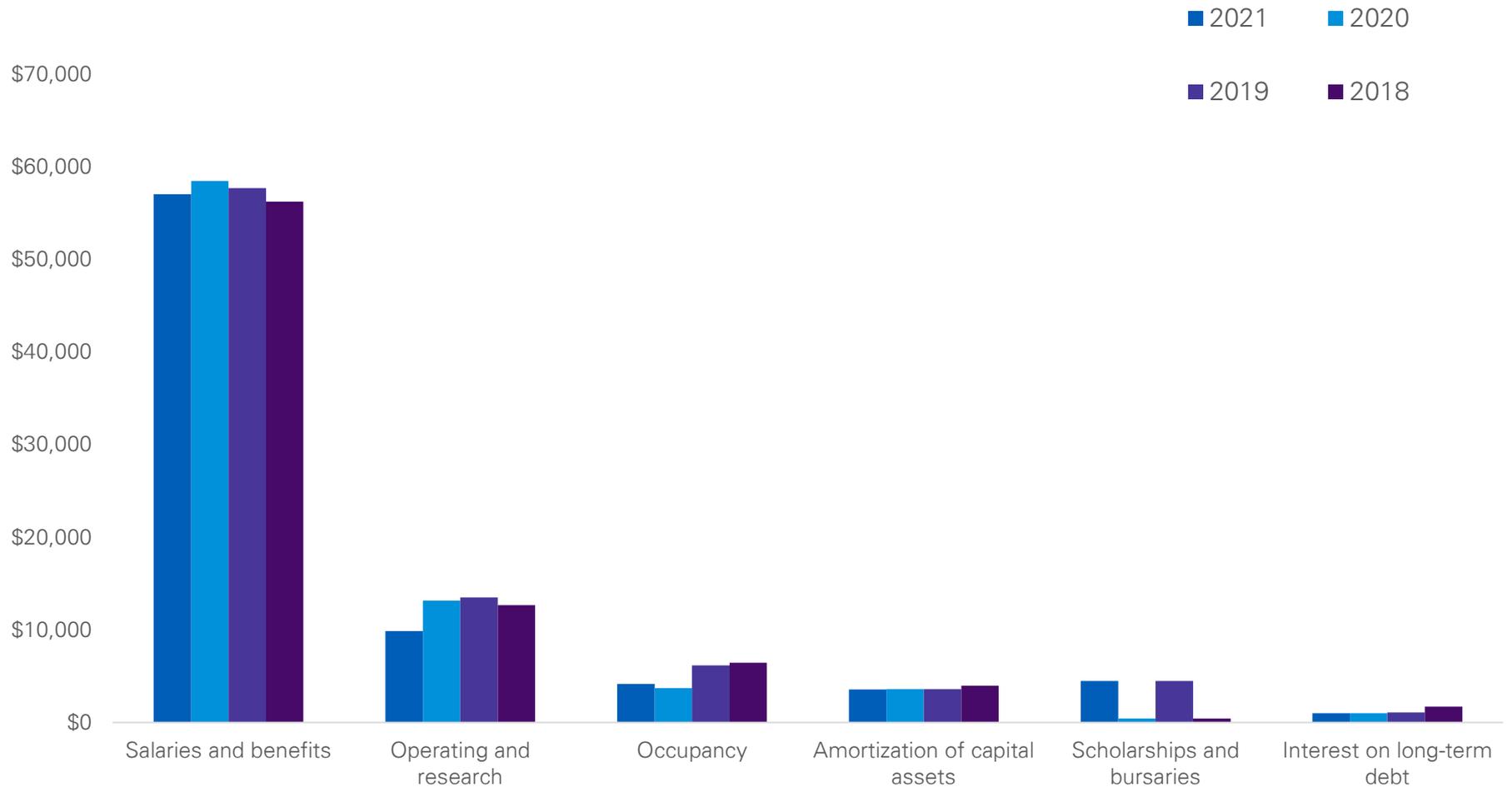
Year ended April 30, 2021, with comparative information for 2020
(thousands of dollars)

	2021	2020
Revenue:		
Government grants	\$ 38,840	\$ 42,051
Student fees	29,709	28,826
Sales and services	2,515	5,809
Other	1,864	2,756
Amortization of deferred capital contributions	1,532	1,519
Investment	1,643	1,250
Donations	81	585
	<u>76,184</u>	<u>82,796</u>
Expenses:		
Salaries and benefits	57,071	58,494
Operating and research	9,875	13,151
Occupancy	4,171	3,726
Amortization of capital assets	3,563	3,595
Scholarships and bursaries	4,481	4,736
Interest on long-term debt	991	999
	<u>80,152</u>	<u>84,701</u>
Deficiency of revenue over expenses	<u>\$ (3,968)</u>	<u>\$ (1,905)</u>

Revenue Breakdown (in 000s)



Statement of Operations



Audit Findings

- **Audit is complete pending:**
 - Update for subsequent events
 - Receipt of management representation letter
 - Board approval of financial statements
- **No difficulties encountered during the course of our audit procedures:**
 - No changes to initial audit plan
 - No disagreements or difficulties with management

Other Observations

Item	Observation
------	-------------

April 30, 2021 Cash position

Unrestricted and restricted cash balance reconciliation

- There has been recent commentary in the higher education sector with respect to the use of one bank account for both restricted and unrestricted cash flows
- As of April 30, 2021 it should be noted that the research dollars received in cash as of April 30, 2021 was \$2.5 million in deferred revenue
- The following is a reconciliation of the cash and investment balance as of the year end date in comparison to the deferred revenue (which relates to unspent funding for which the cash has been received) along with the endowments and restricted funds:

	Balance as of April 30, 2021 (000s)
Cash	\$13,296
Short-term investments	4,776
Restricted investments	26,118
Total	\$44,190
Deferred Revenue	\$6,273
Deferred Contributions	13,246
Internally restricted net assets (excluding investment in capital assets)	8,371
Endowments	12,133
Total	\$40,023
Working capital differential (Accounts receivable less accounts payable)	(\$3,585)
Net cash position	\$582



Indicators of Financial Performance



Indicators of Financial Performance

- In May 2009, the Public Sector Accounting Board issued a Statement of Recommended Practice that provided guidance on how public sector bodies should report on indicators of financial condition
- PSAB identified three factors that at a minimum should be considered
 - 1. Sustainability** – the ability to continue to delivery services and meet financial commitments under their current situation
 - 2. Flexibility** – the ability to absorb cost increases without adversely impacting services by raising additional revenues (less relevant to healthcare organizations due to limited ability to generate revenues)
 - 3. Vulnerability** – the extent of risk exposure as a result of the reliance on revenue sources over which the organization has little to no discretion or control
- As a value-added service, we have included an analysis of suggested financial indicators for the University, including a comparison to selected comparator Universities, recognizing that not all indicators identified by PSAB are applicable to higher education

Indicators of Financial Performance

- Discussions were held with the finance team to determine the appropriate comparative Universities to include as part of the comparative analysis
- All data is from 2019-2020 as this is the only publicly available data at this point.**

University	Location	Year end	Total Revenue (2020)	Surplus (Deficit) 2020
Nipissing University	North Bay	April 30	\$82.8 million	(\$1.9 million)
Laurentian University	Sudbury	April 30	\$198.4 million	(\$3.1 million)
Lakehead University	Thunder Bay	April 30	\$200.2 million	(\$2.2 million)
Trent University	Peterborough	April 30	\$198.1 million	\$9.1 million
Ontario College of Art and Design University	Toronto	May 31	\$104.9 million	\$14.5 million
Ontario Tech University	Oshawa	March 31	\$210.7 million	(\$2.5 million)

Indicators of Financial Performance

OPERATING MARGIN

This financial indicator represents the excess (deficiency) of operating revenues over expenditures, which is considered to be an indicator of the Universities financial capacity to absorb funding decreases or cost increases.

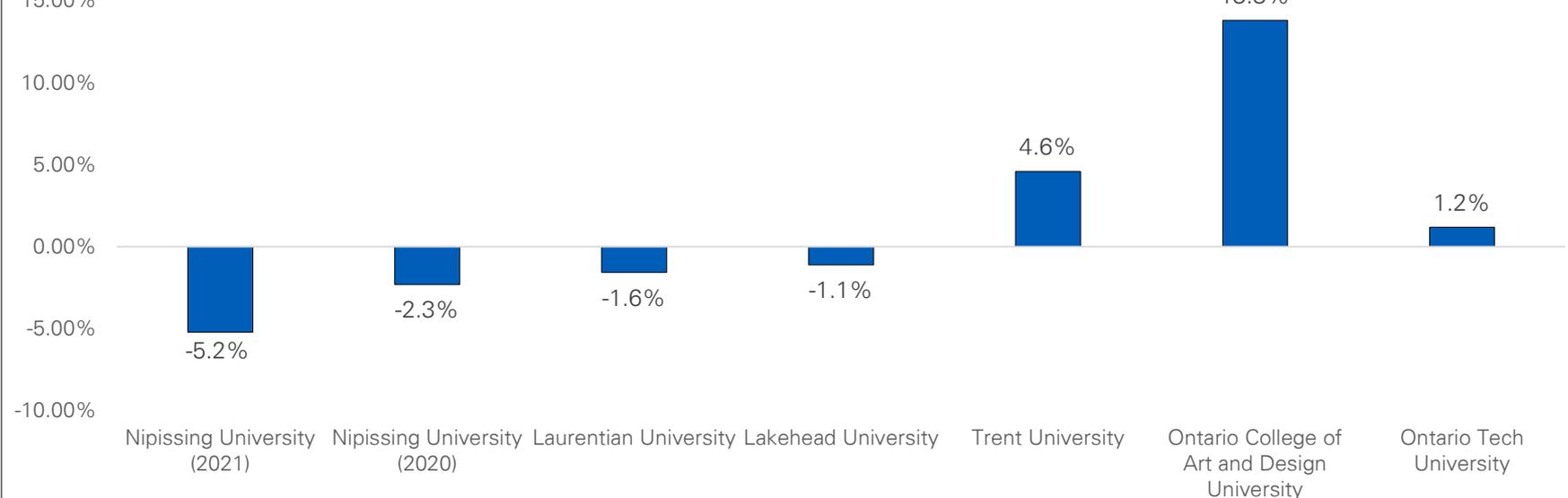
TYPE OF INDICATOR

Sustainability-
 Flexibility
 Vulnerability

LIMITATIONS

- The calculation of operating margin will consider one-time funding sources that may not repeat in future years, thereby overstating the normalized level of sustainable operating margin

Reported Operating Margin (2019-2020 Fiscal Year)



Indicators of Financial Performance

CURRENT RATIO

This financial indicator provides an indication of the University's ability to fund future obligations through working capital balances. Ratios greater than 1.0 indicate that a University has current assets in excess of current liabilities, while ratios of less than 1.0 indicate that current liabilities exceed current assets.

TYPE OF INDICATOR

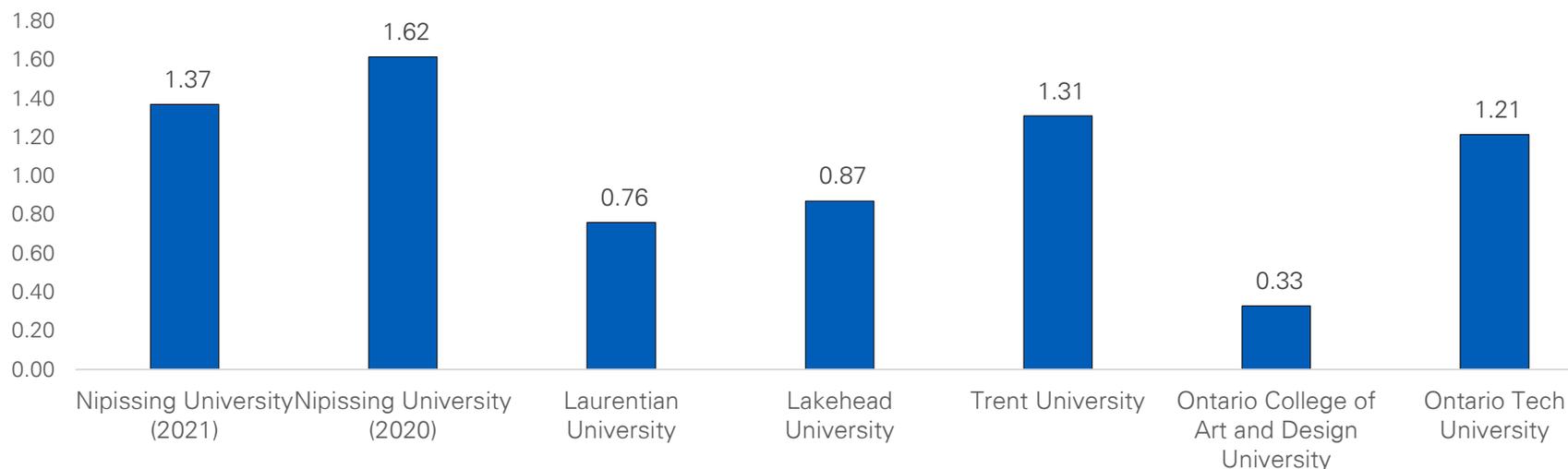
Sustainability- Flexibility ✓

Vulnerability

LIMITATIONS

- The current ratio includes inventories and prepaid expenses, neither of which can be used to fund liabilities

Reported Current Ratio (2019-2020 Fiscal Year)



Indicators of Financial Performance

WORKING CAPITAL AS A PERCENTAGE OF TOTAL REVENUE

This financial indicator provides an indication of magnitude of working capital (deficiencies) by expressing them as a percentage of operating revenues.

TYPE OF INDICATOR

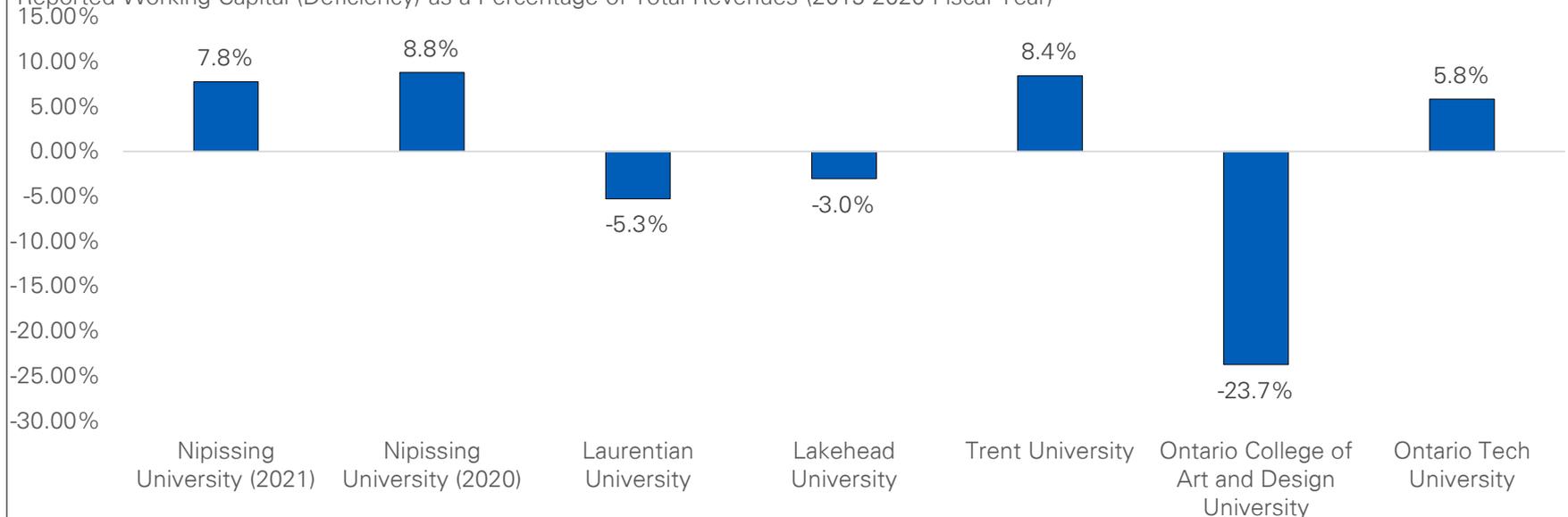
Sustainability- Flexibility ✓

Vulnerability

LIMITATIONS

- The ability of a University to improve their reported working capital deficiencies requires positive operating margins

Reported Working Capital (Deficiency) as a Percentage of Total Revenues (2019-2020 Fiscal Year)



Indicators of Financial Performance

LONG-TERM DEBT AS A PERCENTAGE OF TOTAL REVENUE

This financial indicator provides an indication of (i) the extent to which a University can potential borrow funds to finance required capital reinvestment; and (ii) the extent to which available funding is directed towards debt servicing as opposed to educational programs.

