

NIPISSING UNIVERSITY
BOARD OF GOVERNORS MEETING

OPEN SESSION

June 9, 2022

The Open Session of the regular Board of Governors meeting was held on Thursday, June 9, 2022, at 4:00 p.m. via Zoom Remote Conferencing.

Members Present: Marianne Berube, Board Chair
Veronica Afonso
Johanne Brousseau
Patti Carr
Fran Couchie
John D'Agostino
Hilary Earl
Stacie Fiddler
Cindy Karugia
Stuart Kidd
Gillian McCann
Riley McEntee
Bobby Ray
Joe Sinicrope
Judy Smith
Dave Smits
Lisa Snider
Montana Taylor
Stephen Tedesco
Roxana Vernescu
Kevin Wamsley
Kathy Wilcox

Regrets: Paul Cook
Judy Koziol
Riley McEntee
Maurice Switzer
Rick Vanderlee

Invited Guests: Cheryl Sutton
Christine Dowdall
Maggie Horsfield
Casey Phillips

Official Observers: Preston English (NUSU)
Harikesh Panchal (NUSU)

of Zoom Webinar Observers/Attendees: 9

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

1. Call to Order/Land Acknowledgment

The meeting was called to order at 4:02 p.m. The Board Chair offered a traditional land acknowledgement.

2. Declaration of Conflict of Interest

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

3. Use of Recording and/or Broadcasting Devices

The Board Chair reminded everyone that only pre-approved methods of recording and/or broadcasting devices may be used during the meeting. Disseminating any information during the meeting is prohibited.

Board members were reminded that the meeting was being conducted using the Zoom Webinar platform. By clicking on the “attendee” list in the upper right-hand corner of the screen, Board members were able to view the names of those individuals who were observing the proceedings.

4. Consent Agenda

The following items were included on the consent agenda:

- i. For Adoption
 - a) Minutes of the May 12, 2022, 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 30, 2022 (Open Session);
 - 2. Audit & Finance Committee – Minutes from May 30, 2022;
 - 3. Plant & Property – Minutes from May 30, 2022;
 - b) Annual Reports from Committee Chairs
 - c) Reports from Other Committees/Bodies
 - 1. Nipissing University Alumni Advisory Board (NUAAB)

Resolution 2022-06-01: ***That the items included “for adoption” on the June 9, 2022, consent agenda for the Open Session of the Board of Governors meeting be approved as circulated, while the items included on the consent agenda “for information only” be received.***

*Moved by Johanne Brousseau; seconded by Dave Smits.
Carried.*

5. Adoption of the Regular Agenda

Resolution 2022-06-02: ***That the Board of Governors adopt the June 9, 2022, Open Session regular agenda as circulated.***

*Moved by Dave Smits; seconded by Kathy Wilcox.
Carried.*

6. Chair's Remarks

The Board Chair thanked members for their time and commitment over the past year. She acknowledged and thanked Dr. Rick Vanderlee, outgoing faculty representative on the Board, for his engagement over the past three years, and congratulated Christine Dowdall, University Secretary, on her upcoming retirement.

The Chair announced that the following individuals will serve as Committee Chairs for the 2022-23 academic year and, therefore, will comprise the membership of the Executive Committee:

- Executive Committee: Marianne Berube, Board Chair
- Audit & Finance Committee: Dave Smits, Board Vice-Chair
- University Governance Committee: John D'Agostino, Board Vice-Chair Pro Tem
- Community Relations Committee: Fran Couchie
- Fundraising Committee: Kathy Wilcox
- Plant & Property Committee: Stuart Kidd

Over the coming weeks, Board members will be invited by email to express their individual interests for committee service beginning in the fall.

The Chair highlighted some upcoming events including the President's installation on June 14 and the Council of Ontario Universities virtual workshop taking place on June 16 for all members of Ontario's university governing boards. She encouraged Board members to attend both these events if possible.

7. Chancellor's Remarks

No remarks.

8. President's Remarks

The President spoke to the extensive work being completed on the audit of financial management and governance of Nipissing University being conducted by the Office of the Auditor General of Ontario. Dr. Wamsley extended his appreciation to the VPFA team and the University Secretary for the significant amount of work completed to date.

An update was provided on the ongoing revenue generation projects, noting that both the Conference Services and the Extended Learning teams have been extremely busy. The President

announced that the strategic planning process has also been initiated, beginning with a series of town hall meetings for faculty and staff and follow-up discussions with the Education and Professional Studies and the Arts and Science faculties. These discussions will lay the foundation for a strategic framework with representation from the greater community.

Dr. Wamsley extended an invitation to next week's eight Convocation ceremonies on campus where the University will not only be celebrating graduates but also faculty, staff and the Honorary Degree recipients. The final day of ceremony will be dedicated to those students who graduated in 2020 and 2021, giving them the opportunity to formally cross the stage after the COVID-19 pandemic necessitated virtual ceremonies only for those two years.

9. Vice-Presidents' Remarks

The Provost and Vice-President, Academic & Research (PVPAR) (Interim) spoke to a leadership change within the Faculty of Education and Professional Studies (EPS). Dr. John Nadeau stepped down from his role as Dean to pursue a new decanal role on the East Coast. The PVPAR (Interim) thanked Dr. Nadeau for his leadership, particularly throughout the COVID-19 pandemic. With Dr. Nadeau's departure, Dr. Callie Mady has been appointed Interim Dean of EPS, effective June 1, 2022.

Regarding international recruitment, Dr. Richardson highlighted the numbers of acceptances for the fall term. She reported that the Manager of International Recruitment and Admissions will be meeting with the High Commissioner in India to better understand the timelines around Visa approval.

The Vice-President, Finance & Administration (VPFA) presented a written report that was included with the meeting agenda. She had no further comments.

The Assistant Vice-President, Students (AVPS) presented the annual Sexual Violence Report for 2021-22. He explained that the Provincial government introduced legislation in 2015 requiring all post-secondary institutions to have stand-alone sexual violence policies in place. The annual report, which was included with the agenda, will be appended to the PDF version of these minutes.

The Sexual Violence Prevention, Support and Response Policy for Students is to be reviewed every three years. As it was last reviewed in 2019, a formal review was required this year. The AVPS spoke to some of the draft revisions, which included grammatical edits and changes to language for consistency. Other changes included additional information under the definitions section, clarifications concerning legislative requirements and online reporting.

Questions were welcomed and clarification was sought regarding the number of reported incidents and how that compares to previous years. The AVPS explained that while the number is down from previous years, the number itself is not an indication of the number of individuals but strictly the number of times "someone" accessed service. Due to confidentiality, names of students are not shared, and therefore, the number does not necessarily represent a unique headcount. Following the discussion, it was suggested that something be added to the policy to clarify this point for the reader.

A request was made for the document to be shared with the Board with all changes tracked going forward so it is clear where the changes are. The AVPS indicated that the tracked changes version is available, and he is happy to share it with the Board. The tracked version will be shared going forward.

The following resolution was presented:

Resolution 2022-06-03: ***That the Board of Governors approve the updated Sexual Violence Prevention, Support and Response Policy for Students (policy #6.1.2015.B) as presented by the AVP, Students.***

*Moved by Veronica Afonso; seconded by Gillian McCann.
Carried.*

10. Board Committee Reports

- **University Governance Committee**

The Committee Chair highlighted several of the items of business the University Governance Committee dealt with over the past year. At the Committee's May meeting, the Free Speech Policy was reviewed. The minutes of that meeting were included with the agenda, and the following resolution was presented:

Resolution 2022-06-04: ***That the Board of Governors accept the recommendation of the University Governance Committee to amend the Free Speech Policy (policy #1.10.2018.B) to include the following additions/amendments:***

There are limits to freedom of expression. Freedom of expression does not extend to expression that is prohibited by Canada's criminal law or infringes on the rights of others.

This policy is not meant to contravene existing policies ~~such as~~ and agreements, including, without limitation, the Code of Student Rights and Responsibilities, the Policy on Political Activities and Events, the Respectful Workplace & Harassment Prevention Learning Environments Policy, or relevant legislation such as the Ontario Human Rights Code.

Moved by John D'Agostino; seconded by Hilary Earl.

A question was raised concerning the purpose of the policy and the recommended changes, in particular with regard to the additional language around limiting expression that is prohibited by Canada's criminal law. It was explained that the policy was originally mandated by the provincial government with all post-secondary institutions now required to maintain and update a policy on free speech. The purpose of the additional language is to protect the University and to keep the

campus a safe space for all. A lengthy discussion followed.

A Board member asked the Board Chair to call the question, and the resolution was repeated:

Resolution 2022-06-04: ***That the Board of Governors accept the recommendation of the University Governance Committee to amend the Free Speech Policy (policy #1.10.2018.B) to include the following additions/amendments:***

There are limits to freedom of expression. Freedom of expression does not extend to expression that is prohibited by Canada's criminal law or infringes on the rights of others.

This policy is not meant to contravene existing policies ~~such as~~ and agreements, including, without limitation, the Code of Student Rights and Responsibilities, the Policy on Political Activities and Events, the Respectful Workplace & Harassment Prevention Learning Environments Policy, or relevant legislation such as the Ontario Human Rights Code.

*Moved by John D'Agostino; seconded by Hilary Earl.
2 opposed.
Carried.*

- **Audit & Finance Committee**

The Audit and Finance Committee last met on May 30, and one of the topics of discussion was out of province tuition rates for next year. As a result, the following resolution was brought forward:

Resolution 2022-06-05: ***That the Board of Governors accepts the recommendation of the Audit & Finance Committee to set out-of-province tuition rates, effective September 2022, as presented.***

*Moved by Dave Smits; seconded by Gillian McCann.
2 Opposed.
Carried.*

The two student representatives on the Board, Montana Taylor and Riley McEntee, requested their names be recorded as the two voting members opposed to the resolution.

- **Community Relations**

The Community Relations Committee did not meet in May, but the annual report was included with the Agenda. The Committee Chair had no further comments.

- **Fundraising Committee**

Two policies were discussed and updated at the April meeting of the Fundraising Committee in accordance with a scheduled review. The draft revisions, with changes tracked, were included in the meeting package. The changes in both policies reflect fundraising best practices and ethics, and the updates are expected to assist with current and future fundraising initiatives at Nipissing.

The following resolutions were presented:

Resolution 2022-06-06: ***That the Board of Governors accept the recommendation of the Fundraising Committee to approve the revisions to the Gift Acceptance Policy as presented.***

*Moved by Bobby Ray; seconded by Dave Smits.
Carried.*

Resolution 2022-06-07: ***That the Board of Governors accept the recommendation of the Fundraising Committee to approve the revisions to the Naming of Campus Assets Policy as presented.***

*Moved by Bobby Ray; seconded by Judy Smith.
Carried.*

- **Plant & Property Committee**

The Committee Chair thanked David Drenth, Director, Facilities for his thorough presentations to the Committee throughout the year. He highlighted a few projects, including the Centre for War Atrocities and Genocide and the Nursing Simulation Centre.

11. Board Representatives on Other Committees/Bodies

Nipissing University Student Union

NUSU's VP, Advocacy and Awareness presented a statement on behalf of the NUSU President regarding the increase to out-of-province student tuition rates that was approved earlier in the evening. The statement read, in part, that while NUSU understands the importance to the financial future of Nipissing University of taking advantage of every revenue generating strategy, they will continue to advocate for the elimination of student fees in order to make education attainable, without monetary barriers, for all who wish to pursue it. NUSU spoke to working collaboratively with the University to lobby the government for additional funding while also focusing on alternative funding systems to remove cost barriers for students.

An update was provided on recent and upcoming activities at NUSU, including National Indigenous History Month, the Community Clean-up on June 26, 2022, and a Pride Barbeque on June 28, 2022. All Board members were invited to attend.

Academic Senate

A report was provided regarding the last Senate meeting of the academic year. Items on the Senate agenda included a presentation of the 2022/23 Budget and approval of the graduate list. Senate Speaker Dr. Nathan Colborne was thanked for his many years of service, and Dr. Tim Sibbald was elected as the incoming Senate Speaker effective July 1, 2022.

12. Question Period

There were no questions.

13. Other Business

Highlights of the recent NUICE meeting were provided, including a focus on the strategic planning process as well as a review of the Indigenous Community Engagement Plan.

Board members were invited by Johanne Brousseau, City Counsellor representative on the Board, to attend an announcement with the Honorable Anthony Rota on Saturday, June 11, 2022.

14. Next Meeting/Adjournment

A calendar of dates and events will be shared with Board members in the coming weeks. The Board Chair noted that some adjustments to the schedule are being considered, including a shift from six Board meetings to five.

Resolution 2022-06-08: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

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

Open session adjourned at 5:16 p.m.

President & Vice-Chancellor/Secretary of the Board

Board Chair



President's Report to the Board - June 9, 2022

Auditor General

On the heels of working our way through the Auditor General's process for her report, I was struck by the number of hours that our Board Chair dedicates to Nipissing University and by extension the number of hours that our Vice-Chair and Chairs of Committees and our Board members contribute to this great university. At this last meeting of the Board of Governors for 2021-2022 I extend the appreciation of the entire staff at Nipissing University and its students to our Board members. Since our last Board meeting in May, our staff has been working hard to complete the information requests of the Auditor General, the year end for 21-22, and various other projects related to generating revenues, generating student confirmations for the Fall and applications for January 2023.

Strategic Planning

With respect to Strategic Planning, we initiated that with a series of town hall styled meetings with Athletics, Faculty members, and staff members. Since then, we have had post-town hall meetings with various Schools in the Faculty of EPS and with Arts and Science. The next stage in our planning process is to lay some foundational groundwork for the future. Our strategic plan must be a growth framework. For so many years we have cut and cut as you all know – we will come together to talk about investment, attracting students to a welcoming and equitable environment, building capacity and culture for Indigenous students, supporting research and deeper connections with our city and our region. What we hope emerges is an efficiency and optimal use of all of our resources and a growth and investment strategy in our academic and service programs, one that is student-centred, problem-solving, and preferably interdisciplinary and focusing on the strengths and supports of a newly-branded Nipissing University.

Convocation

We are very much looking forward to Convocation next week and we hope that you might be able to join us for at least one of our ceremonies. We have 8 ceremonies in total, celebrating the convocation of three years of graduating classes, celebrating our faculty and staff award winners, and our exceptional slate of honorary degree recipients. It will be absolutely fantastic to host these events in person and celebrate all of these accomplishments together.

NIPISSING UNIVERSITY BOARD OF GOVERNORS MEETING

OPEN SESSION

June 9, 2022

4:00 p.m. – Zoom Webinar

AGENDA

Zoom Connection for “Panelists”: [Zoom Link for Board Members and Invited Guests](#)
Passcode: 982692

1. Call to Order/Land Acknowledgement

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

2. Declaration of Conflict of Interest

3. Use of Recording and/or Broadcasting Devices

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

4. Consent Agenda

- i. For Adoption
 - (a) Minutes of the May 12, 2022, 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 30, 2022
 2. Audit & Finance Committee – Minutes from May 30, 2022
 3. Plant & Property Committee – Minutes from May 30, 2022
 - (b) Annual Reports from Committee Chairs
 - (c) Reports from Other Committees/Bodies
 1. Nipissing University Alumni Advisory Board (NUAAB)

Resolution: *That the items included “for adoption” on the June 9, 2022, consent agenda for the Open Session of the Board of Governors meeting be approved as circulated, while the items included on the consent agenda “for information only” be received.*

5. Adoption of Regular Agenda

Resolution: *That the Board of Governors adopt the June 9, 2022, Open Session regular agenda as circulated.*

6. Chair's Remarks

7. Chancellor's Remarks

8. President's Remarks

9. Vice-President's Remarks

- Provost and Vice President, Academic & Research (Interim)
- Vice-President, Finance & Administration
- Assistant Vice-President, Students
 - Annual Report on Sexual Violence

Resolution: *That the Board of Governors approve the updated Sexual Violence Prevention, Support and Response Policy for Students (policy #6.1.2015.B) as presented by the AVP, Students.*

10. Board Committee Reports

- University Governance Committee – *John D'Agostino, Committee Chair*

Resolution: *That the Board of Governors accept the recommendation of the University Governance Committee to amend the Free Speech Policy (policy #1.10.2018.B) to include the following additions/amendments:*

There are limits to freedom of expression. Freedom of expression does not extend to expression that is prohibited by Canada's criminal law or infringes on the rights of others.

*This policy is not meant to contravene existing policies ~~such as~~ **and agreements, including, without limitation**, the Code of Student Rights and Responsibilities, the Policy on Political Activities and Events, the Respectful Workplace & Harassment Prevention Learning Environments Policy, or relevant legislation such as the Ontario Human Rights Code.*

- Audit & Finance Committee – *David Smits, Committee Chair*

Resolution: *That the Board of Governors accept the recommendation of the Audit & Finance Committee to Board of Governors to set out-of-province tuition rates, effective September 2022, as presented.*

- Community Relations Committee – *Patti Carr, Committee Chair*
- Fundraising Committee – *Bobby Ray, Committee Chair*

Resolution: *That the Board of Governors accept the recommendation of the Fundraising Committee to approve the revisions to the Gift Acceptance Policy as presented.*

Resolution: *That the Board of Governors accept the recommendation of the Fundraising Committee to approve the revisions to the Naming of Campus Assets Policy as presented.*

- Plant & Property Committee – *Stuart Kidd, Committee Chair*

11. Board Representatives on Other Committees/Bodies

- Nipissing University Student Union
- Academic Senate

12. Question Period

13. Other Business

14. Next Meeting Dates/Adjournment

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

Time: _____

NIPISSING UNIVERSITY
BOARD OF GOVERNORS MEETING

OPEN SESSION

May 12, 2022

The Open Session of the regular Board of Governors meeting was held on Thursday, May 12, 2022, 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
John D'Agostino
Hilary Earl
Stacie Fiddler
Cindy Karugia
Stuart Kidd
Judy Koziol
Gillian McCann
Riley McEntee
Bobby Ray
Judy Smith
Dave Smits
Lisa Snider
Maurice Switzer
Montana Taylor
Stephen Tedesco
Roxana Vernescu
Kevin Wamsley

Regrets:

Joe Sinicrope
Rick Vanderlee
Kathy Wilcox

Invited Guests:

Cheryl Sutton
Christine Dowdall
Renee Hacquard
Cheryl Zimba

Official Observers: Preston English (NUSU)

Harikesh Panchal (NUSU)

of Zoom Webinar Observers/Attendees: 16

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

1. Call to Order/Land Acknowledgment

The meeting was called to order at 5:34 p.m. The Board Chair offered a traditional land acknowledgement.

2. Declaration of Conflict of Interest

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

3. Use of Recording and/or Broadcasting Devices

The Board Chair reminded everyone that only pre-approved methods of recording and/or broadcasting devices may be used during the meeting. Disseminating any information during the meeting is prohibited.

Board members were reminded that the meeting was being conducted using the Zoom Webinar platform. By clicking on the “attendee” list in the upper right-hand corner of the screen, Board members were able to view the names of those individuals who were observing the proceedings.

4. Consent Agenda

The following items were included on the consent agenda:

- i. For Adoption
 - a) Minutes of the March 10, 2022, 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 April 11, 2022 (Open Session);
 - 2. Audit & Finance Committee – Minutes from April 11, 2022;
 - 3. Audit & Finance Committee – Minutes from April 28, 2022;
 - 4. Community Relations Committee – Minutes from April 11, 2022;
 - 5. Fundraising Committee – Minutes from April 11, 2022.
 - b) Reports from Other Committees/Bodies:
 - 1. Nipissing University Alumni Advisory Board (NUAAB).

Resolution 2022-05-01: ***That the items included “for adoption” on the May 12, 2022, consent agenda for the Open Session of the Board of Governors meeting be approved as circulated, while the items included on the consent agenda “for information only” be received.***

*Moved by Patti Carr; seconded by Stuart Kidd.
Carried.*

5. Adoption of the Regular Agenda

Resolution 2022-05-02: ***That the Board of Governors adopt the May 12, 2022, Open Session regular agenda as circulated.***

*Moved by Dave Smits; seconded by Johanne Brousseau.
Carried.*

6. Chair's Remarks

The Chair welcomed new Board of Governors member Stacie Fiddler, an LGIC appointee, as well as the new student representatives, Riley McEntee and Montana Taylor. She also welcomed Harikesh Panchal and Preston English as the two student observers for 2022-23.

The Chair recognized and congratulated Maurice Switzer, the Nipissing University Indigenous Council on Education representative on the Board, as the winner of the 2022 Debwewin Citation for excellence in journalism and storytelling.

The Board Chair indicated that the installation of Dr. Wamsley as the University's seventh President and Vice-Chancellor will take place on June 14 during Convocation week. A formal invitation to Board members will be forthcoming, and the Chair encouraged everyone to attend not only the installation but the Convocation ceremonies as well.

Finally, the Chair announced that consideration is being given to a revised start time for the final Board meeting of the year to allow time for a year-end reception following the meeting. An email notification advising of the time change will follow in the coming days.

7. Chancellor's Remarks

The Chancellor expressed his excitement for the upcoming Convocation ceremonies and spoke to the importance of recognizing graduates with their family, friends and supporters present.

8. President's Remarks

The President provided an in-depth report which is appended to these minutes. With the end of the spring academic term, he expressed his gratitude to faculty, staff and students for their hard work, flexibility and compassion during another pandemic year.