TYPE OF INDICATOR

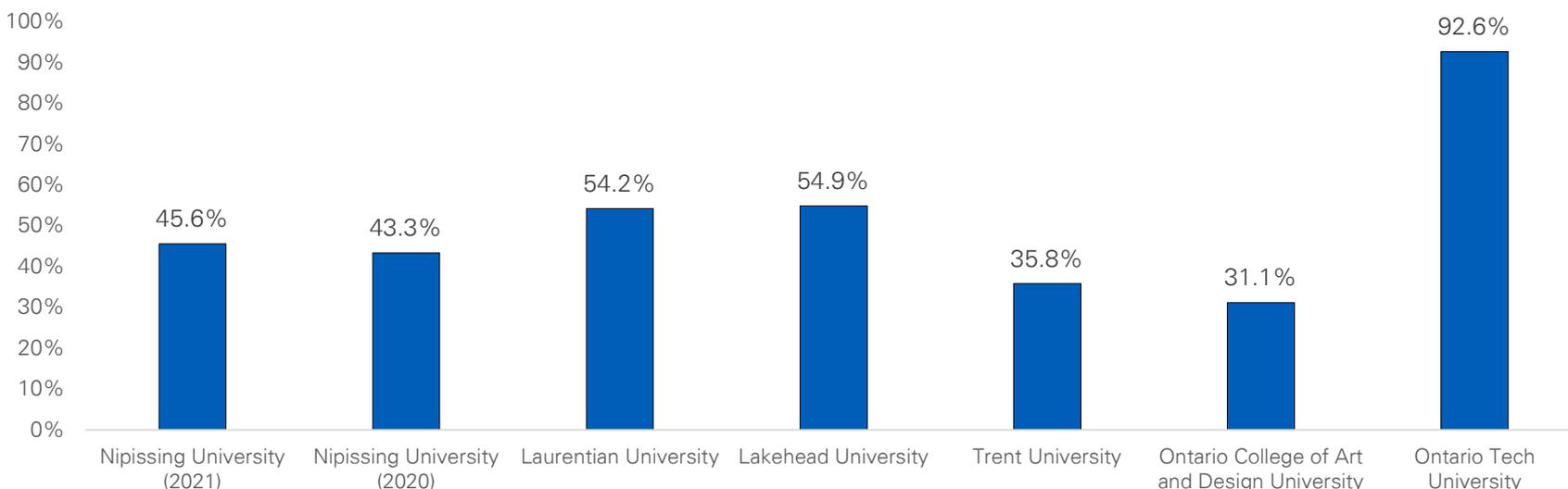
Sustainability- Flexibility ✓

Vulnerability

LIMITATIONS

- Universities that have undertaken major projects will have significantly higher levels of debt than Universities that have not
- The financial indicator is based on outstanding debt as opposed to debt servicing costs

Long-term Debt as a Percentage of Total Revenues (2019-2020 Fiscal Year)



Indicators of Financial Performance

NON-GOVERNMENT REVENUE AS A PERCENTAGE OF TOTAL REVENUES

This financial indicator provides an indication of the degree to which Universities will be impacted by changes to Ministry funding. Universities with a higher percentage of non-Government revenues are considered to be at a lower risk of impact.

TYPE OF INDICATOR

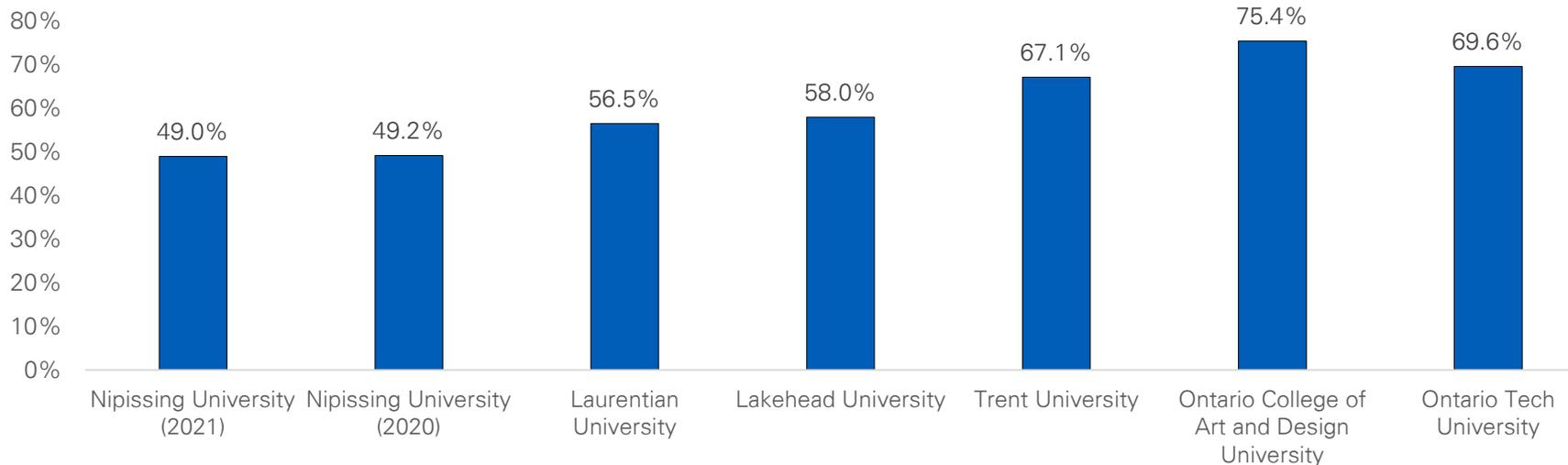
Sustainability-
Flexibility

Vulnerability ✓

LIMITATIONS

- Specific information as to the nature of one-time related non government revenue may not be included

Non-Ministry Revenue as a Percentage of Total Revenues (2019-2020 Fiscal Year)





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Financial Statements of

NIPISSING UNIVERSITY

And Independent Auditors' Report thereon

Year ended April 30, 2021

DRAFT

NIPISSING UNIVERSITY

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Year ended April 30, 2021

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INDEPENDENT AUDITORS' REPORT

To the Governors of Nipissing University

Opinion

We have audited the financial statements of Nipissing University (the Entity), which comprise:

- the statement of financial position as at April 30, 2021
- the statement of operations for the year then ended
- the statement of changes in net assets (deficiency) for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies.

(Hereinafter referred to as the “financial statements”)

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Nipissing University as at April 30, 2021, its results of operations, changes in net assets (deficiency) and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the ***Auditors' Responsibilities for the Audit of the Financial Statements*** section of our report.

We are independent of the Entity in accordance with the applicable independence standards, and we have fulfilled our other ethical responsibilities in accordance with these standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

North Bay, Canada

DATE

NIPISSING UNIVERSITY

Statement of Financial Position

April 30, 2021, with comparative information for 2020
(thousands of dollars)

	2021	2020
Assets		
Current assets:		
Cash and cash equivalents	\$ 13,296	\$ 10,866
Accounts receivable (note 4)	2,831	2,770
Investments - short-term (note 5)	4,776	4,834
Other assets	940	619
	<u>21,843</u>	<u>19,089</u>
Investments - long-term (note 5)	26,118	25,666
Capital assets (note 6)	72,529	75,879
	<u>\$ 120,490</u>	<u>\$ 120,634</u>
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities (note 7)	\$ 6,416	\$ 5,080
Employee related	2,025	2,022
Deferred revenue	6,273	3,535
Current portion of long-term debt (note 8)	1,213	1,176
	<u>15,927</u>	<u>11,813</u>
Long-term:		
Long-term debt (note 8)	33,492	34,705
Deferred contributions (note 9)	13,246	11,801
Deferred capital contributions (note 10)	33,732	35,036
Employee future benefits (note 11)	8,022	8,110
	<u>104,419</u>	<u>101,465</u>
Net assets:		
Unrestricted:		
- operating	590	1,917
- employee future benefits	(10,047)	(10,132)
Internally restricted (note 12)	13,395	15,371
Endowments (note 13)	12,133	12,013
	<u>16,071</u>	<u>19,169</u>
Commitments and contingencies (note 15)		
	<u>\$ 120,490</u>	<u>\$ 120,634</u>

See accompanying notes to financial statements.

On behalf of the Board of Governors:

_____ Governor

_____ Governor

NIPISSING UNIVERSITY

Statement of Operations

Year ended April 30, 2021, with comparative information for 2020
(thousands of dollars)

	2021	2020
Revenue:		
Government grants	\$ 38,840	\$ 42,051
Student fees	29,709	28,826
Sales and services	2,515	5,809
Other	1,864	2,756
Amortization of deferred capital contributions	1,532	1,519
Investment	1,643	1,250
Donations	81	585
	<u>76,184</u>	<u>82,796</u>
Expenses:		
Salaries and benefits	57,071	58,494
Operating and research	9,875	13,151
Occupancy	4,171	3,726
Amortization of capital assets	3,563	3,595
Scholarships and bursaries	4,481	4,736
Interest on long-term debt	991	999
	<u>80,152</u>	<u>84,701</u>
Deficiency of revenue over expenses	\$ (3,968)	\$ (1,905)

See accompanying notes to financial statements.

NIPISSING UNIVERSITY

Statement of Changes in Net Assets (Deficiency)

Year ended April 30, 2021, with comparative information for 2020
(thousands of dollars)

	Unrestricted		Internally Restricted (note 12)	Endowments	2021	2020
	Operating	Employee Related				
Net assets (deficiency), beginning of year	\$ 1,917	(10,132)	15,371	12,013	19,169	\$ 21,355
Excess (deficiency) of revenue over expenses	46	(665)	(3,349)	-	(3,968)	(1,905)
Transfer of internally restricted funds	(1,373)	-	1,373	-	-	-
Endowment contributions	-	-	-	120	120	108
Employee future benefits remeasurements and other items (note 11(b))	-	750	-	-	750	(389)
Net assets (deficiency), end of year	\$ 590	(10,047)	13,395	12,133	16,071	\$ 19,169

See accompanying notes to financial statements.

NIPISSING UNIVERSITY

Statement of Cash Flows

Year ended April 30, 2021, with comparative information for 2020
(thousands of dollars)

	2021	2020
Cash provided by (used in):		
Cash flows from operating activities:		
Deficiency of revenue over expenses	\$ (3,968)	\$ (1,905)
Adjustments for:		
Amortization of capital assets	3,563	3,595
Amortization of deferred capital contributions	(1,532)	(1,519)
Employee future benefits expense	662	561
	(1,275)	732
Changes in non-cash working capital items:		
Accounts receivable	(61)	1,691
Other assets	(321)	175
Accounts payable and accrued liabilities	1,336	384
Deferred revenue	2,738	162
Deferred contributions	1,445	(1,850)
Employee related	3	288
	3,865	1,582
Cash flows from financing activities:		
Endowment contributions	120	108
Repayment of long-term debt	(1,176)	(1,141)
Deferred capital contributions	228	750
	(828)	(283)
Cash flows from investing activities:		
Purchase of capital assets	(213)	(831)
Change in investments	(394)	899
	(607)	68
Increase in cash and cash equivalents	2,430	1,367
Cash and cash equivalents, beginning of year	10,866	9,499
Cash and cash equivalents, end of year	\$ 13,296	\$ 10,866

See accompanying notes to financial statements.

NIPISSING UNIVERSITY

Notes to Financial Statements

Year ended April 30, 2021

(thousands of dollars)

1. Objectives and purpose:

Nipissing University (the "University") was incorporated as a university in 1992 under the laws of the Province of Ontario. Its mission provides for undergraduate programming in Liberal Arts, Science, Business and Health Sciences and undergraduate and graduate programs in Education, History, Math, Environmental Studies and Environmental Science. The University aspires to fulfill the best traditions of scholarship and to provide an environment committed to the ideals of free inquiry and expression. As a university with predominantly undergraduate programming and roots in teacher education, the University places priority on the highest ideals of instructional excellence and student engagement.

The University is a registered charity and, as such, is exempt from income taxes under Section 149 (1) of the Income Tax Act (Canada).

2. Summary of significant accounting policies:

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the CPA Canada Handbook (the "Handbook").

The significant accounting policies for the University are described below:

(a) Revenue recognition:

The University follows the deferral method of accounting for contributions, which include donations and government grants.

Unrestricted contributions and donations are recognized as revenue when received or receivable if the amount can be reasonably estimated and allocation is reasonably assured. Contributions pertaining to future periods are deferred and recognized as revenue in the year in which the related expenses are recognized.

Pledges are recorded as revenue in the period in which they are received.

Contributions externally restricted for purposes other than endowment are deferred and recognized as revenue in the year in which the related expenses are recognized.

Contributions restricted for capital asset purchases are deferred and amortized to operations on the same basis as the related asset is amortized.

Endowment contributions are recognized as direct increases in net assets in the year in which they are received. Income preserved as capital protection on internally restricted endowments is recorded as unrestricted revenue and transferred to internal endowments.

Student fees are recognized as revenue when courses and seminars are held. Sales and services revenue is recognized at point of sale or when the service has been provided.

NIPISSING UNIVERSITY

Notes to Financial Statements

Year ended April 30, 2021
(thousands of dollars)

2. Summary of significant accounting policies (continued):

(b) Cash and cash equivalents:

Cash and cash equivalents consist of cash, money market funds and investments with maturities of three months or less from their date of acquisition. Cash and investments meeting the definition of cash and cash equivalents held for trading rather than liquidity purposes are classified as investments.

(c) Financial instruments:

Financial instruments are recorded at fair value upon initial recognition.

Investments are subsequently measured at fair value. Other financial instruments are subsequently measured at amortized cost.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

The University enters into interest rate swaps to hedge the effect of changes in interest rates on its long-term debt that bears interest based on LIBOR. Gains or losses realized on the settlement of the hedging item are deferred until the settlement of the hedged item.