President Wamsley highlighted a number of items from his report, including the upcoming visit from members of the Office of the Auditor General of Ontario for what has been described as a "value-for-money audit of financial management and governance". He stressed that the audit process will be time consuming for the senior administrative team, with a formal report expected before the end of 2022. He also spoke to additional funding announcements, including increases to the Facilities Renewal Program (FRP) grant and a Nursing Enrolment Expansion grant for additional nursing spaces and in support of clinical education.

Questions pertaining to the Auditor General's visit were brought forward, including whether the audit is a direct result of the situation at Laurentian University. It is expected that due to Laurentian's financial situation, the Auditor General will undertake an audit of all of Ontario's universities with four universities, all of which have lower financial ratings than the rest, having already been notified that audits of those institutions are underway.

9. Vice-Presidents' Remarks

The Provost and Vice-President, Academic & Research (PVPAR) (Interim) included a written report in the Board package.

The Vice-President, Finance & Administration (VPFA) noted that the Board had received her written remarks with the Board package, and she had no further comment.

10. Board Committee Reports

- **University Governance Committee**

A question was raised regarding the Election of Board Officers Policy and why the University Governance Committee vets the nominations that come forward and not the entire Board of Governors. The University Secretary explained that a few years ago, the Governance Committee reviewed best practices in this regard. While at many institutions, the Executive Committee (or the equivalent) is tasked with the election or appointment process, it was decided at that time that the broader representation of the Governance Committee was a more appropriate choice to host those discussions at Nipissing. Following a brief discussion, it was suggested that this topic be referred back to a future meeting of the University Governance Committee for further review.

Election of Board Officers

The Board Vice-Chair explained that the University Governance Committee met to discuss the nominations received for next year's Board Officer positions. As a result of those discussions, and in accordance with the Election of Board Officers Policy, the following elections were held:

- **Board Chair**

Marianne Berube confirmed that she will allow her name to stand, and the following resolution was presented:

Resolution 2022-05-03: ***That the Board of Governors accept the recommendation of the University Governance Committee to appoint Marianne Berube to the position of Board Chair for a one-year period effective July 1, 2022.***

Moved by Stuart Kidd; seconded by Johanne Brousseau.

Ms. Berube was excused from the meeting. Questions or comments regarding the recommendation were invited, and the vote was called for:

Carried.

Following the vote, Marianne Berube returned to the meeting.

– **Board Vice-Chair**

David Smits confirmed that he will allow his name to stand, and the following resolution was presented:

Resolution 2022-05-04: ***That the Board of Governors accept the recommendation of the University Governance Committee to appoint Dave Smits to the position of Board Vice-Chair for a one-year period effective July 1, 2022.***

Moved by Stuart Kidd; seconded by Hilary Earl.

Mr. Smits was excused from the meeting. Questions or comments regarding the recommendation were invited, and the vote was called for:

Carried.

Following the vote, David Smits returned to the meeting.

– **Board Vice-Chair Pro Tem**

John D’Agostino confirmed that he will allow his name to stand, and the following resolution was presented:

Resolution 2022-05-05: ***That the Board of Governors accepts the recommendation of the University Governance Committee to appoint John D’Agostino to the position of Board Vice-Chair Pro Tem for a one-year period effective July 1, 2022.***

Moved by Stuart Kidd; seconded by Judy Koziol.

Mr. D’Agostino was excused from the meeting. Questions or comments regarding the recommendation were invited, and the vote was called for:

Carried.

Following the vote, John D’Agostino returned to the meeting.

- **Audit & Finance Committee**

The Committee Chair advised that at the April 11, 2022, meeting of the Audit & Finance Committee, the committee supported the extension of KPMG as auditors. Additionally, as a result of discussions held at that meeting, the following resolutions were brought forward:

Resolution 2022-05-06: ***That the Board of Governors accepts the recommendation of the Audit & Finance Committee to approve the 2022/23 Nipissing University Ancillary Fees as presented.***

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

Resolution 2022-05-07: ***That the Board of Governors accepts the recommendation of the Audit & Finance Committee to approve the 2022/23 Nipissing University Student Union Ancillary Fees as presented.***

*Moved by Patti Carr; seconded by Gillian McCann.
Carried.*

The Committee Chair presented the resolution for the budget:

Resolution 2022-05-08: ***That the Board of Governors accepts the recommendation of the Audit & Finance Committee to approve the 2022-23 budget as presented.***

Moved by Stuart Kidd; seconded by Hilary Earl.

The President's preliminary remarks included an acknowledgement that while Nipissing University has not balanced the budget for the past eight years, the 2022-23 budget being presented for the Board's consideration today is another deficit budget. While noting that anything less than balanced is a disappointment, he explained that he is not entirely disappointed with the document that will be presented today. The draft budget, which includes investments for future revenue generation, allows for a projected deficit of approximately \$767,000 in the operating and ancillary funds combined after transfers from reserves.

President Wamsley highlighted the significant challenges facing Nipissing University, including the continued tuition freeze, the inequitable distribution of the Northern Grant, the institution's unfunded seats, and the lack of additional funding for pandemic-related costs this year. These challenges equate to approximately \$10 million in absent funding from the Province. He described the presented budget as a conservative and risk-adverse one that accounts for modest increases to enrollment while assuming no additional funding from the government.

The President stressed the importance of evaluating and reconceiving what Nipissing University represents as a post-secondary institution. The shared responsibility of moving the University towards sustainability will be done through consultations with faculty, staff and students, before and during the strategic planning process.

In summary, the President asked the Board to support a deficit budget that represents a substantive turn towards balanced budgets in the future.

Following the President's remarks, the Vice-President, Finance & Administration presented a high-level review of the budget package, highlighting the ongoing sustainability initiatives, domestic and international tuition forecasting and a detailed overview of enrolment. She spoke to the ongoing discussions around strategic enrolment management which include improvements in student retention rates.

Following the presentation, questions and comments were welcomed. Many questions were raised, including how the University intends to support an increase in international student enrolment. The VPFA referenced the creation of two new positions, one in international student support and one in recruitment, as we follow a measured approach to international recruitment. As the number of students grow, it is the University's intention to grow supports within the Student Development and Services Department.

A lengthy discussion ensued, with major themes including part-time programming, the impact of the Auditor General report and the importance of the strategic planning process. Several other questions were addressed, including one concerning increases to some administrative salaries that were included on the annual "Sunshine List". It was noted that without context, those salary numbers can be misleading as increases could indicate such things as taking on additional duties, progression through the ranks, etc.

Following the discussion, the resolution was repeated:

Resolution 2022-05-08: ***That the Board of Governors accepts the recommendation of the Audit & Finance Committee to approve the 2022-23 budget as presented.***

*Moved by Stuart Kidd; seconded by Hilary Earl.
Abstained: Montana Taylor and Riley McEntee.
Carried.*

- **Community Relations**

The Committee Chair noted that a clarifying edit will be made to the official record under item #3 of the submitted minutes.

- **Fundraising Committee**

The Committee Chair provided a few highlights from the meeting, noting that while the average donation was smaller this year, there has been an increase in total donations received. He expressed his gratitude to the Alumni Advisory Board for their donation totaling \$85,000.

- **Plant & Property Committee**

The Committee Chair noted there was no meeting in April. The next meeting of the committee will take place at the end of May.

11. Board Representatives on Other Committees/Bodies

Nipissing University Student Union

The NUSU President provided an update on recent activities, including the successful 3MT (Three Minute Thesis) competition hosted by the School of Graduate Studies which saw 14 Graduate students present their thesis work. He extended his congratulations to all the participants, highlighting KJ Hills as the first-place winner, Jamie Jackson as runner-up, and Jackie Rochefort as the People's Choice Award winner.

Academic Senate

No report.

12. Question Period

In response to a question about student retention rates, the VPFA noted there has been an increase in submissions from staff and faculty regarding 'Student Retention Alert' reports; correspondingly, more students are responding to the outreach.

Several other questions were addressed, including the proposed timeline of the posting and filling of the PVPAR position. The President expects the position to be posted and committee formed around July 1, 2022.

13. Other Business

A request was brought forward to consider hosting Dr. George Couchie at a future Board Retreat for an Indigenous cultural education workshop.

14. Next Meeting/Adjournment

The next Committee Day is scheduled for Monday, May 30, 2022.

The next Board meeting is scheduled for Thursday, June 9, 2022.

Resolution 2022-05-09: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

*Moved by Veronica Afonso; seconded by Judy Koziol.
Carried.*

Open session adjourned at 7:59 p.m.

President & Vice-Chancellor/Secretary of the Board

Board Chair



President's Report to the Board - May 12, 2022

The End of Winter Term

This May Board meeting signals the end of the Winter Term for us, the end of fiscal 2021-22 and the beginning of research and conference season for our faculty members (not that research ever begins and ends). It also signals the season of ensuring that applicants to Nipissing commit to the University and our staff members are beginning to prepare for the arrival of the next student intake while managing our spring and summer courses. A university is an institution that never sleeps. I must take a moment to thank and congratulate our faculty, staff and our students for their hard work, perseverance, their dedication, their flexibility, their compassion for one another during another pandemic year that once again presented a series of challenges. Many of the career paths of our people at universities run on important cycles – people are on the clock so to speak with respect to career progress and the pandemic has thrown significant challenges into peoples' lives. We must continue to build compassion and understanding into our processes to accommodate these challenges and we must continue to recognize people for their continued work and adjustments and remind them to look after themselves – we tend to plow through and forget to look after ourselves.

And we must take the time to celebrate our successes – our colleagues and our students. With that in mind, I am so looking forward to our in-person Convocation ceremonies during the second week of June when we will celebrate our students, our faculty and our staff and a wonderful group of honorary degree recipients. I invite you to attend these ceremonies if you wish. Maggie in the President's office will be pleased to provide you with information.

The Auditor General

The Auditor General of Ontario has contacted us and we have met twice with her and her team. They will arrive on campus next week to begin a "value-for-money audit" of *Financial Management and Governance in Ontario universities*. As our small but mighty team works on developing alternative revenue streams, collective bargaining, and strategic planning, in addition to their normal cycles of work, we find this to be somewhat of a burden – we are one of four universities to be audited and we have an ask of at least 50 questions which require reports and documentation and an additional 50 qualitative and quantitative responses which they require by June 1, 2022. We will complete this work diligently – we have nothing to hide, and full transparency will serve us well. In my conversation with the Auditor General, I said that if what comes from this audit is a fulsome understanding of how the Province is going to support us annually, predictably, then it will be of value. In the meantime, they also want to know about Board



President's Report to the Board - May 12, 2022

members, their expertise, and their understanding of how university finances work. We expect that the AG report will be completed before the end of 2022.

External Funding

Some funding news has just arrived this week and it is therefore not factored into our 2022-23 budget. We received an additional \$695,000 from the Province to spend on repairs and maintenance for 22-23; our Teaching Hub was successful in obtaining grants in the neighborhood of \$275,000 to support our Virtual Learning Strategy, including digital capacity, faculty development for micro credentialing, and Education technology procurement. Congratulations to Pat's group.

We also received \$1.9 million from the Province for new Nursing spaces and in support of clinical education. The details of that are being worked out.

Sports Hall of Fame

This weekend our women's soccer team of 2021-22 is being inducted into the North Bay Sports Hall of Fame as is our head coach Dave Bitonti. This is a tremendous recognition of our staff and student athletes.

Board Social

We will be working on a Board social event for June that will be linked to our final meeting of the year; more details to come.



NIPISSING UNIVERSITY BOARD OF GOVERNORS
UNIVERSITY GOVERNANCE COMMITTEE MEETING

OPEN SESSION

May 30, 2022

The Governance Committee met on Monday, May 30, 2022, at 9:00 a.m. via Zoom remote video conferencing.

Members present: John D’Agostino, Committee Chair
Veronica Afonso
Marianne Berube
Hilary Earl
Stuart Kidd
Riley McEntee
Judy Smith
Lisa Snider
Kevin Wamsley
Harikesh Panchal (Official Observer – non-voting)
Carole Richardson (PVPAR (Interim) – non-voting)
Cheryl Sutton (VPFA – non-voting)
Christine Dowdall (University Secretary – non-voting)

Regrets: Paul Cook
Judy Koziol

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

1. Welcome/Call to Order/Land Acknowledgement

The meeting was called to order at 9:02 a.m. The Committee Chair offered a traditional land acknowledgement.

2. Call for Conflicts of Interest

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

3. Committee Chair’s Opening Remarks

The Committee Chair reserved his remarks in order to allow ample time for discussion under agenda items #4 and 5.

4. Free Speech Policy: Review/Renewal

Recommended revisions to the Free Speech Policy, which is currently up for review and renewal, were included on the agenda for the April meeting of the University Governance Committee. After a request to defer, the policy was brought back to today's meeting of the Committee for discussion.

Following consideration of the current policy, and reviewing policies from other institutions within Canada, the President suggested the inclusion of language that will protect the University from scenarios such as the incitement of hate speech or the potential for violence. However, it was noted that such scenarios would be considered against the law and as such, the criminal code would supersede any University policy. An alternative suggestion was put forward by a Committee member that would see a brief statement included to highlight the fact that there are limits to freedom of expression. The Committee agreed with this approach instead.

A suggestion was also made that would include a reference to the collective agreements between Nipissing and the two faculty bargaining units. After discussion, it was decided that the policy should avoid such references and a generic term was recommended instead.

Following a hearty discussion, the following motion was presented:

Motion: ***That the University Governance Committee recommends the Board of Governors amends the Free Speech Policy (policy #1.10.2018.B) to include the following additions/amendments:***

“There are limits to freedom of expression. Freedom of expression does not extend to expression that is prohibited by Canada’s criminal law or infringes on the rights of others.

This policy is not meant to contravene existing policies ~~such as~~ and agreements, including, without limitation, the Code of Student Rights and Responsibilities, the Policy on Political Activities and Events, the Respectful Workplace & ~~Harassment Prevention~~ Learning Environments Policy, or relevant legislation such as the Ontario Human Rights Code.”

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

5. Annual Board Evaluation: Discussion/Review Draft Document

The University Governance Committee is responsible for ensuring an annual evaluation of the Board is conducted. In response to the Committee's request at the last meeting for a survey that allows for both qualitative and quantitative results, the University Secretary presented a draft survey for consideration.

Questions and comments were welcomed. A question was posed regarding past survey responses and whether or not the data is maintained; the University Secretary confirmed that it is. The issue of

the lack of participation in the annual surveys was raised. A suggestion was made to allow for ten minutes at the end of the June Board of Governors meeting to complete the survey. The Committee agreed, and the survey as drafted will be distributed electronically at the next meeting of the Board.

As recommended during a previous ‘Good Governance’ training session, the Committee agreed that an evaluation of each meeting of the Board should be conducted at the end of the closed session. Beginning in the fall, a “meeting evaluation” session will be added to the end of the agenda in an effort to improve the function and collaboration of the Board.

6. Other Business

No other business.

The meeting adjourned at 9:38 a.m.

Recording Secretary

Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

May 30, 2022

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

Members Present: Dave Smits, Committee Chair
Marianne Berube
Fran Couchie
John D'Agostino
Hilary Earl
Stuart Kidd
Kevin Wamsley
Montana Taylor
Riley McEntee (Student Observer – non-voting)
Carole Richardson (PVPAR (Interim) – non-voting)
Cheryl Sutton (VPFA – non-voting)
Christine Dowdall (University Secretary – non-voting)

Regrets: Paul Cook
Stephen Tedesco

Guests: Renée Hacquard (AVP, Finance & Infrastructure)
John Follis (NU Scholarship Fund)
Tom Palangio (NU Scholarship Fund)
Leila Fiouzi (PH&N)
Jacinta O'Connor (PH&N)

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

1. Call to Order/Traditional Land Acknowledgement

The meeting was called to order at 10:33 a.m. The Committee Chair offered a traditional land acknowledgement.

2. Call for Conflicts of Interest

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

3. Investment Update/Discussion – PH&N

Leila Fiouzi, Senior Investment Counsellor with PH&N, provided a detailed update on the University's investment portfolio. The presentation is appended to these minutes. She also spoke to 'ESG' investments: Environmental, Social and Governance. She highlighted why ESG investments are important and how these investments limit risk and potential liabilities.

In response to a question as to whether Nipissing University's investments focus on ESG, Ms. Fiouzi confirmed that all the funds within the Nipissing portfolio have ESG incorporated.

4. Year-end Projections

Year-end projections, as presented in April, are holding with no changes. The total consolidated deficit projection remains at approximately \$5 million.

5. Out-of-Province Tuition Rates

A concern was raised regarding the motion to be presented for an increase to Out-of-Province Tuition Rates, and a Committee member requested the motion be deferred to a future meeting. The Committee Chair agreed to hold on presenting the motion but allowed the discussion to take place.

The Provost and Vice-President, Academic & Research (Interim) provided some background and noted that in late 2021, the Ministry of Colleges and Universities (MCU) published the 2021-22 Tuition Fee Framework. The Framework indicated that while domestic tuition would remain under a freeze, there was an opportunity for universities to increase tuition by 3% for Canadian students coming from outside the Province of Ontario. Given the tight timeline, Nipissing University decided at that time to hold tuition steady for all Canadian students at Nipissing University. As a result, tuition was not raised for out-of-province students.

When the Province released the Tuition Framework for the 2022-23 academic year, the Framework allowed for a further 5% increase for out-of-province students and a continued freeze on domestic tuition. Given the financial situation of the institution, the PVPAR (Interim) stressed the importance of taking advantage of all available revenue generating avenues and, as a result, recommended Nipissing University increase out-of-province student tuition rates by 5%.

Discussion ensued with several questions being addressed, including whether or not current students would be grandfathered into the current tuition rates. It was confirmed that all out-of-province students enrolling at Nipissing, including current Nipissing students, would experience the increase.

The importance of communicating the change in rates to students was stressed, and the Registrar will work directly with the Student Union to ensure appropriate communication for those students impacted. Additionally, the President emphasized the importance of lobbying the government for appropriate assistance for students in extreme financial need.

Following a hearty discussion, the Committee Chair confirmed that the motion would move forward. As a result, the following motion was presented:

Motion: *That the Audit & Finance Committee recommends to the Board of Governors that effective September 2022, out-of-province tuition rates be set as presented.*

Moved by Stuart Kidd; seconded by John D’Agostino.

Abstention: Montana Taylor.

Carried.

4. Other Business

A series of questions and requests for data were put forward in response to the Auditor General’s report on Laurentian University’s insolvency. The requests for data include the following: a summary of senior administrative salaries, including expenses, dating back to 2014; information on the reorganization of the faculties and the costs associated with the development of the Teaching Hub; and how much revenue was generated for Nipissing University by the previous President. A request was also made for updates at each of the meetings of the Board of Governors and the Audit & Finance Committee on the ongoing audit process by the Auditor General’s Office.

Confirming that the AGO audit will continue regardless of the results of the Provincial election, the Vice-President, Finance & Administration spoke to the ongoing audit process. She confirmed that the Executive leadership team appreciates any analysis and recommendations that might improve how the University functions while also recognizing that the Auditor General can have a significant impact on government support. While it is a significant amount of work, it is the belief of the senior administration that it will ultimately assist Nipissing University’s financial situation.

The VPFA noted that she was unable to respond to the data requests on the spot, but she and her team will address the requests at a future meeting. The Committee Chair acknowledged the current priority workload of administration that includes the significant time taken up with the AGO audit, and he agreed that these requests for information will take some time to complete.

The meeting adjourned at 11:56 a.m.

Recording Secretary

Committee Chair



Wealth Management
PH&N Investment Counsel

Presentation to:

Nipissing University

Leila Fiouzi, CFA
Senior Investment Counsellor

Taylor Woodward, CFA
Investment Counsellor

Connor Glassco, CFA
Associate Investment Counsellor

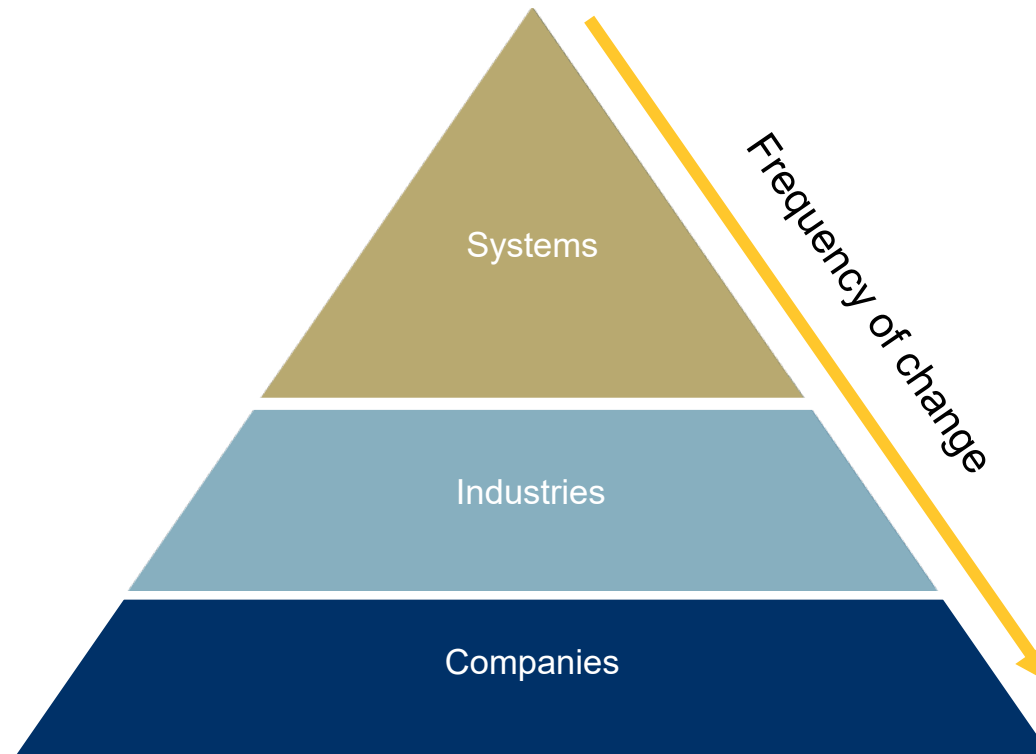
Jacinta O'Connor, CFA
Associate Portfolio Manager