At the inception of hedging relationship, the University designates that hedge accounting will be applied. The University formally documents the hedging relationship between the hedging instruments and hedged item. At the inception of the hedge and throughout its term, the terms of the hedging item and hedged item are the same.

(d) Capital assets:

Purchased capital assets are recorded at cost. Contributed capital assets are capitalized at fair market value at the date of contribution. Capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Land	No amortization
Land improvement	20 years
Buildings	40 years
Equipment and furnishings	5 - 10 years

Assets no longer in use are carried at the lesser of net book value and net realizable value. No further depreciation is taken on these assets. Assets under construction are not amortized until they are put in use.

(e) Internally restricted net assets:

The University restricts use of portions of its operating net assets for specific future uses. When incurred, the related expenses are charged to operations and the balance of internally restricted assets is reduced accordingly with a transfer to unrestricted net assets.

NIPISSING UNIVERSITY

Notes to Financial Statements

Year ended April 30, 2021
(thousands of dollars)

2. Summary of significant accounting policies (continued):

(f) Employee future benefits:

(i) Pension benefit plan:

The University has a defined contribution pension plan, "Pension Plan for the Employees of Nipissing University", which provides benefits to eligible employees of Nipissing University with more than six months of service. Certain faculty are members of the Ontario Teachers' Pension Plan, a multi-employer defined benefit plan. Contributions to the defined contribution and multi-employer defined benefit plan are expensed when due.

(ii) Other benefit plan:

The University provides medical, dental and life insurance benefits to eligible employees upon retirement. The University accrues for these obligations, with the cost of these benefits being actuarially determined using the projected benefit method prorated on service using management's best estimates of a number of future conditions including salary changes, withdrawals, retirement ages of employees and expected health care costs. Current service and finance costs are expensed during the year, while remeasurements and other items are recognized as a direct increase or decrease in net assets.

(g) Student organizations:

These financial statements do not reflect the assets, liabilities and results of operations of the student organizations as they are not controlled by the University.

(h) Use of estimates:

The preparation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant items subject to such estimates and assumptions include the carrying amount of capital assets; financial instruments; valuation allowances for accounts receivable; employee future benefits; and accrued liabilities. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are recognized in the financial statements in the year in which they become known.

NIPISSING UNIVERSITY

Notes to Financial Statements

Year ended April 30, 2021
(thousands of dollars)

3. Funds held in trust:

\$2,535 (2020 - \$2,057) is held in trust for Nipissing University Student Union (NUSU) for the construction of the student centre. This balance is not reflected in these financial statements.

4. Accounts receivable:

	2021	2020
Accounts receivable	\$ 4,634	\$ 4,371
Less: allowance for doubtful accounts	(1,803)	(1,601)
	\$ 2,831	\$ 2,770

5. Investments:

	2021	2020
Cash	\$ 32	\$ 8
Term deposits	2,500	3,599
Mutual funds	28,362	26,893
	30,894	30,500
Less amounts reported as:		
Investments – short-term	(4,776)	(4,834)
Investments – long-term	\$ 26,118	\$ 25,666

Investments – long-term reflect funds for endowments and some specified programs.

NIPISSING UNIVERSITY

Notes to Financial Statements

Year ended April 30, 2021
(thousands of dollars)

6. Capital assets:

2021	Cost	Accumulated Amortization	Net book Value
Land	\$ 3,024	\$ –	\$ 3,024
Land Improvements	2,396	463	1,933
Buildings:			
Operating	81,231	31,035	50,196
Residence	29,355	13,994	15,361
Equipment and furnishings:			
Operating	25,785	23,961	1,824
Residence	2,967	2,965	2
Construction in progress	189	–	189
	<u>\$ 144,947</u>	<u>\$ 72,418</u>	<u>\$ 72,529</u>

2020	Cost	Accumulated Amortization	Net book Value
Land	\$ 3,024	\$ –	\$ 3,024
Land Improvements	2,396	343	2,053
Buildings:			
Operating	81,219	29,005	52,214
Residence	29,355	13,260	16,095
Equipment and furnishings:			
Operating	25,659	23,284	2,375
Residence	2,967	2,963	4
Construction in progress	114	–	114
	<u>\$ 144,734</u>	<u>\$ 68,855</u>	<u>\$ 75,879</u>

NIPISSING UNIVERSITY

Notes to Financial Statements

Year ended April 30, 2021
(thousands of dollars)

7. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities are government remittances of \$876 (2020 - \$387), which include amounts payable for payroll related taxes.

8. Long-term debt:

	Due	Rate	Blended Monthly Payment	2021	2020
\$35,000 TD Loan 1	June 2027	2.84%	\$ 162.9	\$ 31,111	\$ 32,168
\$2,000 TD Loan 2	June 2027	2.84%	9.3	1,783	1,843
\$1,000 TD Loan 3	June 2027	2.897%	4.7	910	939
\$1,000 TD Loan 4	June 2027	2.872%	4.7	901	931
Subtotal of unsecured loans				34,705	35,881
Less current portion of long-term debt				(1,213)	(1,176)
				\$ 33,492	\$ 34,705

The following are the minimum annual debt principal repayments due over the next five years and thereafter:

2021	\$ 1,213
2022	1,248
2023	1,274
2024	1,318
2025	1,356
Thereafter	28,296
	\$ 34,705

The University has entered into interest rate derivative agreements to manage the volatility of interest rates. The University converted floating rate debt (1% for first two and 2% for last two) for fixed rate debt as noted above. The related derivative agreements are in place until the maturity date. The maturity dates of the interest rate swaps are the same as the maturity dates of the associated long-term debt of June 30, 2027. The notional and fair values of the interest rate swap agreements is as follows:

	2021		2020	
	Notional value	Fair value	Notional value	Fair value
TD Loan 1	\$ 31,111	\$ 31,687	\$ 32,168	\$ 34,185
TD Loan 2	1,783	1,816	1,843	1,958
TD Loan 3	910	929	939	1,002
TD Loan 4	901	920	931	992
	\$ 34,705	\$ 35,352	\$ 35,881	\$ 38,137

NIPISSING UNIVERSITY

Notes to Financial Statements

Year ended April 30, 2021
(thousands of dollars)

9. Deferred contributions:

Deferred contributions represent the unspent amount of externally restricted donations, grants and investment income received for research and other restricted purposes. The change in the deferred contribution balance is as follows:

	2021	2020
Balance, beginning of year	\$ 11,801	\$ 13,651
Add: contributions received during the year	113	182
Less: amount recognized as revenue	(1,336)	(2,187)
Investment returns	2,668	155
Balance, end of year	\$ 13,246	\$ 11,801

10. Deferred capital contributions:

Deferred capital contributions represent the unamortized and unspent amounts of donations, student contributions and grants received for the purchase of capital assets. The amortization of deferred capital contributions, which commences once an asset is put into service, is recorded as revenue in the statement of operations. The change in the deferred capital contribution balance is as follows:

	2021	2020
Balance, beginning of year	\$ 35,036	\$ 35,805
Add: contributions received in the year	228	750
Less: amortization of deferred capital contributions	(1,532)	(1,519)
Balance, end of year	\$ 33,732	\$ 35,036
Comprised of:		
Capital contributions - unamortized	\$ 33,682	\$ 34,986
Capital contributions - unspent	50	50
	\$ 33,732	\$ 35,036

NIPISSING UNIVERSITY

Notes to Financial Statements

Year ended April 30, 2021
(thousands of dollars)

11. Employee future benefits:

(a) Pension benefit plan:

The University's contributions to the defined contribution plan and the multi-employer defined benefit plan are expensed when due.

Total contributions made during the year were \$2,639 (2020 - \$3,015).

(b) Other benefit plan:

The University provides certain non-pension benefits to eligible retirees until the age of 65.

These benefits include medical, dental and life insurance. For eligible faculty retirees only, the University provides a health care spending account which commences at the age of 65 and continues until death.

The interval between actuarial valuations does not exceed three years with the most recent valuation prepared as at April 30, 2020. In years between valuations, an extrapolation of the actuarial valuation is used to determine the projected benefit obligation.

There are no plan assets.

Information about the financial status of University's non-pension benefits is as follows:

	2021	2020
Accrued benefit obligation, being plan deficit	\$ 8,022	\$ 8,110

Total net benefit expense (recovery) for the University's non-pension benefits plan is as follows:

	2021	2020
Current service costs	\$ 484	\$ 438
Interest cost	243	236
Actuarial loss	(750)	389
	\$ (23)	\$ 1,063

Benefits paid during the year amounted to \$66 (2020 - \$113).

NIPISSING UNIVERSITY

Notes to Financial Statements

Year ended April 30, 2021
(thousands of dollars)

11. Employee future benefits (continued):

(b) Other benefit plan (continued):

The significant actuarial assumptions adopted in measuring the University's employee future benefits obligation are as follows (weighted-average assumptions):

	2021	2020
Discount rate	3.20%	3.30%
Rate of compensation increase for life insurance	2.00% to 3.00%	2.00% to 3.00%
Prescription drug trend rate (to 2040)	6.53% to 4.00%	6.67% to 4.00%
Average health care trend rate (to 2040)	6.20% to 4.00%	6.31% to 4.00%

12. Internally restricted net assets:

	2021	2020
Infrastructure upgrades (i)	\$ 1,358	\$ 1,358
Scholarship funds (ii)	1,687	1,555
Ancillary operations (iii)	2,410	3,728
Investment in capital assets (iv) (a)	5,024	5,894
Commitments to employees (v)	1,495	1,209
Future budget provision (vi)	808	732
International student initiative (vii)	613	895
	<u>\$ 13,395</u>	<u>\$ 15,371</u>

Internally restricted net assets include funds committed for specific purposes as approved by the Board of Governors as follows:

- (i) Infrastructure upgrades - this represents funds restricted for deferred maintenance and capital emergencies.
- (ii) Scholarship funds - this represents net assets the University has invested for the purposes of providing scholarships and bursaries to students.
- (iii) Ancillary operations - this represents funds set aside for future major capital improvements, replacements and refurbishments of the ancillary operations.
- (iv) Investment in capital assets - this represents the unamortized value of capital assets funded by the University, net of outstanding debt for these assets. It excludes assets funded through capital contributions.
- (v) Commitments to employees - this represents the net carryforward of funds set aside to meet future commitments to various employees for professional development activities and internally-funded research.
- (vi) Future budget provision - this represents excess funds from conferences and other ancillary activities set aside for future initiatives.
- (vii) International student initiative - this represents excess funds from ancillary operations set aside for recruitment of international students

NIPISSING UNIVERSITY

Notes to Financial Statements

Year ended April 30, 2021
(thousands of dollars)

12. Internally restricted net assets (continued):

(a) Investment in capital assets:

The investment in capital assets is calculated as follows:

	2021	2020
Capital assets	\$ 72,529	\$ 75,879
Less amounts financed by:		
Long-term debt	(34,705)	(35,881)
Add: unspent cash	882	882
Unamortized deferred capital contributions (note 10)	(33,682)	(34,986)
	\$ 5,024	\$ 5,894

13. Endowments:

Endowments consist of externally restricted donations received by the University. The endowment principal is required to be maintained intact. The investment income generated from endowments must be used in accordance with the various purposes established by donors. The University ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided.

Ontario Student Opportunity Trust Fund and Ontario Trust for Student Support:

The Government of Ontario established the Ontario Student Opportunity Trust Fund ("OSOTF") and the Ontario Trust of Student Support ("OTSS") programs to encourage individuals and companies to contribute funds to support post-secondary students. The University established three funds – OSOTF - Phase 1 in fiscal 1997; OSOTF - Phase 2 in fiscal 2004; and OTSS in fiscal 2005. Eligible donations were equally matched by the Province. Investment income earned on these funds is used to finance awards to qualified students in need of financial aid.

OSOTF – Phase 1	2021	2020
Ontario Student Opportunity Trust Fund balance	\$ 4,769	\$ 4,769
Expendable balance, beginning of year	\$ 690	\$ 849
Investment gain	579	11
Bursaries awarded (2021 – 101 bursaries; 2020 – 112 bursaries)	(161)	(170)
Expendable balance, end of year	\$ 1,108	\$ 690

NIPISSING UNIVERSITY

Notes to Financial Statements

Year ended April 30, 2021
(thousands of dollars)

13. Endowments (continued):

OSOTF – Phase 2	2021	2020
Endowment balance	\$ 898	\$ 898
Expendable balance, beginning of year	\$ 128	144
Investment gain	109	2
Bursaries awarded (2021 – 27 bursaries; 2020 – 28 bursaries)	(19)	(18)
Expendable balance, end of year	\$ 218	\$ 128

OTSS	2021	2020
Endowment balance	\$ 1,774	\$ 1,774
Expendable balance, beginning of year	\$ 482	\$ 528
Investment gain	205	4
Bursaries awarded (2021 – 48 bursaries; 2020 – 51 bursaries)	(51)	(50)
Expendable balance, end of year	\$ 636	\$ 482

14. Financial risks:

(a) Credit risk:

Credit risk is the risk of financial loss to the University if a member or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the University's accounts receivable and investments. The University mitigates its potential credit risk from accounts receivable through credit evaluation, approval and monitoring processes. Furthermore, it evaluates the collectability of accounts receivable and records an allowance for doubtful accounts, which reduces the receivables to the amount the University reasonably believes will be collected. Credit risk with respect to investments is managed through the University's investment policies.

(b) Interest rate risk:

The University is exposed to interest rate risk on its fixed and floating interest rate financial instruments. Fixed-interest instruments subject the University to a fair value risk while the floating-rate instruments subject it to a cash flow risk.

The University mitigates interest rate risk on its term debt through derivative financial instruments (interest rate swaps) that exchange the variable rate inherent in the term debt for a fixed rate (see note 8). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the term debt. There have been no changes in interest rate risk exposure as compared to the prior year.

NIPISSING UNIVERSITY

Notes to Financial Statements

Year ended April 30, 2021
(thousands of dollars)

14. Financial risks (continued):

(c) Foreign currency risk:

Financial currency risk refers to the extent to which instruments denominated in a currency other than Canadian dollars will be affected by changes in the value of the Canadian dollar in relation to other currencies. The University holds investments denominated in a foreign currency and is subject to foreign currency risk. The University believes that it is not exposed to significant currency risks arising from its financial instruments.

(d) Market volatility risk:

Market volatility risk arises from the University's investment portfolio, which contains various pooled funds, fixed income and equity instruments. It is the risk that the fair value or future cash flows from a financial instrument will fluctuate because of general economic and other market factors affecting equity prices.

There has been no significant change to risk exposures from 2020.

(e) Other risks:

The University's main sources of revenue are tuition fees and government operation grants. In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This resulted in the Canadian and Provincial governments enacting emergency measures to combat the spread of the virus. The University halted all in-person activity and closed its facilities to staff and students and moved to an online education format in March 2020 based on recommendations from Public Health Ontario.

The 2020/2021 semesters continued in the same format. The University continues to monitor the situation and plan for the fall 2021 semester and beyond.

In response to the adverse impact the pandemic has had on domestic and international tuition fee revenue, as well as ancillary revenue including residence and parking fees, the University has undertaken certain cost cutting measures. The Provincial government has provided financial relief in the form of grants totaling \$2,961.