May 30, 2022

Russia's invasion of Ukraine has changed the arc of history

“There are decades where nothing happens; and there are weeks where decades happen”

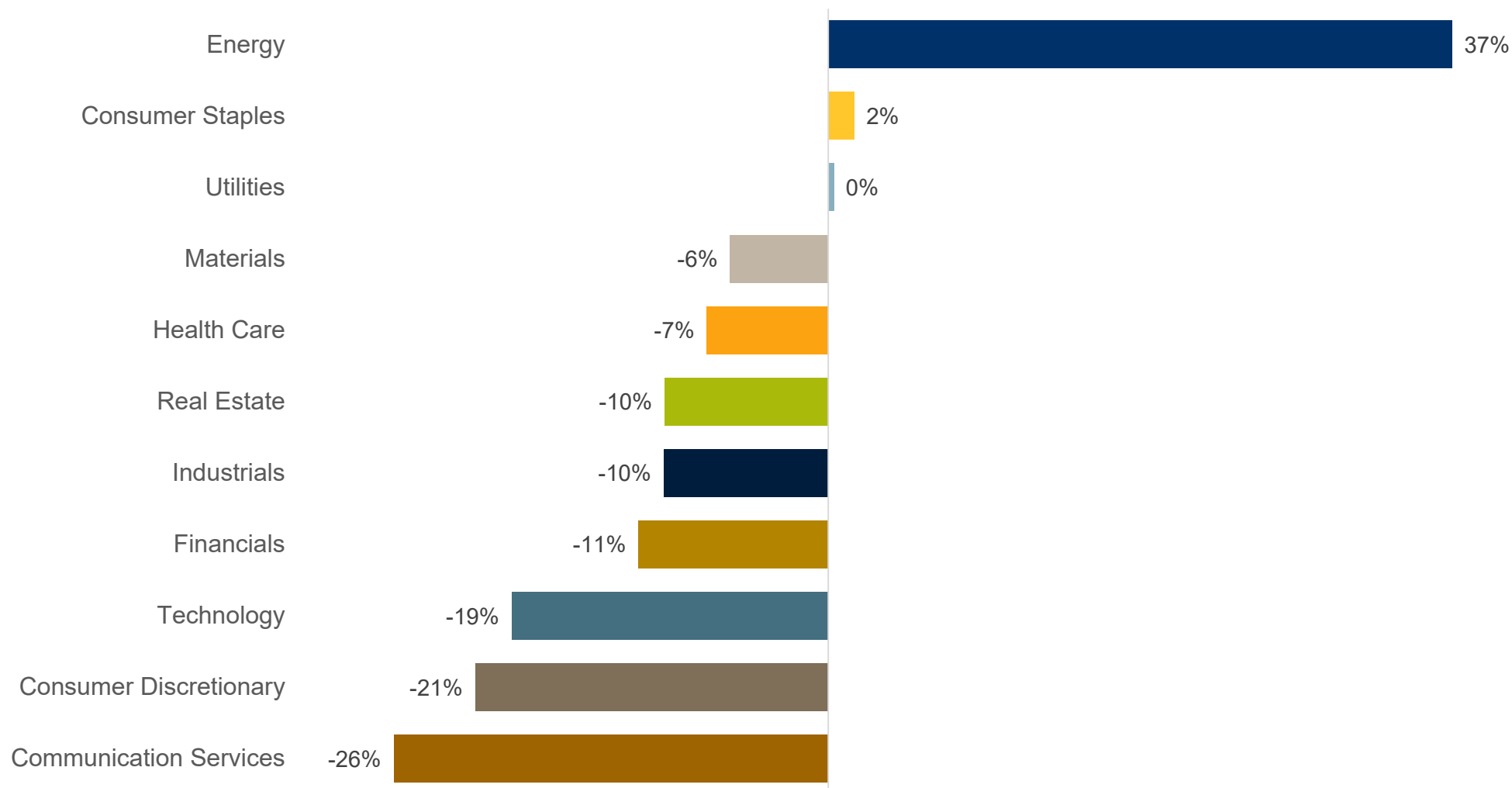
Vladimir Ilyich Lenin



Source: RBC Global Equity Team

Global Equities – sector performance year-to-date

Energy has been the best performer by a wide margin



Source: Bloomberg, RBC GAM. Total return expressed in CAD of sectors in the S&P 500 Index. As of April 30, 2022.

Summary Investment Returns

March 31, 2022

Market Value: \$27,812,797 (As of April 30, 2022)

| Annualized Returns <i>As of March 31, 2022</i> | Three Months (%) | One Year (%) | Two Years (%) | Three Years (%) | Four Years (%) | Since Inception* | April 2022 (%) |
|---|------------------------|--------------------|---------------------|-----------------------|----------------------|---------------------|----------------------|
| Nipissing University | -4.7 | 4.7 | 9.1 | 5.2 | 6.1 | 6.0 | -3.8 |
| <i>Benchmark **</i> | -3.5 | 4.8 | 11.9 | 7.0 | 6.8 | 6.5 | -3.9 |

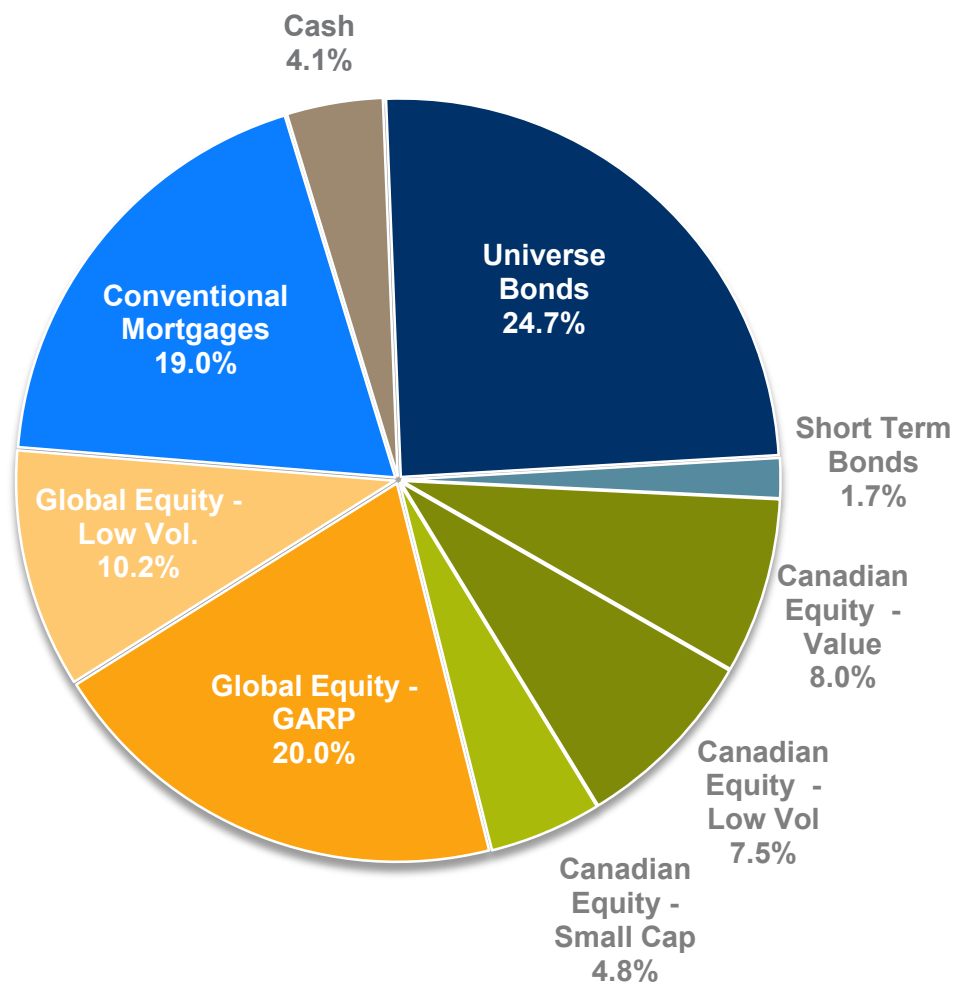
* Inception date February 1, 2017

** Custom benchmark: 5% FTSE Canada 30 Day T-Bill Index; 20% FTSE Canada Short Term Overall Bond Index; 25% FTSE Canada Universe Bond Index; 20% S&P/TSX Capped Composite Index; 30% MSCI World Net Index (\$C).

Performance above is reflective of Nipissing – OSOTF I account. Performance is shown gross of investment management and custody fees of 40 basis points per annum or ~10 basis points per quarter. Performance for all accounts is similar except for the ‘Supplementary Pension Plan’ which does not hold PH&N Mortgage Pension Trust due to it’s size.