The impact of COVID-19 is expected to negatively impact operations for a duration that cannot be reasonably predicted. The further overall operational and financial impact is highly dependent on the duration of COVID-19, including the potential occurrence of additional waves of the pandemic, and could be affected by other factors that are currently not known at this time. Management is actively monitoring the effect of the pandemic on its financial condition, liquidity, operations, suppliers, and workforce. Given the daily evolution of the pandemic and the global responses to curb its spread, the University is not able to fully estimate the effects of the pandemic on its results of operations, financial condition, or liquidity at this time.

NIPISSING UNIVERSITY

Notes to Financial Statements

Year ended April 30, 2021
(thousands of dollars)

15. Commitments and contingencies:

- (a) The University is involved from time to time in litigation that arises in the normal course of operations. In respect to these claims, the University believes it has valid defenses, funded provisions and/or appropriate insurance coverage in place. Litigation is subject to many uncertainties, and the outcome of individual matters is not predictable. It is possible the final resolution of some of these matters may require the University to make expenditures in excess of estimated reserves, over an extended period of time and range that cannot be reasonably estimated at this time. The University's policy is to recognize the losses on any litigation when the outcome becomes known and the amount is reasonably determinable.
- (b) The University has access to an unsecured line of credit in the amount of \$5 million. The line of credit bears interest at TD Commercial Banking prime less 0.5%. As at April 30, 2021, the University has not drawn on this line of credit (2020 - \$Nil).
- (c) Nipissing University Student Union, through a referendum, approved a student levy to cover repayment of a student long-term debt facility to provide funding for a new Student Centre. The Board of Governors of the University has approved that the University guarantee the student loan up to the amount of \$6,500.

16. Comparative information:

Certain comparative information has been reclassified from those previously presented to conform to the presentation of the 2021 financial statements.

Provost's Report to the Board of Governors – September 16, 2021

Arja Vainio-Mattila, PVPAR

Enrolment Fall 2021

	Acceptances	FTEs	Headcount
2021	1940	2247	5362
2020	1680	2122	5144
2019	1860	2046	4982

- 61 Laurentian students are starting with us this fall (some have transferred to NU and others on a letter or permission)
- India - We have 16 students taking courses as part of a special cohort to develop our relationship and reputation within this market. The students will be taking the following courses delivered by full time faculty in the School of Business and the Department of Economics. For the Winter term, we have so far 39 applications for our Post Baccalaureate programs, plus the 13 students that deferred. International students: We have 95 international degree seeking students (84 undergraduate, 11 graduate students) from 18 countries studying in 23 different programmes. 55 students are from India, and 32 students are in the Business Post-Baccalaureate Diplomas.

Events

Sports Talk with Brock McGillis: As part of North Bay Pride, Nipissing University is hosting Sports Talk with Brock McGillis. Brock McGillis is a former OHL player and openly gay athlete who talks about sports and the 2SLGBTQ+ community with student-athletes. The event will take place on campus at the RSAC and stream live on Facebook for the community at 7.30pm on September 15th, 2021.

Begin By Listening: Sexual Violence Student Activism Symposium

In collaboration with the Ontario University Sexual Violence Network, Nipissing University is hosting its 1st Annual Begin by Listening: Sexual Violence Student Activism Symposium on November 5th, 2021.

Lakers regular season kicks off with a double header in soccer vs our friends down Highway 17 West: Laurentian Voyageurs on September 24 at 5pm and 7:30pm on the Nipissing University Field.

Awards

Nipissing University has been granted funding (\$483,000) for the “Transcultural Interdisciplinary Learning Experiences (TILE)” Global Skills Opportunity designed to enhance outbound mobility opportunities for low-income, indigenous and students with disabilities. The proposal was prepared by Pat Maher, Casey Phillips, and Laura Solano Moya.

Arts and Science

Arts and Science hosted a day-retreat on Aug 26, 2021, to discuss plans for 2021-2022. The guest speaker was Dr. Sheila Cote-Meek, VP Equity, People, and Culture, York University. Dr. Cote-Meek gave a presentation on the “Perspectives on Indigenization, Decolonization & EDI.”

Education and Professional Studies

CASN Accreditation Self Study document has been completed and submitted. This is a significant undertaking and many faculty and staff members that supported Veronika Williams in this effort but a special acknowledgement of Laurie Peachey who spent significant hours on the document as well.

School of Graduate Studies

- Kieran Peltier, MSc Kin Graduate and PhD in Education candidate, wins Indigenous Mentorship Network of Ontario Scholarship valued at \$20,000.
- Christina Page, PhD in Education candidate, wins Canada Graduate Scholarship - Doctoral (SSHRC) valued at \$35,000 for up to three years.
- Our CGS-M (\$17,500) recipients for this 2021-2022 academic year are:
 - Maxwell Peacock (History) - SSHRC
 - Amy Bartlett (MEd) - SSHRC
 - Rodica Cocieru (MEd) - SSHRC
 - Kimberly Montgomery (MEd) - NSERC
 - Alexander Maycock (Kin) - CIHR

Research

Note: a press release for the funding announcements will be forthcoming in the Fall. Many announcements are still embargoed.

- Dr. Mary-Pat Sullivan has secured funding (\$400,000) from the Weston Foundation for her work on Rare Dementia. The project includes research, Learning and Training, and Client Services (e.g., diagnosis, symptom management, emotional support).
- CFI - Earl, H. Funds: \$120,864 (CFI) + \$120,864 (ORF) = \$241,728 External Funds + 60,432 (NU Matching) = \$302,160: Nipissing University Centre for the Study of War, Atrocity, and Genocide (C-WAG)
- CFI - Bruner, M. Funds: \$74,403 (CFI) + \$74,403 (ORF) + \$5,127 (Industry) = \$153,933 External Funds + \$33,076 (NU Matching) = \$186,009 (Total Funding Package)
- CFI - Greer, K. Funds: \$67,976 (CFI) + \$67,976 (ORF) = \$135,952 External Funds + \$33,989 (NU Matching) = \$169,941 (Total Funding Package)
- K. Greer: \$74,000 - SSHRC Insight Development Grant titled: *"Our Guides Were Really Going Places": Nipissing Guides and the Carnegie Museum's Northern Expeditions, 1900s-1950s.*
- J. Dech - Forestry Futures Trust Ontario - Sub-grant UBC: \$68,000
- M. Sullivan: Retired Teachers of Ontario - \$24,950
- K. McCullough: RNAO: \$15,000
- Rob Hoffman & Roxanna Vernescu: \$100,000 - Child and Youth Mental Health Impact Grant: Focus on Northern Ontario (Funder: Ontario Centre of Excellence for Child and Youth Mental Health and Mental Health Research Canada)
- Bruner, M.: \$292,000 - SSHRC Insight Grant competition titled: Together Toward a Shared Sense of 'Us': Unlocking the Power of Groups in Youth Sport
- Jha, M. \$120,000: NSERC Discovery Grant titled: Development of synthetic methodologies to access novel fused polycyclic frameworks
- NOHFC: 3 Research Interns: Total Funds: \$94,500

Library

In celebration of the 10th anniversary of the Harris Learning Library, a LibGuide was created to acknowledge and celebrate our accomplishments: <https://nipissingu.libguides.com/10thanniversary>

Copyright:

On July 30th, the Supreme Court issued its decision on the York University v. Canadian Copyright Licensing Agency (Access Copyright) <https://decisions.scc-csc.ca/scc-csc/scc-csc/en/item/18972/index.do> This decision (10 years to reach this point) is very good news for Canadian universities and libraries and determined that the tariff (that is the Access Copyright license) is not enforceable against York and by extension, not mandatory for other institutions, and fair dealing is affirmed as a user right. (Access Copyright has always maintained that the tariff is mandatory, but in fact there never was a legal requirement for institutions to have an AC license.)

The **issues:** tariffs and fair dealing. Access Copyright maintained the tariffs are mandatory, the Supreme Court found them to be voluntary. The purpose of the copyright legislation is to protect users, not copyright collectives. When it comes to remuneration for creators, the Copyright Board argues this is outlined/managed by the Board and in the Copyright Act. With respect to fair dealing, the Supreme Court recognizes fair dealing and recognizes the importance of fair dealing for education. (The Copyright Act includes / allows for Fair Dealing as outlined in its Fair Dealing exceptions.)

The **takeaways** from the decision: Universities have more freedom on how copyright is managed and from whom they obtain licenses. Library licenses (that is the content academic libraries licenses through national, provincial consortia, or directly from the vendor/publisher) will continue to play an important / key role. While this Supreme Court decision is welcome and very good news, institutions must continue to operate with fair dealing guidelines and moving forward, copyright management will continue to be very important. At Nipissing and Canadore, we conscientiously and diligently follow robust fair dealing practices; the Executive Director of Library Services provides Copyright guidance to instructors, staff and students for both institutions.

For your interest and information, below are links to statements regarding the Supreme Court decision from the Canadian Federation of Library Associations (CFLA) and the Canadian Association of Research Libraries (CARL)

<http://cfla-fcab.ca/wp-content/uploads/2021/08/SCC-York-v-Access.pdf>

<https://www.carl-abrc.ca/news/reaction-supreme-court-decision-on-york-case/>

Student Development & Services

- Over the past academic year, SAS conducted research into best practices held by other Ontario universities and found that the vast majority of institutions operated primarily on a volunteer-based program. As a result, SAS has moved to a 2-tiered model of supporting students through note taking services, which includes Peer Note Sharing and Professional Note Taking.
- Sexual Violence Prevention Training and Awareness: In July and August over 525 students participated in Bystander intervention and Consent+ training. Ongoing training includes Online Safety & Digital Consent offered by Amelia Rising Sexual Violence Support Centre throughout September.

- *Sexual Violence Prevention/Response Certificate Pathways (NEW)* offers students the opportunity to receive two certificates that focus on building awareness and skills to respond to disclosures and build solidarity for survivors
- Residence Life currently has 799 students in house.
- 877 1st year students participated in the Nipissing Orientation
- The Student Learning Coordinators have successfully supported the Academic Advising Office with a Student At-Risk Campaign.
- Career Services launched the first off-campus job board at the institution
- MCU approved Nipissing University's updated PHAC Readiness Plan to allow for some supervised mental outdoor health break and quarantining in private accommodation for students with pre-arranged suitable accommodation.
- Our sixth sponsored student who we sponsor through the World University Service of Canada (WUSC)'s Student Refugee Program (SRP) arrived in August.
- We have cancelled Winter Outgoing Mobility due to the on-going Government travel restrictions and as our institutional international insurance provider, Guardme, is still not issuing travel and health insurance. Students have been offered the ability to transfer their offers of exchange to Spring/Summer/Fall 2022.
- With the support of external funding, Student Counselling Services has been able to hire and on-board for two new positions. A Counsellor (BIPOC Student Support), will enrich service offerings by providing targeted outreach and support for diverse students. A Peer Support and Outreach Lead will be leading the development and delivery of a peer support service for students with mental or emotional concerns.
- Pat Maher and Casey Philips will co-chair a university wide committee to review the Mental Health Standard, undergo an audit, and make recommendations for improvements. It is expected that the committee will work towards generating a report detailing this work and recommendations for Spring 2022.

Teaching and Learning:

- Dr. Charles Anyinam (Nursing) has been named Nipissing Teaching Chair in Equity, Diversity and Inclusion.
- Dr. Sarah Driessens (Teaching Hub) was named Senior Editor of Collected Essays on Learning and Teaching (CELT)
- Hired a new Media Design and Development Specialist until end of April 2022
- Hired 2 new Teaching Hub Technologists until end of March and end of April 2022
- Hired 5 OLPs until the end of April 2022
- Ran many, many workshops and training sessions, including:
 - *A Look Behind the Curtain of Micro-credentials*
 - *Student-centered Course Design*
 - *High Impact Teaching and Learning Practices*
 - *Your Teaching Assistant Toolbox*
 - *An Introduction to OERs*

Internationalization Plan for Nipissing University: 2021-2026

(or Year 1 Post-Pandemic to Year 5 Post Pandemic)
(FINAL DRAFT 20th July 2021)

International Team:

Ms. Kayla Fitzsimmons, International Academic Advisor
Ms. Courtney Hughes, Study Abroad Co-ordinator
Ms. Debra Iafrate, Registrar
Mr. Yves Kalala, Manager, International Student Supports and Community Liaison
Dr. Casey Phillips, AVP Students
Ms. Laura Solano Moya, Manager, International Recruitment and Admissions
Dr. Arja Vainio-Mattila, Provost, VP Academic & Research, Chair

Internationalization Committee:

Dr. John Allison
Dr. Hilary Earl
Dr. Ali Hatef
Ms. Debra Iafrate
Dr. Pat Maher
Dr. Karey McCullough
Mr Chris Piekarski
Dr. Casey Phillips
Ms. Laura Solano Moya
Dr. Sarah Winters
Dr. Arja Vainio-Mattila, Chair

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Abbreviations

CEA	Co-ordinator, Education Abroad (NU)
CUSC	Canadian University Survey Consortium
EduCanada	Official Canadian government portal for study in Canada information
ICEF	International Consultants for Education and Fairs
IAA	International Academic Advisor (NU)
IDP	International Development Project Education is an international student recruitment agency
IRCC	Immigration, Refugees, and Citizenship Canada
MIRA	Manager, International Recruitment and Admissions (NU)
MISSCL	Manager, International Student Support and Community Liaison (NU)
MSM	M Square Media is an international student recruitment agency
NBDMC	North Bay District Multicultural Centre
NBLIP	North Bay Local Immigration Partnership
PHAC	Public Health Agency Canada
RNIP	Rural Northern Immigration Project
SMA3	Strategic Mandate Agreement
TNE	Transnational Education
UHIP	University Health Insurance Plan

Goals in Summary

The goal of international recruitment (aligned with SEM planning) is that 10% of the enrolment be international students from diverse places of origin, studying in diverse programmes.

Goals for International Recruitment (short term)

1. Improve the international presence and navigation in our website. Build a digital and robust online presence (digital marketing outside of the website).
2. Increase the number of international students to 300 by 2022-2023.
3. Increase the number of recruitment agents to improve our worldwide presence, to attract students from different markets, and to avoid the risk of overreliance on enrolments by students from one or two specific source countries.
4. Continue to carefully build Nipissing's international reputation ensuring that we can compete with our peer institutions in Ontario and beyond (investing in marketing materials).

Goals for International Recruitment (long term)

1. Increase sustainable and diversified recruitment of highly qualified students to 10% of the total student population.
2. Grow transnational education opportunities (i.e. offshore partnerships, branch campuses, franchises) to make the Nipissing brand well-known and respected in important international markets and with key audiences.
3. Develop international alumni relations to enhance financial giving and ambassadorial representation.
4. Establish a long-term business plan to support international recruitment.

The goal of international student supports is to ensure that international students have the same excellent student experience at Nipissing University as domestic students

Goals for International Student Supports (short term)

1. Engage and provide students with tools to navigate COVID-19 as international students.
2. Design a comprehensive new international student orientation.
3. Create opportunities for international students to engage with the Nipissing and North Bay community.
4. Establish initiatives that will make Nipissing and North Bay a welcoming and inclusive community.

Goals for International Student Supports (long term)

1. Establish a strong reputation in international student supports.
2. Extend student support systems into the North Bay community through initiatives such as a host programme.
3. Establish a long term business plan that will ensure the financial sustainability for international student support.

The goal of internationalizing curriculum is to help Nipissing students develop critical perspectives that enable them to understand and articulate their place in the world.

Goals for Internationalization of Curriculum (short term)

1. Articulate and promote international/global learning for students.
2. Identify courses that engage with international/global perspectives through source materials.

Goals for Internationalization of Curriculum (Long Term)

1. Develop international/global credential/badge for students to describe the learning they have done in the area.
2. Develop learning opportunities that encourage students to engage with global issues.

The goal of international student mobility is to make international experiential learning affordable to all of our students.

Goals for Student Mobility (short term)

1. Increase mobility to 50 outbound students and create more balance with international partners.
2. Increase mobility to 50 inbound students from diverse places of origin.
3. Develop strong recruitment materials for both inbound and outbound students, including a clear indication of the opportunities that exist for students in all our academic programs.
4. Increase capacity to recruit first year students for international mobility.

Goals for Student Mobility (long term)

1. Increase mobility to 75+ outbound/inbound students.
2. Develop funding/scholarship opportunities for students who desire to take advantage of international mobility opportunities.
3. Increase partnerships in Europe and South America, as these are areas that students express most interest in.
4. Collaborate with Deans' offices and/or faculty to create more and better articulated pathways for students based on programs, highlighting unique opportunities abroad that fit with their area of interest and in their discipline.
5. Establish a long-term business plan to financially support international student mobility.

The goal of international faculty mobility is that this activity is facilitated and supported.

Goals for Faculty Mobility (short term)

1. Survey faculty about their international experiences and aspirations.

Goals for Faculty Mobility (long term)

1. Establish an infrastructure to support faculty mobility.
2. Establish a long term business plan to financially support international faculty mobility.

The goal of internationalization of research is to better understand and document Nipissing's current international research context and to create an infrastructure for supporting existing and new international research initiatives (widely defined).

Goals for Internationalization of Research, Scholarship, and Creative activities (Research) (short term)

1. Define international research and its guiding principles.
2. Implement an institutional survey to gather pertinent data.
3. Establish a searchable database of international research.
4. Monitor the internationalization of research activities.
5. Add an additional category for international efforts, research, and otherwise to annual reports.
6. Deploy and direct the Assistant Dean of Research to report on international funding applications and opportunities.

Goals for Internationalization of Research (long term)

1. Create a clear policy and establish clear goals for internationalization of research.
2. Catalogue, analyze, and publicize/make available Nipissing's international activities.
3. Provide financial support for international research and scholarship.
4. Create university structures that foster the internationalization of research.
5. Establish a long term business plan to financially support international research and scholarship.
6. Recognize and celebrate international research efforts.
7. Integrate internationalization of research to Nipissing's institutional identity.
8. Preserve and transmit institutional memory pertaining to international research.

Why is Nipissing University engaging in a plan of internationalization? Internationalization in the higher education context is often paired down to a discussion of financial implications of international student recruitment, an ethically suspect approach to funding Canadian higher education by recruiting higher fee-paying international students. While the financial imperative is important to recognize within current funding frameworks, there are many other reasons to engage internationally.

The Province of Ontario has frozen tuition and is encouraging universities to generate revenue by any means possible, including through increases to international student enrolment (as well as through micro-credentials and adult education). In the Strategic Mandate Agreement 3 (SMA 3) agreement with the Province of Ontario, Nipissing University makes the commitment to embark on a systemic internationalization process. Although steps have been taken, such as creating positions to support internationalization, this document/plan represents the first stage of formalizing goals for the internationalization of the university. Nipissing's SMA3 focuses on the recruitment of international students. It also refers to international students in terms of the skills and competencies they will achieve in their programs, their contribution to regional economic goals, and their role in our programs.

Diversity, in and of itself, is reason enough for a university such as Nipissing that has few international students, to engage with internationalization. In a recent Canadian University Survey Consortium survey (CUSC Middle-Year Student Survey 2017), 60% of those students surveyed, identify the ability to interact with people from backgrounds different from their own as the main life skill learned at a university. These students ranked diversity as the most important life skill learned at university.

Increasing numbers of international students at Nipissing University also aligns with sustainability goals of North Bay and its region. Nipissing University plays an active role in the North Bay Local Immigration Partnership, participating both on its Board and on a sub-committee on international students. North Bay, like Nipissing University, is also working toward becoming a welcoming community establishing appropriate services and supports for non-residents and international students and their families moving into the area.

Internationalization involves the recruitment of students and the resulting imperative to provide these students an excellent university experience, as well as student mobility, faculty research, and the internationalization of curriculum. In other words, internationalization is the responsibility of all at Nipissing. A diverse student body engaging with learning that involves a diversity of source material and accessing services, as well as extracurricular activities while preparing for life post-graduation, puts an onus on everyone to consider how best to support internationalization.

Much of this plan is predicated on the world moving toward a post-pandemic context for global human mobility. The brightest crystal balls, focusing on widespread vaccinations and strong public health measures, predict some return to travel in the 2021-2022 academic year. This plan does not attempt to explain what internationalization might look like without the ability to travel.

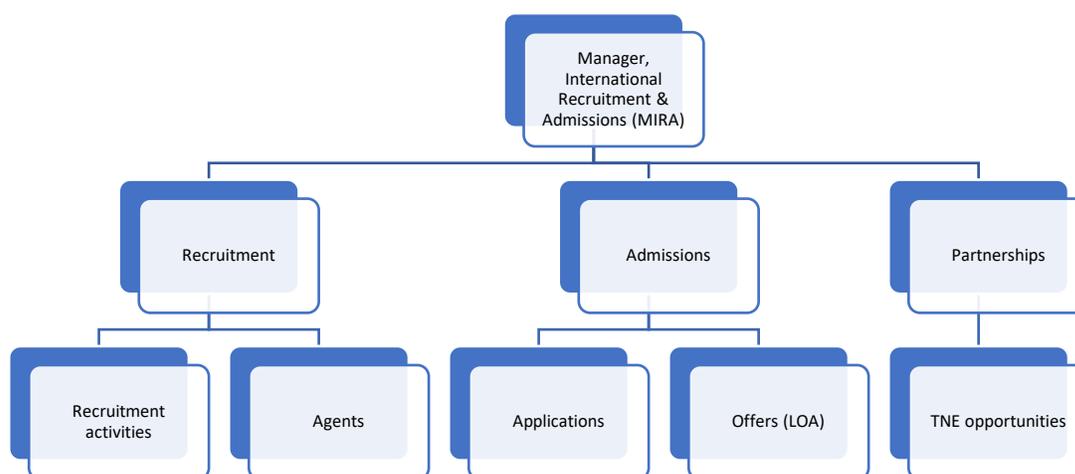
While this plan describes goals in the short term (1-2 years) and the long term (3 -5 years), it also needs to be seen in connection with other plans and conversations at Nipissing, perhaps most importantly the Strategic Enrolment Plan, the Strategic Research Plan, and the Sustainability Plan. All these plans and processes promote conversations that lead us to better articulate the resources needed to achieve our goals, and to understand the next steps we need to take. Ultimately, by internationalizing, Nipissing University and its students will have a greater impact on the worlds in which we live.

II International Student Recruitment

Nipissing University has the fewest number of international students of all Ontario universities, representing less than 1% of student enrollment. **The goal (aligned with SEM planning) is to increase international student enrolment to 10% of our total student body. The aim is to recruit international students from diverse places of origin, with diverse programmatic interests.**

Currently, international student recruitment is the main responsibility of the Manager of International Recruitment and Admissions who reports to the Provost. The Manager of Recruitment and Admissions has been in place since August 2020.

Figure 1. Areas of responsibility for the Manager of International Recruitment & Admissions



Enrollment:

Since 2018, International enrolments at Nipissing University have increased from 35 students in 2018 to 68 in 2020. Compared with peer institutions, international students make up a relatively small proportion of Nipissing's student body. Most of our international students come from India (50%), Nigeria (10%), China (7%), the United States (6%), Iran (4%), Vietnam (4%), and Uganda (2%).

Agents:

Since 2018, NU has worked with M Square Media (MSM) who has been building the Nipissing brand by attracting new students and agents from India and the Subcontinent, the largest market and source of International students globally.

In December 2020, we signed agreements with two of the biggest recruitment agencies worldwide, IDP and Appy Board and we are currently in the process of adding 20 new agents to our list. Our aim is to create a presence in different markets including in Latin America, Africa, and Southeast Asia.

Recruitment in 2020-2021

Virtual Fairs: Since last Fall we have attended twelve virtual fairs in Africa, Europe, Middle East, East Asia, Central Asia, and Latin America. All of them organized by EduCanada's program Study in Canada Fairs with the support of the Trade Commissioners. Trade Commissioners are staff members at Canadian

embassies/high commissioners with responsibility, among other things, for developing relationships between Canadian higher education and the sector in the country in which they serve.

Agents Virtual Fairs: We will be attending ICEF fairs in the 2021 Fall semester to add more quality and certified agents to our network for some of key, emerging and developing markets.

Webinars: We regularly hold webinars for agents and students to promote our programs and Nipissing's brand, as well as promoting the advantages of studying in Northern Ontario.

Goals for International Recruitment: Growing Gradually (short term)

1. Improve the international presence and navigation capabilities of our website. Build a digital and robust online presence (digital marketing outside of the website).
2. Increase the number of international students to 300 by 2022-2023.
3. Increase the number of agents order to attract students from different markets and avoid the risk of overreliance on enrolments from one or two.
4. Continue to carefully build Nipissing's international reputation, ensuring that we can compete with peer institutions in Ontario and beyond (invest in marketing materials).

Goals for International Recruitment: Growing Gradually (Long term)

1. Increase sustainable and diversified recruitment of highly qualified students to 10% of the total student population.
2. Grow opportunities for transnational education (i.e. offshore partnerships, branch campuses, franchises). To make the Nipissing brand well-known and respected in important international markets and with key audiences
3. Develop international alumni relations to enhance financial giving and ambassadorial representation.
4. Establish a long-term business plan to financially support international recruitment.

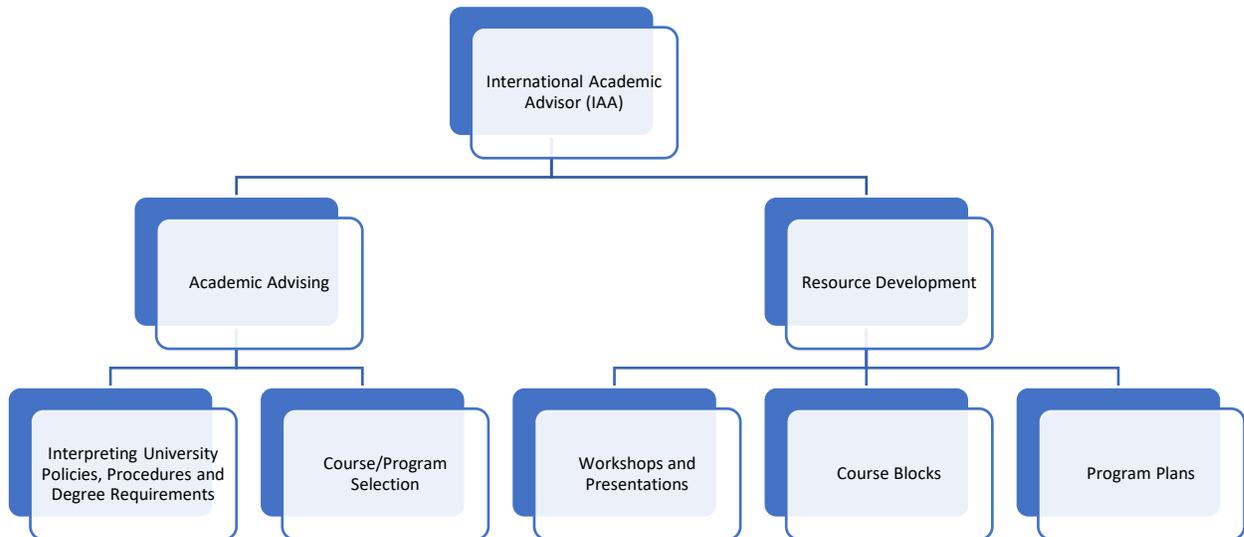
III International Student Supports

As a relatively new institution, Nipissing University has focused its internationalization efforts on student exchange and travel, and to a certain extent support for international travel for individual faculty. In 2003-2004, the university decided to expand its internationalization efforts and created a new position to support it. The "International Officer" position was housed in the offices of Student Services. The job of the Officer was to facilitate international travel for students and faculty, recruit international students, and to establish MOU's between Nipissing University and other "international" universities to facilitate student exchange. The position as such was eliminated in 2015/16, and has evolved into new positions to support internationalization more broadly.

Nipissing University has established two positions to support international students. In March 2021, Nipissing hired its inaugural Manager of International Student Support and Community Liaison, who works within the office of the AVP Students. This position is focused on connecting international students with our existing support programmes in-house, to facilitate the integration of international students in the North Bay community through connections with community supports (e.g. housing, employment etc.) and anti-racism work. And in September of 2020, an International Academic Advisor was hired to work with other Academic Advisors in the Office of the Registrar to support international

students and help with decisions regarding their academic programme. **The goal of these new positions is to ensure that international students have the same excellent student experience at Nipissing University as domestic students** (as reflected in rankings).

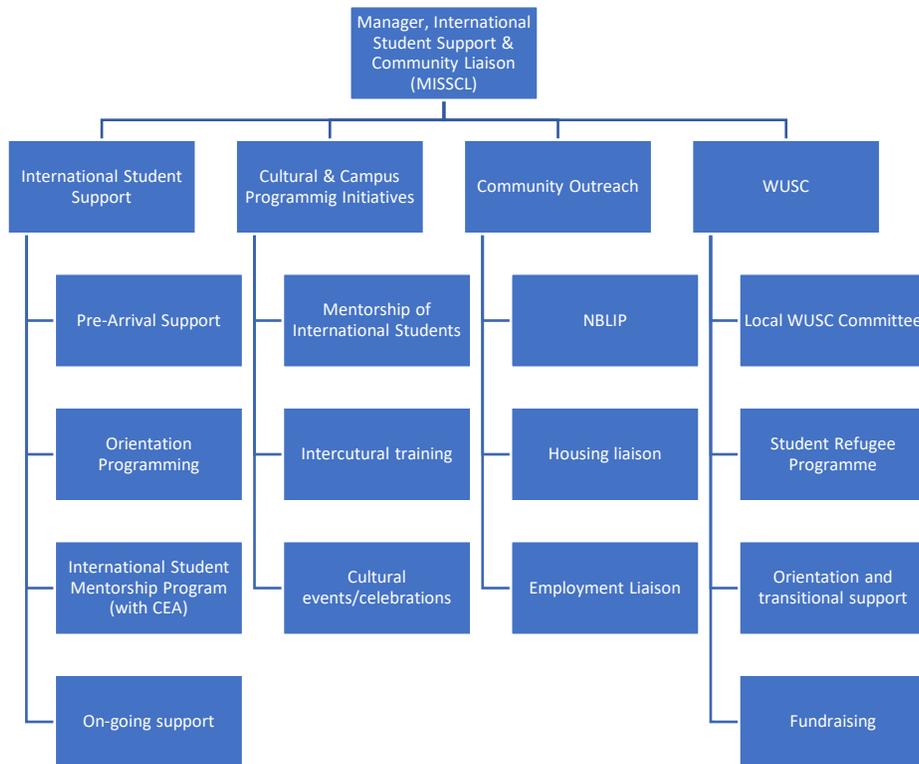
Figure 2. Areas of responsibility for the International Academic Advisor



The International Academic Advisor (IAA) connects with new and current international degree-seeking and exchange students at Nipissing University to ensure that they are familiar with their program structure, how to register for and attend courses, and how to successfully progress through their program to graduation, while considering students’ academic requirements, goals, interests, and prior education. The IAA provides support to domestic students who are hoping to internationalize their degree by participating in an international exchange programs, by helping them plan their course selections over the length of their degree to ensure that degree requirements are met. Finally, the IAA makes referrals to additional supports at the University to help students meet their academic requirements and goals, promote retention, and improve the overall student experience.