Nipissing University

Asset Mix as at April 30, 2022¹



| Asset Class | Target Allocation (%) | Current Allocation (%) |
|------------------------|-----------------------|------------------------|
| Cash | 5.0 | 4.1 |
| Bonds | 25.0 | 26.4 |
| Conventional Mortgages | 20.0 | 19.0 |
| Canadian Equities | 20.0 | 20.3 |
| Global Equities | 30.0 | 30.2 |

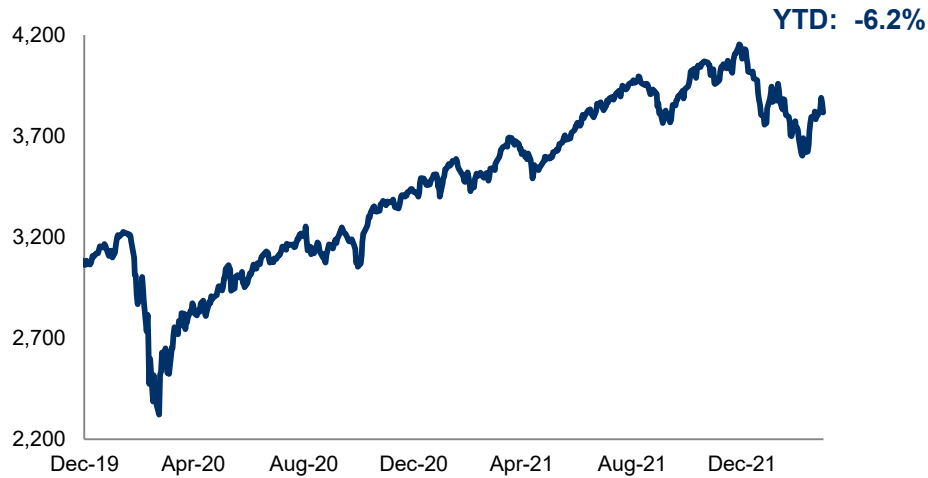
¹Reflects Nipissing – OSOTF I account



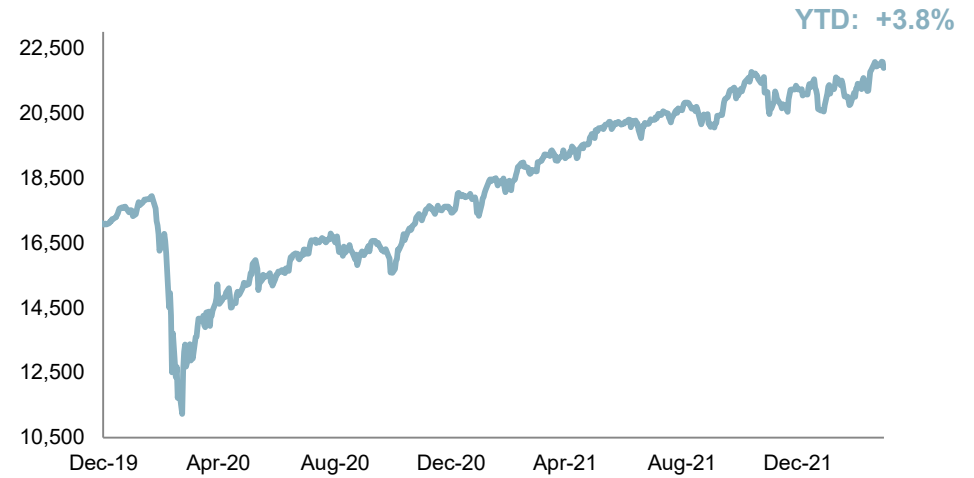
Capital Markets Update: Q1/22

Canadian fixed income was actually worst performer in risk off backdrop

Global Equities - MSCI World Net Index C\$



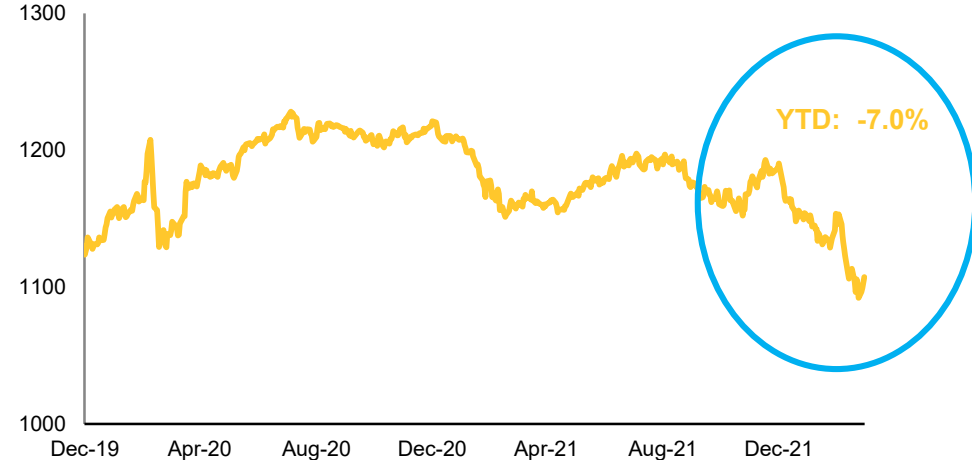
Canadian Equities - S&P/TSX Capped Composite Index



U.S. Equities - S&P 500 Index C\$



Canadian Fixed Income - FTSE Canada Universe Bond Index

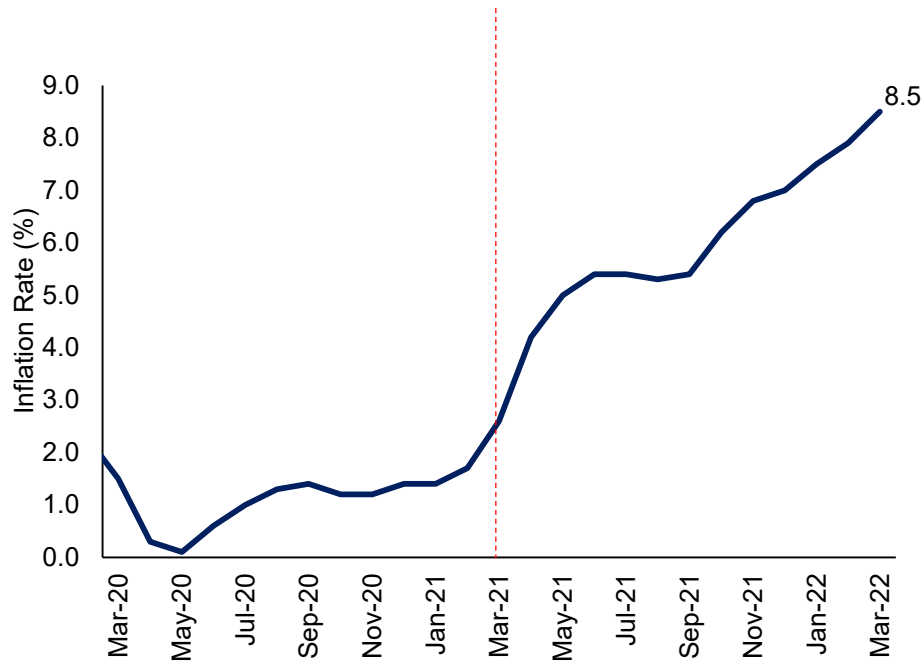


Source: RBC GAM as at March 31, 2022
Note: All indices shown in Canadian dollars

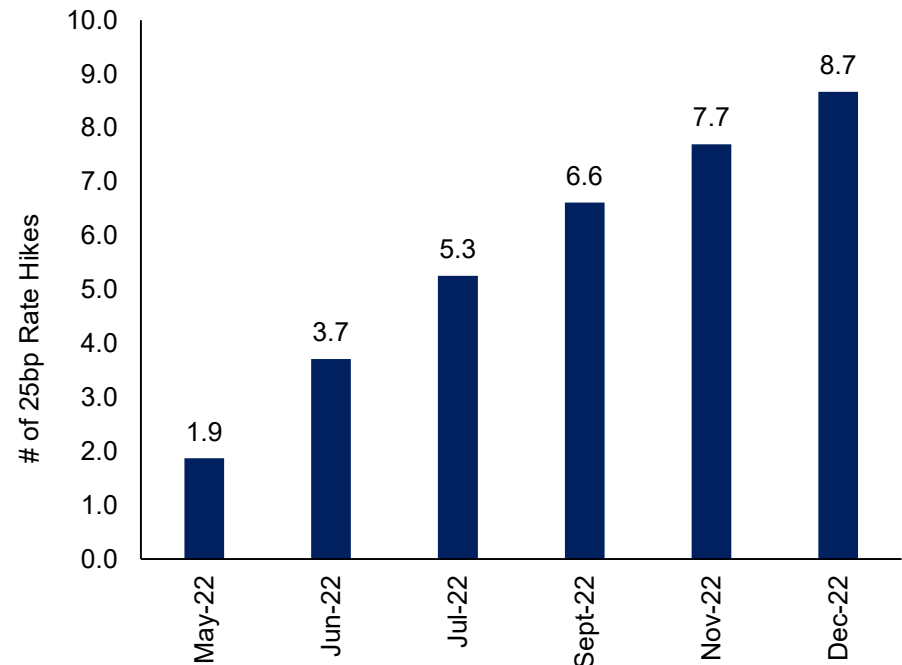
US Inflation Rate vs. Market-Implied Fed Hikes

Markets betting Fed will hike rates 8-10 times in next 5 quarters to combat high inflation

US inflation rate printed at 8.5% in March¹ ...



... leading markets to price 8+ Fed hikes in next year²



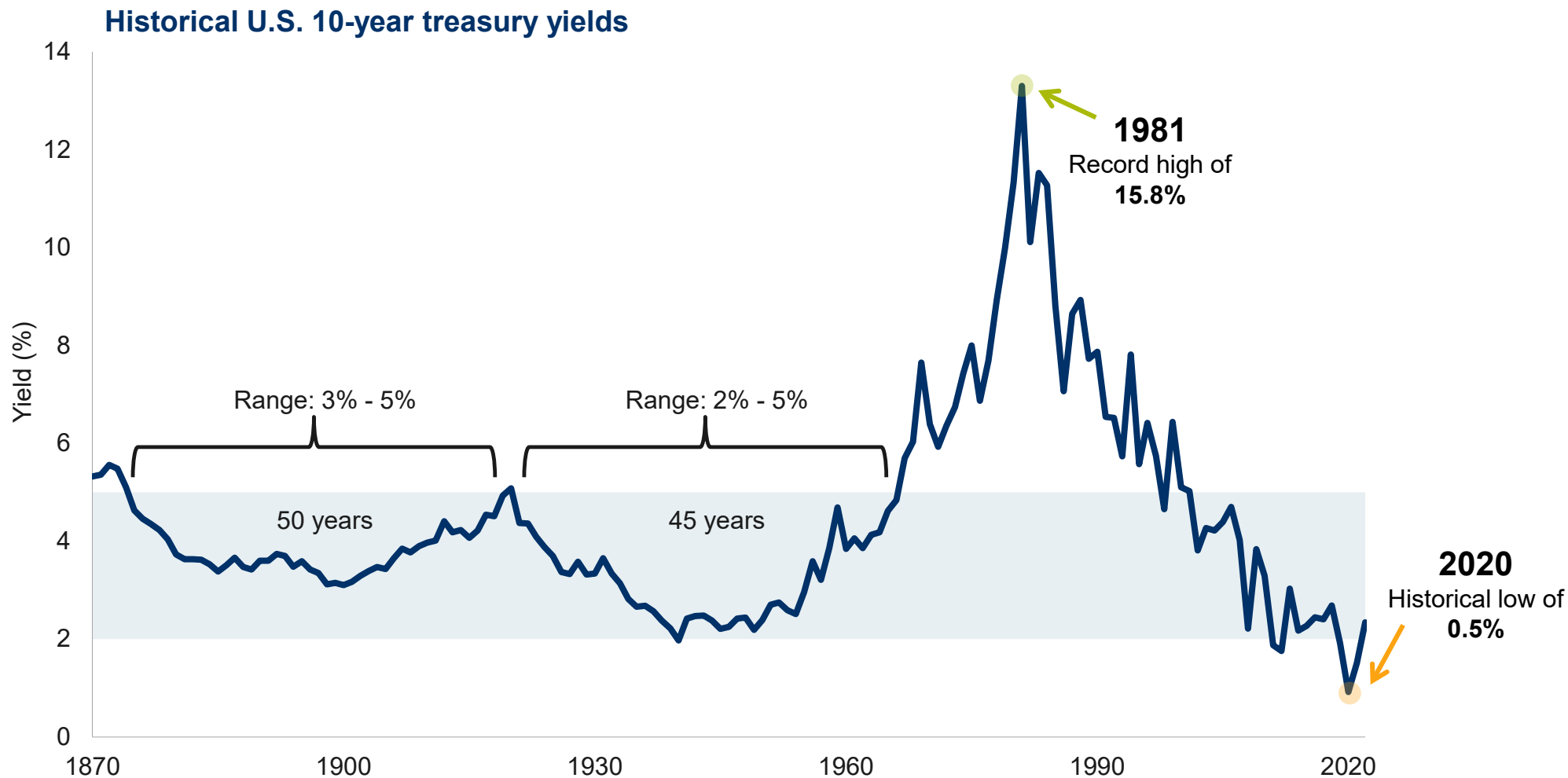
- Market currently pricing in peak policy rate of ~ 3.1% by mid-2023 (well above R* neutral rate).
- Start of \$95B per month balance sheet roll-off (QT) could have effect of additional 1-2 hikes.