Resources that have been developed to aid in academic success for international students include electronic guides and course blocking on the registration system, program planning guides for easy navigation of program requirements. When courses resume on campus, we plan to offer regular presentations to international students in-person.

Figure 3. Areas of Responsibility for the Manager of International Student Support and Community Liaison



The Manager of International Student Support and Community Liaison (MISSCL) reports to the Assistant Vice-President, Students and has been in place only since March 1, 2021. The MISSCL is responsible for providing support, programming, and orientation to international students in order to enhance their academic, personal, and social experiences.

As a part of the Division of Student Development and Services (SDS), MISSCL serves as the first contact for international students seeking information on the services and programs available within the SDS. MISSCL works collaboratively with the SDS teams to plan, implement, and evaluate programming and resources that support the transition, retention, and success of international students at Nipissing University.

Pre-arrival Support

Upon acceptance, international students are assisted by MISSCL with guidance for their immigration documentation per the rules and regulations set by the Immigration, Refugees and Citizenship Canada (IRCC) in their preparation to travel to Canada and then North Bay. Ongoing support provides answers to questions on travel plans, airport pick-up upon arrival, enrollment in the University Health Insurance Plan (UHIP), and secure on and off-campus housing.

Due to the pandemic, the MISSCL works closely with Residence Life Services to accommodate the quarantine of incoming on and off-campus students in Founders House. Some students have been accommodated longer after quarantine as they wait to move into their permanent place of Residence. This has been possible because of the lower number of students currently living in our residence buildings as most of the students are studying from home.

With a potential return to campus in the Fall of 2021, there will be a need to secure a place for international students to quarantine upon their arrival/return to Canada if residence is full. The MISSCL is negotiating with local hotels for quarantine arrangements for the 2021/2022 academic year as part of the COVID-19 Readiness Plan that will need to be approved by the Public Health Agency of Canada (PHAC). The challenge of not knowing the direction that the government will take regarding international restrictions is impacting the finalization of agreements with hotels on a timeline for arrival and the number of international students for the Fall start.

Orientation, Transition & Retention

During pre-covid days, most of Nipissing's international students would arrive on campus in mid-August. The Lakers International Orientation (3 -5 days of programming) provides first-year international students with informative workshops and activities to prepare for course enrollment, Canadian classroom environment, resources for campus life, and North Bay. For example, workshops presented during orientation include "Academic Integrity", "Culture Shock", "Immigration and Visas", "Winter 101", and "Mental Health & Wellness". Orientation for international students should be regarded as ongoing throughout their first year to ensure a successful transition to North Bay and Nipissing. We are currently designing a comprehensive new international student orientation curriculum that will comprise of "Welcome" and transition programs that support all student needs.

The success of international students is not only based on their experiences on campus, but also in the larger North Bay community. So far, most currently enrolled international students live off-campus. MISSCL is building connections with the North Bay community in order for North Bay to be more welcoming to international students. MISSCL will work with the North Bay and District Multicultural Centre (NBDMC) and the Local Immigration Partnership (LIP) to educate and sensitize the North Bay community to better engage with international students and their families. In the past, Nipissing University and the NBDMC collaborated with community partners to organize events such as the International Food Festival that brought together North Bay residents, international students, and other immigrants to celebrate culture through food. MISSCL will work towards recreating these events to provide international students with an opportunity for cultural exchange with our domestic students and the North Bay community.

Targeted support for international students is aimed at preparing students to succeed during their time at Nipissing and after they graduate. The MISSCL works closely with the Student Learning and Transitions team to provide more career sessions targeted at international students to create more familiarity with the Canadian labour market. There is a growing number of international students who remain in North Bay or Canada after graduation. MISSCL will seek to build a relationship with North Bay employers through the North Bay and District Chamber of Commerce, Rural and Northern Immigration Pilot (RNIP) Program, and other employment agencies/programs to advocate and facilitate a smooth transition of international graduates into the Canadian labour force. The MISSCL will also work with the Alumni Office to better connect and engage with international student graduates.

EFL support

It remains a concern that international students in North Bay have limited access to English as a Foreign Language training. We are currently exploring the possibility of collaborating with Canadore College to deliver language/EFL support.

Goals for International Student Supports (short term)

1. Engage and provide students with tools to navigate COVID-19 as international students.
2. Design a comprehensive new international student orientation.
3. Create opportunities for international students to engage with the Nipissing and North Bay community.
 - Virtual/in-person international student café talks, international cooking class, potlucks...
 - International Development Week, International Education Week ...
4. Establish initiatives that will make Nipissing and North Bay a welcoming and inclusive community.

Goals for International Student Supports (long term)

1. Establish a strong reputation in international student supports.
2. Extend student support system in the North Bay community through initiatives such as a host programme.
3. Establish a long-term business plan to support international student support.

IV Internationalization of Curriculum

The internationalization of the curriculum incorporates international, intercultural, and/or global dimensions into the learning outcomes, content, teaching methods, and assessments of course offerings (Leask, B. (2015). *Internationalizing the curriculum*. London: Routledge). ***The goal of internationalizing curriculum is to help Nipissing students develop critical perspectives that enable them to understand and articulate their place in the world.***

Many courses at Nipissing University already have significantly “internationalized” curriculum. We offer travel courses, international placements, and programmes that have explicitly international themes (see Appendix A for examples). Many other courses include international/global perspectives through curriculum, and source materials such as literature and films. Some disciplines purposefully engage with including perspectives outside the “canon” of the discipline. It is suggested that more could be done to indicate to students which courses are internationally themed and how to access them.

Nipissing University does not have an articulated credential/badge on international/global learning. This could comprise of combinations of exchange and placement experiences, language studies, and studies of content with focus on the international/global.

Goals for Internationalization of Curriculum (short term)

1. Articulate and promote international/global learning for students.
2. Identify courses that engage with international/global perspectives through source materials and disseminate to students.

Goals for Internationalization of Curriculum (long term)

1. Develop international/global credential/badge for students to describe the learning they have done in the area.
2. Develop scholarships to support international/global learning.

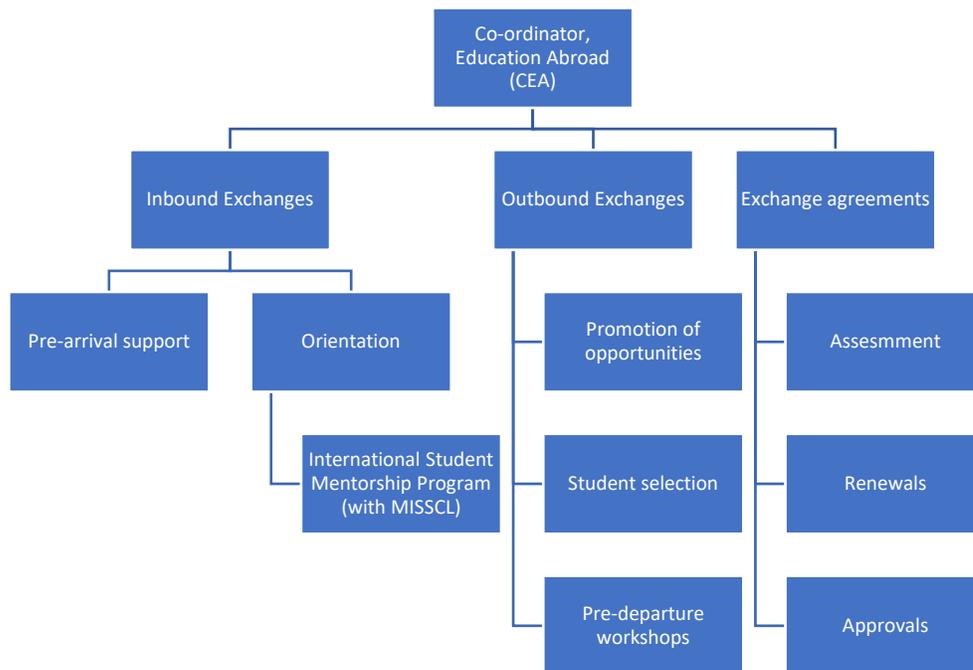
V International Mobility

Student Mobility (Inbound & Outbound)

International student mobility is the responsibility of the Co-ordinator, Education Abroad (CEA) who reports to the Manager, International Recruitment and Admissions.

Typically, pre-COVID, each academic year we would welcome anywhere from 30-50 inbound exchange students and send out anywhere from 15-25 outbound student. The biggest barrier to participation in exchanges is financial. Our **goal is to make international experiential learning affordable to all our students.**

Figure 4. Areas of Responsibility for the Co-ordinator, Education Abroad



Like all Canadian Post Secondary institutions, Nipissing University has a better record of receiving international students in mobility programmes than sending Canadian students out. This is a problem because exchange agreements are generally predicated on reciprocity. In the short term, Nipissing

University should concentrate on increasing outbound student numbers by focusing on partners who send us the most students. To increase inbound mobility, the immediate focus should be on on-line recruitment from partners who have traditionally sent fewer students than allowed by the agreement.

We are currently in the process of rebranding the Education Aboard program to better educate our students and international partners about the program and to address barriers for students to participate. In 2020 we were awarded \$22,500 from the Student Outbound Mobility Program through CBIE for this work. The rebranding involves surveying students to determine real or perceived barriers when considering participating in an exchange. This information will be used to inform the development of recruitment material/strategies to address assumptions students have. We are also increasing recruitment events to include presentations, hallway pop-up booths, and student-led class presentations. We have learned that students who engage with the programme in the first year are more likely to participate in an exchange. We need to get into more first year classes to talk about the program. We also need to provide marketing material to Residence Life as most of the students in residence are in their first year.

Goals for Student Mobility (short term)

1. Increase mobility to 50 outbound students and create more balance with international partners.
2. Increase mobility to 50 inbound students from diverse places of origin.
3. Develop strong recruitment materials for both inbound and outbound students, including a clear indication of the opportunities that exist for students in all our academic programs.
4. Increase capacity to recruit first year students for international mobility.

Goals for Student Mobility (long term)

1. Increase mobility to 75+ outbound/inbound students.
2. Develop funding/scholarship opportunities for students who desire to take advantage of international mobility opportunities.
3. Increase partnerships in Europe and South America, as these are areas that students express most interest in.
4. Collaborate with Deans' offices and/or faculty to create more and better articulated pathways for students based on programs, highlighting unique opportunities abroad that fit with their area of interest and ~~in~~ their discipline.
5. Establish a long term business plan to financially support international student mobility

In addition to these goals, we should see if there are opportunities for nursing students as their program currently leaves no room for an exchange, as nursing students commonly reach out wanting to participate. Ensure that all opportunities meet the professional designation requirements as well as liability and insurance coverage requirements for participation.

Faculty Mobility (Inbound & Outbound)

Faculty mobility is usually instigated by the individual faculty member and often related to their research and/or research partnerships. Occasionally opportunities arise for faculty mobility in the context of

programme development, such as has been the case with the Karelia University of Applied Sciences in Finland. **The goal of international faculty mobility is that this activity is facilitated and supported.**

As an institution, Nipissing University needs to gain a better understanding of existing international partnerships developed and maintained by faculty including research, visiting scholar programmes, post-doc relationships, and sabbaticals.

We also have the opportunity to take better advantage of networks such as UArctic, Erasmus. Nipissing University can facilitate information gathering and diffusion on such opportunities.

Goals for Faculty Mobility (short term)

1. Carry out a faculty survey of international experiences and aspirations.

Goals for Faculty Mobility (long term)

1. Establish an infrastructure to support faculty mobility.
2. Establish a long-term business plan to support international faculty mobility

VI Internationalization of Research, Scholarship, and Creative Activity

History of Internationalization of Research and where we are today

Currently, a number of faculty at Nipissing University are involved in international partnerships, projects and research, and graduate and postgraduate supervision. With the exception of the Mathematics Department, most of these international activities are undertaken by individual faculty (see examples in Appendix B).

The current Strategic Research Plan (SRP) (2020-2025) does not identify the internationalization of research as a goal. Underlying the SRP is the recognition that Nipissing University is situated on the traditional territory of the Anishinabek peoples of Nipissing First Nation and within the lands protected by the Robinson Huron Treaty of 1850. As such, Nipissing University is committed to encouraging quality research relevant to Indigenous methodologies, ontologies, and experiences, as well as in relation to national and international research.

The primary objectives of the Nipissing University SRP are:

1. To **identify, influence, support, grow, and oversee** Nipissing University's leadership role in research areas relevant to the regional community, especially regarding our Indigenous and regional partners, and that have a national, international, and global impact.
2. To **invest in research infrastructures** central to the development and promotion of ground-breaking, quality research and research methodologies.
3. To **develop research infrastructures** that support and promote interdisciplinary collaboration and research.
4. To **create research infrastructure** designed to include students in research programs and to enhance research training of all students.

The definition of "international research" at Nipissing University should take into consideration Article 26 of the CA. Examples of definitions of internationalization are profiled at:

https://warwick.ac.uk/fac/cross_fac/globalpeople2/he_institutions/profiling/ Definitions of internationalization include rationales/purposes such as enhancing the quality of education and making meaningful contributions to society.

Most of the international research, networking, and partnerships have been undertaken by individuals, as an institution we don't have a good overview of the totality of this effort. **The goal of internationalizing research is to better understand and document Nipissing's current international research context and to create an infrastructure for supporting existing and new international research initiatives (widely defined).**

Goals of Internationalization of Research, Scholarship, and Creative Activity (short term)

1. Define international research and its guiding principles.
Create a *working* definition of "international research" at Nipissing. A definition might include a set of indicators that encompass the variety of disciplines under active research at the institution. It should also reflect the multiple modes of research and types of outputs that characterize international research.
2. Implement an institutional survey to gather pertinent data. The survey should determine the following information:
 - **Determine** faculty international research interests and needs.
 - **Determine** principal investigator/collaboration on international research grants.
 - **Determine** individual international research outputs (books, edited collections, journals, art, curations, and any other type of creative or scholarly output as enumerated in our Collective Agreement.
 - **List** collaborations with international colleagues.
 - **List** collaborations with international programs.
 - **Enumerate** collaborations with international institutions/think tanks/non-university affiliations.
3. Establish a searchable database of international research at Nipissing.
4. Routine monitoring of internationalization activities. The **Research Office** should regularly review best practices in international research mobilization and assess Nipissing's progress in mobilizing international research activities. Research Office should also keep an updated-annually inventory of international research initiatives.
5. Add an additional category for international efforts, research, and otherwise to annual reports. "International research" as a category would need to be bargained. Currently it is up to individual faculty members to determine what research activities they do and do not highlight in their annual report.
6. **Deploy and direct** the Assistant Dean of Research to report on international funding applications and opportunities.

Goals of Internationalization of Research, Scholarship, and Creative Activity (long term)

1. Create a clear policy and establish clear goals for internationalization of research. This might include standards for international research collaboration. Such standards should be modelled after well- established norms that consider a wide spectrum of values, best practices, and laws.
2. Catalogue, analyze, and publicize/make available Nipissing’s international activities. Knowing the extent of our international collaborations will facilitate knowing our strengths and weaknesses and help us to identify opportunities for growth. Taking inventory and making that inventory available to the NU community and beyond will demonstrate that the university is an important player in the international landscape and is committed to making an international/global impact.
3. Provide financial support for international research and scholarship (long term goal). If Nipissing is committed to the internationalization of research, it should commit to making seed money available to faculty to encourage collaborations that are strategically important to Nipissing’s intentions to promote international research. The seed money might best be spent on raising Nipissing’s national and international profile by hosting workshops and conferences in the summer months when facilities are relatively unused.
4. Create university structures that foster internationalization of research. Nipissing should create the infrastructure to support faculty initiatives for international research and study, this might include the following initiatives in the Research Office:
 - a. **House** all international Research initiatives in the Research Office
 - b. **Offer** seminars and workshops as well as one-on-one mentorship for faculty members interested in pursuing and maintaining international research collaborations
 - c. **Develop** public spaces that celebrate international research and/or house international conferences/workshops. When planning physical environments, develop spaces and opportunities so students and researchers can exchange ideas outside the classroom. Such spaces would make a clear statement on the importance of celebrating innovative thinking, open culture, and global exchange of knowledge.
5. Establish a long-term business plan to support international research and scholarship. Allocate a percentage of the university gross budget to support international partnerships and research, actively pursue funding from government and non-governmental agency, and private donors. Tap into the potential for international research and cooperation in partnership with Nipissing alumni.
6. Recognize and celebrate international research efforts Give tangible evidence to faculty that international engagement is a valued activity. Incorporate criteria that recognize international activities in the evaluation of research, teaching, and service in tenure and promotion. Create an award for international research and engagement.
7. Integrate internationalization of research to the institutional identity. Raise the profile of international research and demonstrate that it is an essential endeavour at the University. Communicate the university’s vision of internationalization, both internally and externally. Develop academic units (including research centres such as the Centre for War Atrocities and genocide) with a global/international focus and brand internationalization as part of the Nipissing identity. A long-term goal might be to a “Nipissing University” in the Philippines or India or other strategic or research partnerships and grants with other institutions. Regionally, partnering with

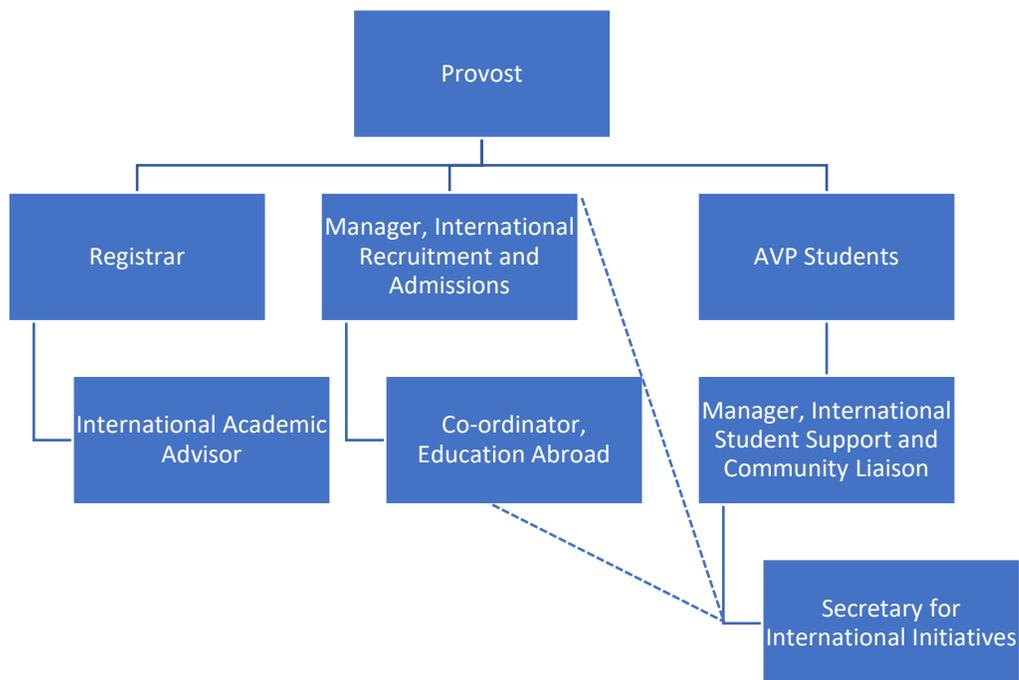
the North Bay Library or Chamber of Commerce to create research partnerships with departments/programs/people.

8. Preserve and transmit institutional memory pertaining to international research. Future strategies and action should take into consideration the historic evolution of various structures, strategies, and lines of action (or inaction), as they pertain to research internationalization. Document processes and decisions. Institutional memory is critical to organizational effectiveness and all efforts should be made to not only preserve it but also to make it available to all stakeholders involved in the process of research internationalization.

VII Operational

Organization

While “Nipissing International” will remain decentralized, the leadership of international initiatives will reside with the Provost. The Secretary for international initiatives will provide support to the Manager of International Student Support and Community Liaison, Manager of International Recruitment and Admissions, and, when required, International Student Advising.



Funding

It is expected that internationalization plan will contribute substantially to Nipissing University’s sustainability plan. The following is proposed as a framework to guide maximum impact of generated revenue. It should be noted that international alumni work will be funded through the “Recruitment, Marketing & Partnerships” portfolio, and WUSC support is included in the International Student Support. The initial investment to restart international activities was \$1000K from restricted funds. Repayment of these funds is expected from the revenue described below.

Recruitment goal achieved	Expected revenue	Recruitment, Marketing & Partnerships	Intl. Student Support	Student Mobility	Faculty Mobility & Intl. research	Int. of curriculum	Operational Budget
100	\$2 mill	40% \$800K	10% \$200K				50% \$1000K
200	\$4 mill	30% \$900K	5% \$150K	5% \$150K	5% \$150K	5% \$150K	50% \$1000K
300	\$6 mill	15% \$900K	5% \$300K	5% \$300K	3% \$180K	2% \$120	70% \$4200K
400	\$8 mill	15% \$1200K	5% \$400K	5% \$400K	3% \$240	2% \$160K	70% \$5600K
500	\$10 mill	15% \$1500K	5% \$500K	5% \$500K	4% \$400K	1% \$100K	70% \$7000K

Appendix A Mapping of existing international opportunities

Programs:

- Degrees
 - Bachelor of Business Administration (International Business Concentration)
- Post-Baccalaureate Certificates (open to International Students only)
 - Human Resource Management
 - General Management
- Post-Baccalaureate Diplomas (open to International Students only)
 - Business Administration
 - Finance
 - Human Resource Management
 - International Business
 - Marketing
- Minors
 - French
 - International Business
 - Spanish

Certificates:

- Certificate of Bilingualism
- Certificate in Peace and Violence Prevention Studies
- iLEAD Business Experience Certificate
- Certificate in the Study of War, Atrocity, and Genocide (WAG)

International Placements and Experiential Learning:

- Aboriginal Leadership
 - [LEAD 3147](#) International or First Nations Placement
- Administrative Studies
 - [ADMN 3146](#) International Study Exchange Project (iLEAD) (Jamaica, Germany, Armenia)
 - [ADMN 3336](#) Special Project (iLEAD)
 - [ADMN 4165](#) Intercultural Academic Internship (iLEAD)
- Biology
 - [BIOL 4506](#) Special Topics in Applied Ecology (Galapagos)
- Classical Studies
 - [CLAS 3415](#) Fieldwork in Classical Archaeology (Balkans)
- Fine Arts
 - [FAVA 2507](#) Art Abroad
- History
 - [HIST 3005](#) History Travel Course (War Path Study Tour)
 - [HIST 3806](#) Experiential Learning Course I
 - HIST 3807 Experiential Learning Course II
- Physical and Health Education
 - [PHED 4606](#) International Experience (for students already on exchange)

Courses with explicitly International Themes and Content:

- Aboriginal Leadership

- [LEAD 3127](#) Comparative Indigenous Leadership in a Globalized World
- Administrative Studies
 - [ADMN 2706](#) Introduction to Intercultural Management
 - [ADMN 4206](#) International Management
- Economics
 - [ECON 3127](#) International Financial Management
 - [ECON 3226](#) International Economics
- Film
 - [FILM 2006](#) World Cinema
 - [FILM 2215](#) Spanish/Latin American Film
- French
 - [FREN 2107](#) Histoire générale des littératures et des cultures d'expression française
 - [FREN 2206](#) La littérature canadienne-française
 - [FREN 2207](#) La littérature française pour la jeunesse
 - [FREN 2707](#) Culture française
 - [FREN 3307](#) Communication d'affaires
- Gender Equality and Social Justice
 - [GEND 2187](#) International Human Rights
 - [GEND 3026](#) Women and World Religions
 - [GEND 3036](#) Global Social Movements
 - [GEND 3217](#) Gender, Globalization and Human Rights
 - [GEND 3207](#) The United Nations and the Responsibility to Protect
- Geography
 - [GEOG 2136](#) Cultural Geography
 - [GEOG 3076](#) Regional Geography of Africa
 - [GEOG 3136](#) Global Economic Geographies
 - [GEOG 3237](#) Global Environmental History
 - [GEOG 3306](#) Population Geography
 - [GEOG 3356](#) Introduction to International Development
 - [GEOG 3606](#) A Geography of Europe
 - [GEOG 3706](#) A Geography of Russia and the Eurasian Republics
 - [GEOG 3707](#) A Geography of Eastern Europe
 - [GEOG 4317](#) Issues in Global Economics Geographies
- History
 - [HIST 2626](#) Restraining the Hounds of War: Just Wars, International Law, and Human Rights in Modern International History
- Marketing
 - [MKTG 3417](#) International Marketing
- Political Science
 - [POLI 1007](#) Globalization and Global Citizenship
 - [POLI 2306](#) The Origins of International Relations
 - [POLI 2316](#) Negotiating International Agreements
 - [POLI 2707](#) Canada and the World
 - [POLI 3256](#) Multiculturalism in Canada and the World
- Religions and Cultures
 - [RLCT 2046](#) Global Spiritualities: Religious Traditions in the Contemporary World
 - [RLCT 2146](#) World Religions: Eastern Traditions

- [RLCT 2147](#) World Religions: Western Traditions
- Social Welfare and Social Development
 - [SWLF 3296](#) Globalization and Social Inequalities
 - [SWLF 3426](#) Race, Ethnicity, and Social Welfare
- Social Work
 - [SWRK 4456](#) International Social Work
- Sociology
 - [SOC1 3057](#) Demography: Introduction to Population Studies
 - [SOC1 3256](#) Globalization and Development
- Spanish
 - [ESPA 2215](#) Spanish/Latin American Film
 - [ESPA 2306](#) Evolution and Revolution
 - [ESPA 2705](#) Introduction to Hispanic Culture & Civilization
 - [ESPA 2706](#) Cultures of Spain
 - [ESPA 2707](#) Latin American Culture
 - [ESPA 3006](#) Hispanic Literary Studies I
 - [ESPA 3007](#) Hispanic Literary Studies II

Language Courses:

- Classical Studies
 - [CLAS 1106](#) Introductory Latin I
 - [CLAS 1107](#) Introductory Latin II
 - [CLAS 2116](#) Intermediate Latin I: Advanced Latin Grammar
 - [CLAS 2117](#) Intermediate Latin II: Introduction to Latin Literature
 - [CLAS 3136](#) Advanced Latin Studies
- English
 - [ENGL 1551](#) Language & Written Communication: English 2nd Language I
 - [ENGL 1552](#) Language & Written Communication: English 2nd Language II
- French
 - [FREN 1106](#) Introductory French I
 - [FREN 1107](#) Introductory French II
 - [FREN 2006](#) Français intermédiaire
 - [FREN 2007](#) Français intermédiaire II
 - [FREN 3006](#) Français avancé I
 - [FREN 3007](#) Français avancé II
 - [FREN 3016](#) La traduction vers le français : une introduction
 - [FREN 3106](#) Grammaire appliquée du français oral et écrit I
 - [FREN 3107](#) Grammaire appliquée du français oral et écrit II
 - [FREN 3207](#) Composition française
 - [FREN 3407](#) Expression orale et l'art dramatique français
- Spanish
 - [ESPA 1005](#) Introductory Spanish
 - [ESPA 2005](#) Intermediate Spanish
 - [ESPA 3016](#) Advanced Spanish Language

Appendix B Summary of known departmental and individual international partnerships, projects and research, and supervisions

- The **Mathematics Department** hosts an annual Topology workshop, which welcomes scholars from countries around the world. In 2013, 27 countries were represented at the workshop. The proceedings of this workshop are published jointly with **Auburn University in Alabama**.
- Individual **Mathematicians** have research collaborations with scholars in the **United States, Japan Mexico, Russia, Slovenia, Czech Republic, and Poland**.
- Logan Hahn (**Mathematics**) is supervising a PhD student in **Mexico**.
- John Kovacs (**Geography**), has a research partnership with a university in **Australia**
- Odwa Atari (**Geography**) has a Carnegie African Diaspora fellowship that supports a research partnership with a colleague at Makerere University, **Uganda**
- Mary Pat Sullivan (**Social Work**), is supervising a post-doctoral student from the **United Kingdom** and she has a research partnership with a colleague in **the UK**
- Steve Connor (**History**) has an experiential learning, research, and teaching partnership with Robert Catsberg of the Welberg Memorial Association, Netherlands. Connor is also co-authoring a book on popular culture and the Vietnam War with Harriet Earle, from Sheffield Hallam University, UK.
- Nathan Kozuskanich (**History**), assistant editor of the John Dickinson Writings Project, University of Kentucky, supported by the **National Endowment of the Humanities (US), US National Archives, and the State of Delaware**
- Hilary Earl (**History**) has a research partnership with Zev Weiss, founder of the Holocaust Educational Foundation, **Northwestern University, Evanston, Illinois**
- John Allison (**Education**) taught Bachelor and Master courses in the Faculty of Educational Sciences at the Universität Bielefeld, Bielefeld, **Germany** as a visiting professor in Spring 2019 and has an ongoing research partnership with faculty there.