Source: RBC GAM; Bloomberg as of April 7, 2022

1. US inflation rate as measured by US CPI Urban Consumers YoY NSA index
2. Market-implied Fed rate hikes in 2022 as measured by overnight index swaps

Bond yields over the last 151 years

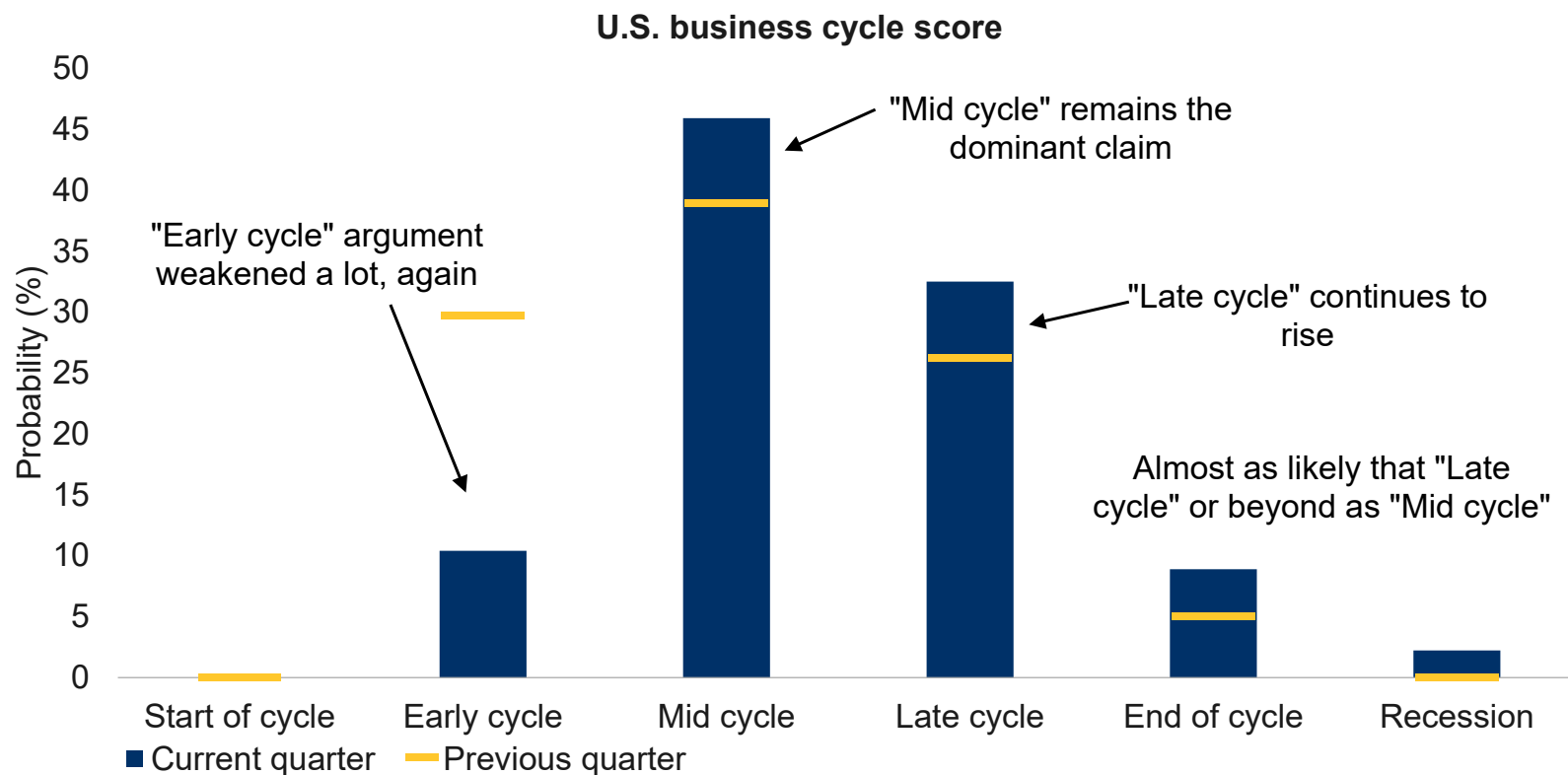
Yields are still near the lowest levels in recorded history



Note: As of March 31, 2022. Source: RBC CM, RBC GAM, Bloomberg

U.S. business cycle is still “mid cycle”

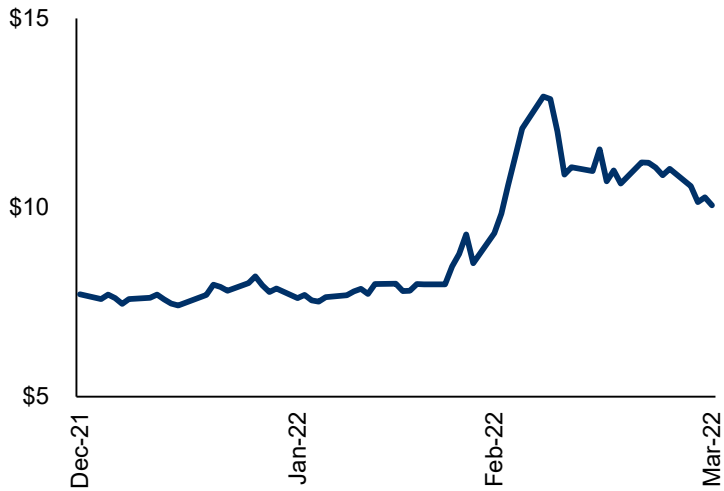
Significant ‘late cycle’ and beyond claims now



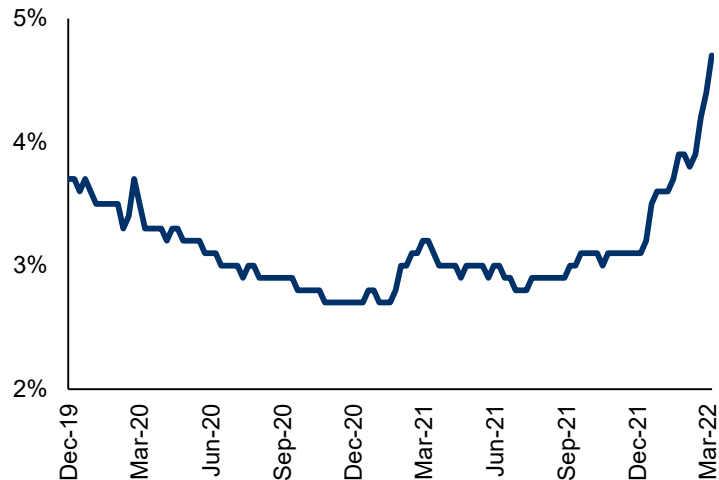
Note: As at 04/29/2022. Calculated via scorecard technique by RBC GAM. Source: RBC GAM

Discretionary spending facing a number of headwinds

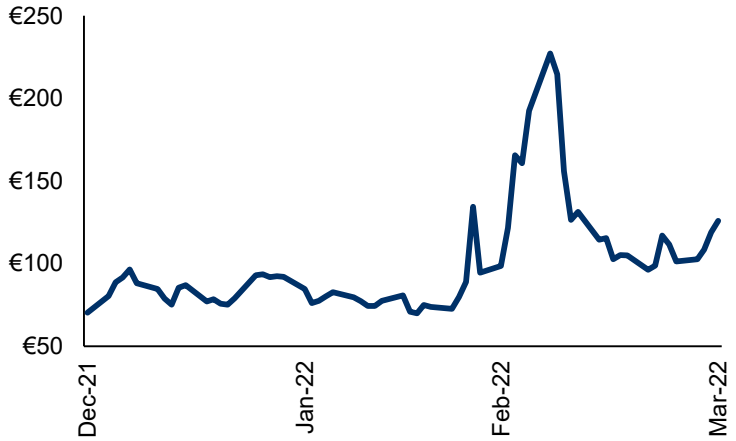
Wheat Price (U.S. Dollars Per Bushel)



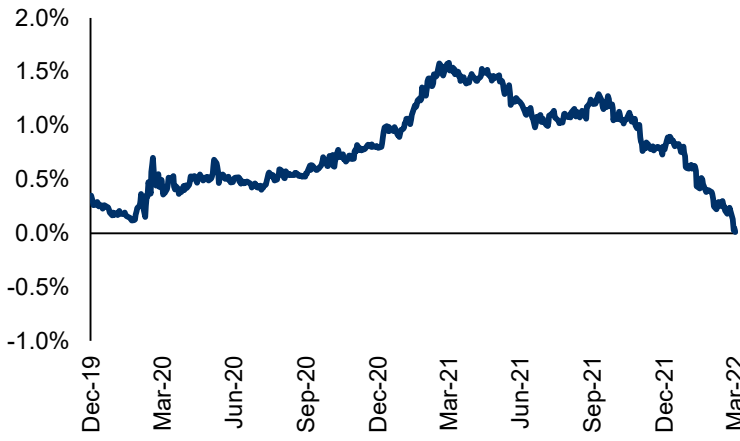
US Mortgage Market Survey (30 Year)