Appendix C Partnership Models

PARTNERSHIP MODELS (TRANSNATIONAL EDUCATION PROGRAMS):

- 1- **ACREDITATION PROGRAMS:** Study a NU program at a partner institution: All these programs are based on an accreditation model where NU works with partner institutions to deliver NU programs in the partner's home country.
- 2- **ARTICULATION PROGRAMS:** Transfer credits towards a degree at NU. Articulation agreements allow students from partner-institutions to seamlessly transfer the credits earned at their home institutions for further studies at NU.
- 3- **PATHWAYS PROGRAMS:** NU partners with high schools, English language schools, and colleges, both inside Canada and overseas. These linkages create new pathways for qualified students to complete their preparatory studies and then transfer smoothly to further studies at NU.
- 4- **EXCHANGE/VISITING STUDENTS:** Visiting Students are students who are currently enrolled in a program of study at another university, and who want to apply for admission to complete NU courses for transfer credits back to their home institutions. In addition, to meet relevant NU course and program requirements, they must meet NU ELP requirements. All courses are counted towards university credits at their home institution, based on the agreement between NU and the partner institution

VPFA's Report to the Board of Governors – September 16, 2021

Cheryl Sutton, Vice-President, Finance & Administration

- NUSU Student Centre Grand Opening ceremony will be taking place via livestream next Friday, September 17 at 3:30 - <http://live.nipissingu.ca/NULive.html>. If you can, please join us for this momentous event.
- September 30 is the National Day for Truth and Reconciliation and Dr. Wamsley has declared that Nipissing University will recognize this day as a holiday. There will be a webpage created to house information on all of the activities (including a candlelight vigil on the evening of September 29), resources, supports and educational opportunities available to the Nipissing community to commemorate the day. Nipissing University community members are encouraged to honour the National Day for Truth and Reconciliation through personal reflection, education and awareness, and participation in events such as Orange Shirt Day, a day to honour Indigenous children who were sent away to residential school in Canada.
- Nipissing University is pleased to announce a partnership with the Canadian Centre for Diversity & Inclusion (CCDI). The CCDI is designed to help employers, diversity and inclusion/human rights/equity, and human resources practitioners effectively address the full picture of diversity, equity and inclusion within the workplace. By providing live and interactive webinars, community of practice events, and an extensive searchable Knowledge Repository, CCDI provides a place to go to meet, discuss, learn about and engage with issues around Equity, Diversity and Inclusion.
- Throughout the pandemic, Nipissing University has remained committed to providing all members of its community with a healthy and safe working, learning and living environment and to fulfilling its responsibility to reduce the spread of COVID-19 in the surrounding community. In accordance with the OCMOH Instructions and guidance and recommendations of public health officials, and following consultation with stakeholder groups, Nipissing University has developed a COVID-19 Vaccination Policy that will take effect on September 7, 2021, which will require faculty, staff, students, contractors, volunteers and visitors who attend campus to provide proof of full vaccination against COVID-19. Individuals must have received their first dose of a COVID-19 vaccine no later than **September 7, 2021**, and their second dose of a COVID-19 vaccine no later than **October 18, 2021**, and must provide proof of vaccination satisfactory to Nipissing University. After October 29, 2021, all individuals will be required to provide proof that they are fully vaccinated by providing vaccination receipts from the jurisdiction(s) where the vaccines were administered, demonstrating that they have received their vaccine(s) and the dates on which those vaccinations were administered. Nipissing University will consider, on an individual case-by-case basis, requests for exemption from the vaccination requirement set out above based on medical or other grounds protected under the Ontario Human Rights Code.

- Save the Date for Homecoming which will take place virtually November 8-12, 2021.
- As of August 23, all employees accessing core Nipissing University online services are now required to use MFA (multi-factor authentication) when logging in. MFA has become a standard baseline security measure in higher-ed and has recently been made a requirement for acquiring cybersecurity insurance coverage. According to Microsoft, MFA can block over 99.9 percent of account compromise attacks. This is a massive step forward in protecting our university data.
- Nipissing University has 20 newly updated hybrid classrooms. These classrooms will be equipped with auto-tracking instructor cameras, body worn microphones, a recording/streaming unit, and a Zoom account. This will enable 3 modes of delivery: in-class, live synchronous, and asynchronous. Cameras will track and follow instructors through image recognition and motion detection. The recording/streaming device has picture in picture allowing the recording and Zoom session to show both the instructor and any PowerPoint etc., on the same screen adding a more immersive and dynamic element to the presentation. Body worn microphones provide excellent sound quality for Zoom, in the room itself (if necessary) and for the recording. The recording streaming device is also capable of streaming the session into another room for overflow purposes.

NIPISSING UNIVERSITY

Policy Category:	Financial
Policy Number:	2.2.2012.B
Policy Name:	Approval Authority Policy
Responsible Department:	Vice-President, Finance and Administration
Original Approval Date:	April 12, 2012
Approval Authority:	Board of Governors
Last Updated:	October 2017 September 2021
Next Review Date:	October 2022 2026

A. Purpose

The purpose of this policy is to establish approval authorization limits for the procurement of goods and services to ensure that expenditures incurred by the University are approved by officials who have the responsibility, authority and accountability for such expenditures. It is also to formally comply with the [Broader Public Sector \(BPS\) Procurement Directive](#) issued by the Management Board of Cabinet, July 1, 2011, which requires that the University establish an approval authority schedule for procurement of goods and services and have it approved by the Board of Governors.

B. Scope

This policy applies to all purchase requests for the procurement of goods and/or services, reimbursement of travel expenses and budget transfers.

C. General

1. Approval authorization limits specified in this policy are intended to pertain to each purchase request, and budget transfer. Individuals must not reduce the overall value of the procurement (i.e. dividing a single procurement into multiple procurements) in order to circumvent the approval requirements of this policy.

Approval Authority Policy

2. All contracts, documents or instruments in writing are to be signed by two Signing Officers of the University in accordance with the [University's Signing Authority Policy](#). Signing Officers have been granted the authority to bind the University contractually.
3. Approval authority is **distinct** from signing authority. Approval authority is the ability to make decisions with regard to spending. Signing authority is the ability to sign contracts, documents or other instruments in writing on behalf of the University thereby making commitments to other parties.
4. The University's annual operating budget and allocation of the total budget to individual operating departments is approved by the Board of Governors. Budgets for external research contracts and other external funding agreements are approved by the appropriate funding agency and administered by the University.
5. Individuals that have been granted approval authority under this Policy are required to ensure that sufficient funds are available in their respective budgets prior to authorizing any expenditures.
6. Where other University policies have been issued relative to specific financial authorizations, then that policy shall prevail.
7. The Vice-President, Finance and Administration, may make non-material changes to these authorizations to reflect:
 - a) changes to the titles of positions included in these Authorizations
 - b) the deletion of positions included in these Authorizations; and
 - c) the addition of positions directly comparable to those included in these Authorizations.

Such revisions shall be in the form of a memorandum by the Vice-President, Finance and Administration. Each revision will take effect upon being filed with the University Secretary.

D. The Policy

1. Academic Chairs, School Directors, Managers and other supervisory staff that have been assigned budget authority by their appropriate Director, Dean or Vice-President may authorize expenditures within their approved budgets and budget transfers up to \$2,500 for non-salary items (i.e. supplies, equipment and services).
2. Academic Directors, Associate Deans and Assistant Deans may authorize expenditures within their approved budgets and budget transfers for up to \$10,000 for: (a) non-salary items (i.e. supplies, equipment and services); and (b) part-time and over-time salaries and benefits subject to Human Resource policies and procedures.
3. Administrative Directors, Deans and Registrar may authorize expenditures within their approved budgets up to \$25,000 for: (a) non-salary items (i.e. supplies, equipment and services) and (b) part-time and over-time salaries and benefits subject to Human Resource policies and procedures. These individuals may also authorize expenditures for their respective departments for any installment or payment on contracts or agreements which have received the prior

Approval Authority Policy

approval of the appropriate Signing Officers (i.e. utilities, maintenance agreements, construction progress payments, mortgages, etc.) through a previous procurement request.

4. Assistant Vice-Presidents and Executive Directors may authorize expenditures within their approved budgets and budget transfers up to \$50,000 for: (a) non-salary items (i.e. supplies, equipment and services) and (b) part-time and over-time salaries and benefits subject to Human Resource policies and procedures. These individuals may also authorize expenditures for their respective departments for any installment or payment on contracts or agreements which have received the prior approval of the appropriate Signing Officers (i.e. utilities, maintenance agreements, construction progress payments, mortgages, etc.) through a previous procurement request.
5. Vice-Presidents may authorize expenditures within the University's budget and budget transfers up to \$100,000 for all items noted above.
6. Expenditures in excess of \$100,000 up to \$500,000 and within the University's budget require the approval of two Signing Officers (refer to Financial Policy 2.1 Signing Approval Authority), one of whom must be the appropriate Vice-President, the President or the Chair of the Board.
7. Expenditures in excess of \$500,000 but within the University's budget will require the approval of the President and the Vice-President, Finance and Administration.
8. Expenditures on research grants and contracted research must be authorized by both the grantee designated by the funding body (SSHRC, NSERC, CFI, etc.) as the Principal Investigator up to the amount awarded in the grant/contract and a representative from the Research Services Office as appointed by the Vice-President, Academic and Research. The Principal Investigator may authorize expenditures within their authorized budgets up to \$5,000. Any expenditure in excess of \$5,000 must be signed by the appropriate Dean prior to being submitted to the Research Office for approval.
9. Expenditures on other externally funded contracts not covered elsewhere in this policy must be authorized by the grantee designated by the funding body as the Principal Investigator up to the amount awarded in the grant/contract as well as the appropriate Dean, Administrative Director or Vice-President.
10. In **exceptional** situations where a competitive procurement method is not used to procure consulting services, the expenditure must be authorized by the President for consulting services up to \$1,000,000. The Board of Governors must approve all non-competitive consulting services in excess of \$1,000,000.
11. Capital construction projects must be approved in advance by a resolution of the Board of Governors. Expenditures related to capital construction projects that have received approval of by the Board of Governors must be approved by the Director of Facilities and one of the Vice-President, Finance and Administration, and/or the Vice-President, Academic and Research.
12. Expenditures from expendable trust funds will be made in accordance with the purpose specified by the donor. The official(s) authorized to approve payments will be designated by the President or the appropriate Vice-President.

Approval Authority Policy

13. Expenditures incurred by the President must be approved by the Board Chair.
14. Expenditures incurred by members of the Board of Governors for Board business must be approved by the Board Chair and Vice-President, Finance and Administration.
15. Expenditures incurred by the Board Chair must be approved by the President and the Vice-President, Finance and Administration.
16. Payroll remittances must be approved by an individual designated by either the Vice-President, Finance and Administration, the Director, Human Resources, or the Director of Finance.
17. All cheque requisitions for student refunds, loan payments and other expenditures not specifically addressed by this policy must be approved by an individual designated at the discretion of the Vice-President, Finance and Administration, or the Director of Finance.
18. Individuals granted approval authority by this policy may assign this responsibility to another individual in an acting role during periods of absence from the University. A [Delegation of Authority](#) form must be submitted to the Vice-President, Finance and Administration. An individual assigned interim authority will have the same approval authorization limits as the authorizing individual. Final responsibility for expenditures authorized during the interim period will rest with the designating individual.
19. Inquiries regarding the interpretation, practices and procedures to be followed in administering matters relating to this policy should be directed to the Vice-President, Finance and Administration or the Director of Finance.
20. The authorization limits established by this Policy have been summarized in Appendix A to the Policy.

**Nipissing University
Approval Authority Matrix
Procurement of Goods, Non-Consulting Services, Construction and Renovations**

	Up to	\$2,500	\$5,000	\$10,000	\$25,000	\$50,000	\$100,000	\$500,000	>\$500,000
Academic Chairs, School Directors, Managers, other Supervisory Staff	■		■		■		■		■
Principal Investigator & Research Services Office	■			■		■		■	
Academic Directors, Associate Deans and Assistant Deans	■				■		■		■
Administrative Directors, Deans and Registrar	■					■		■	
Assistant Vice-Presidents and Executive Directors	■						■		■
Vice-Presidents	■							■	
Two of Individuals with Signing Authority, one of whom must be the appropriate Vice-President, the President or the Chair of the Board	■								■
President and Vice-President, Finance & Administration	■								

**Nipissing University
Approval Authority Schedule
Procurement of Consulting Services**

Procurement Method	Procurement Value	Approval Authority
Invitational Competitive	\$0.00 up to \$100,000	Same approval authority limits as for the procurement of goods, non-consulting services, construction and renovations
Open Competitive	Any value	Same approval authority limits as for the procurement of goods, non-consulting services, construction and renovations
Non-Competitive	\$0.00 up to \$1,000,000	President
Non-Competitive	>\$1,000,000	Board of Governors



June 23, 2021

Ms. Marianne Berube
c/o Board of Governors
Nipissing University
100 College Drive
North Bay, ON P1B 8L7

To the Nipissing University Board of Governors;

The Research Ethics Board performs a very valuable task for the research community and for the University. According to the Terms of Reference for the Research Ethics Board (NUREB), approved by the Board of Governors September 2020, members, and the Chair, of the NUREB are appointed by the Board on the recommendation of the Provost and Vice-President, Academic and Research.

The Terms of Reference states the following:

The Nipissing University Board of Governors appoints NUREB members, including the Chair, through a fair and impartial process. Recommendations are provided by the NUREB to the PVPAR for appointment by the Board of Governors, taking into account the needed qualifications and expertise. NUREB members shall serve for a three-year term that may be renewed once. When appointing members, the NUREB shall establish their terms to allow for continuity of the research ethics review process.

In accordance to the above, I would like to bring forward, for the Board's consideration, the following recommended individual including the terms, for membership on the Research Ethics Board:

Dr. Charles Anyinam, Assistant Professor, Faculty of Education and Professional Studies. The REB recommends Dr. Anyinam to serve as faculty representative.

- 3-year term – July 2021 – June 2024, renewable once

Dr. Rosemary Nagy, Professor, Gender Equality and Social Justice, Arts and Science. The REB recommends Dr. Nagy to serve as faculty representative.

- 3-year term – July 2021 – June 2024, renewable once

Dr. Mike Parr, Associate Professor, Schulich School of Education, Faculty of Education and Professional Studies. The REB recommends Dr. Parr to serve as faculty representative.

- 3-year term – July 2021 – June 2024, renewable once

Jessica Stickle, Financial Officer, Ministry of Children, Community and Social Services. The REB recommends Ms. Stickle to serve as a community representative.

- 3-year term – July 2021 – June 2024

The NUREB would also like to inform of the following renewals:

- Dr. Kristina Karvinen for a 3-year term July 1, 2021 – June 30, 2024
 - Original term (3-year) June 19, 2018 to June 31, 2021
- Dr. Geoff Hartley for a 3-year term July 1, 2021 – June 30, 2024
 - Original term (2 year) – May 24, 2018 to June 31, 2021
- Dr. Steven Hansen as NUREB Chair for a 3-year term July 1, 2021 – June 30, 2024
 - Original term (2-year) – May 24, 2018 to June 31, 2021

We thank you in advance for your consideration and look forward to a favourable response.

Sincerely,



Arja Vainio-Mattila, Ph.D.,
Provost and Vice-President,
Academic and Research

cc: Jim McAuliffe, Ph.D., Dean, Graduate Studies and Research
Steve Hansen, Ph.D., NUREB Chair
Research Coordinator