European Natural Gas



10-2 Year Treasury Yield Spread



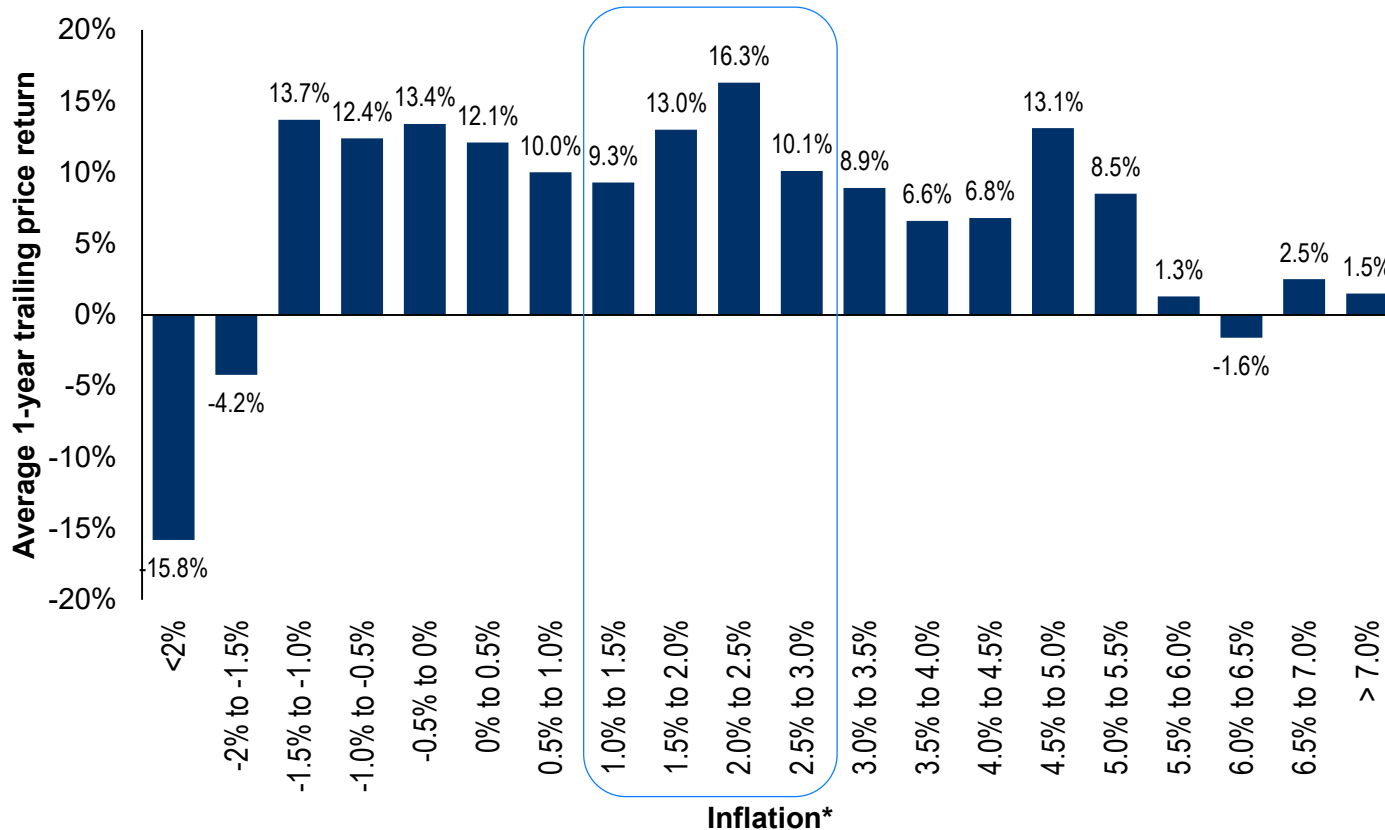
Sources: Intercontinental Exchange Endex Natural Gas; Freddie Mac US Mortgage Market Survey 30 Year Homeowner Commitment National Refinitiv 10-2 Year Treasury Yield Spread; Macrotrends: Wheat Price (U.S. Dollars Per Bushel)

Inflation Impact on Equities: Typically Less Threatening than Deflation

Stocks tend to advance unless deflation/inflation stay extreme

S&P 500 Index performance and inflation backdrop

Stocks tend to generate positive returns in periods of inflation of ~3%



Equities typically:

- Rise in most inflationary regimes due to pricing power.
- Fall in most deflationary regimes as it is the enemy to valuations
- Optimal inflation is 2-4%

* U.S. CPI year-over-year change. Source: Bloomberg, RBC GAM, S&P. Data computed on a monthly basis back to January 1928.

Source: Bloomberg, RBC GAM, S&P

* U.S. CPI year-over-year change

Data computed on a monthly basis back to January 1928.

Negative quarters: What comes after?

S&P 500 Total Return Index USD

Subsequent return (cumulative)

| Largest quarterly pullbacks in the past 20 years | Performance | 1 year | 3 years | 5 years |
|--|-------------|--------|---------|---------|
| Q4 2008 | -21.9% | 26.5% | 48.6% | 128.2% |
| Q1 2020 | -19.6% | 56.4% | ? | ? |
| Q3 2002 | -17.3% | 24.4% | 59.0% | 105.1% |
| Q3 2011 | -13.9% | 30.2% | 86.1% | 113.4% |
| Q4 2018 | -13.5% | 31.5% | 100.4% | ? |
| Q2 2002 | -13.4% | 0.3% | 27.0% | 66.3% |
| Q2 2010 | -11.4% | 30.7% | 66.2% | 122.5% |
| Q1 2009 | -11.0% | 49.8% | 88.0% | 161.1% |
| Q1 2008 | -9.4% | -38.1% | 7.2% | 32.6% |
| Q3 2008 | -8.4% | -6.9% | 3.7% | 61.2% |
| Q3 2015 | -6.4% | 15.4% | 61.4% | 93.8% |
| Q1 2022 | -4.6% | ? | ? | ? |
| Q4 2007 | -3.3% | -37.0% | -8.3% | 8.6% |
| Q1 2003 | -3.1% | 35.1% | 61.1% | 71.0% |
| Q2 2012 | -2.8% | 20.6% | 61.4% | 97.9% |

Source: RBC GAM, Morningstar. As of March 31, 2022. The table does not reflect transaction costs, investment management fees or taxes. If such costs and fees were reflected, returns would be lower. An investment cannot be made directly into an index.

The Perpetual Wall of Worry

There are always reasons to sell

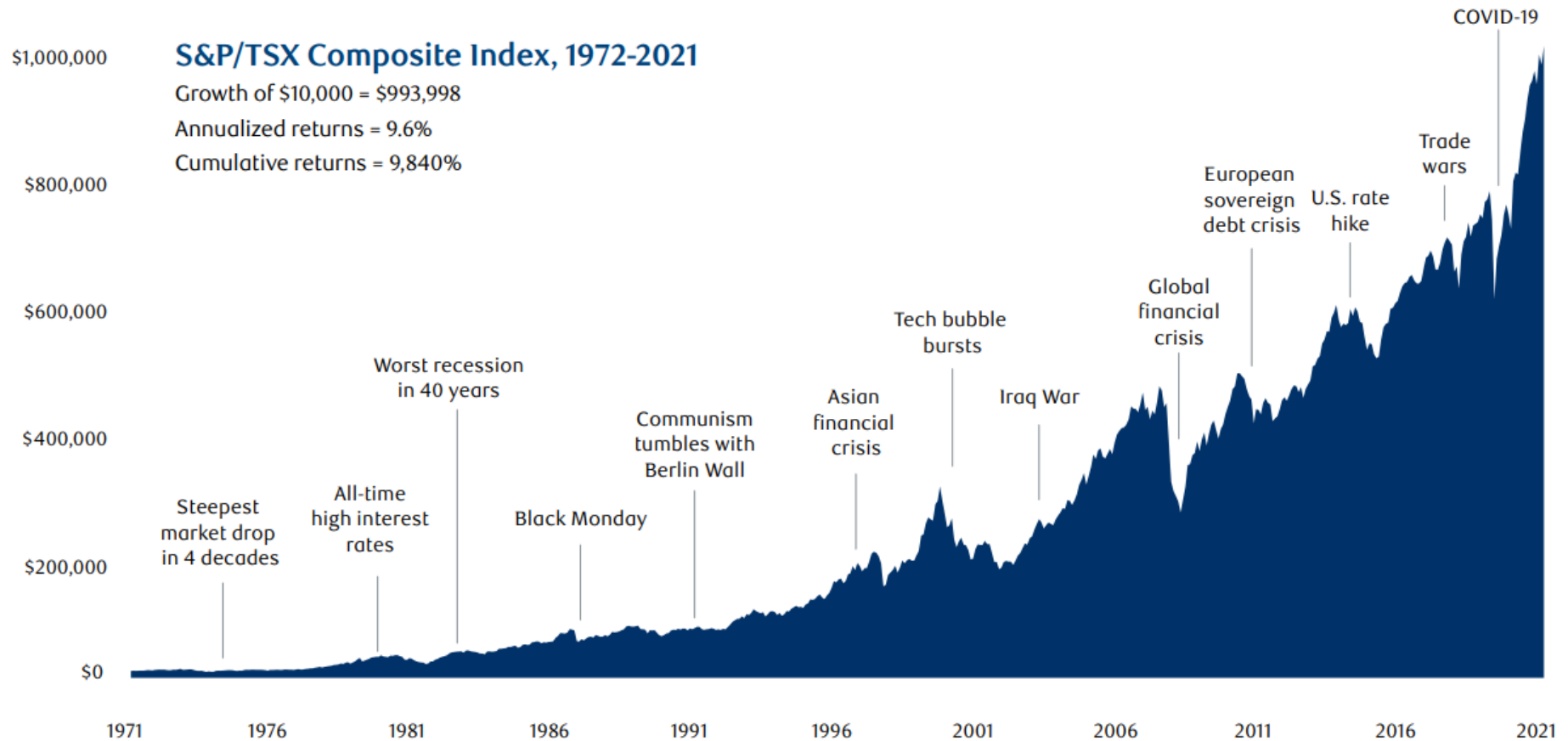


Chart illustrates the growth of \$10,000 in the S&P/TSX Composite Index (total returns) for the 50 years ended December 31, 2021. An investment cannot be made directly in an index. Graph does not reflect transaction costs, investment management fees or taxes. If such costs and fees were reflected, returns would be lower. Past performance is not a guarantee of future results. Index data source: Bloomberg.

Environmental, Social, and Governance Considerations



Wealth Management
PH&N Investment Counsel

What is ESG?

A detailed definition

E

Environmental

- Climate change
- Sustainability
- Air & water pollution
- Water scarcity
- Biodiversity and habitat protection
- Site rehabilitation

S

Social

- Human rights
- Community impact
- Health & safety
- Child and forced labour
- Human Capital: Employee engagement/productivity

G

Governance

- Board independence
- Board accountability
- Executive compensation
- Shareholder rights and voting
- Anti-corruption

Why does ESG matter?

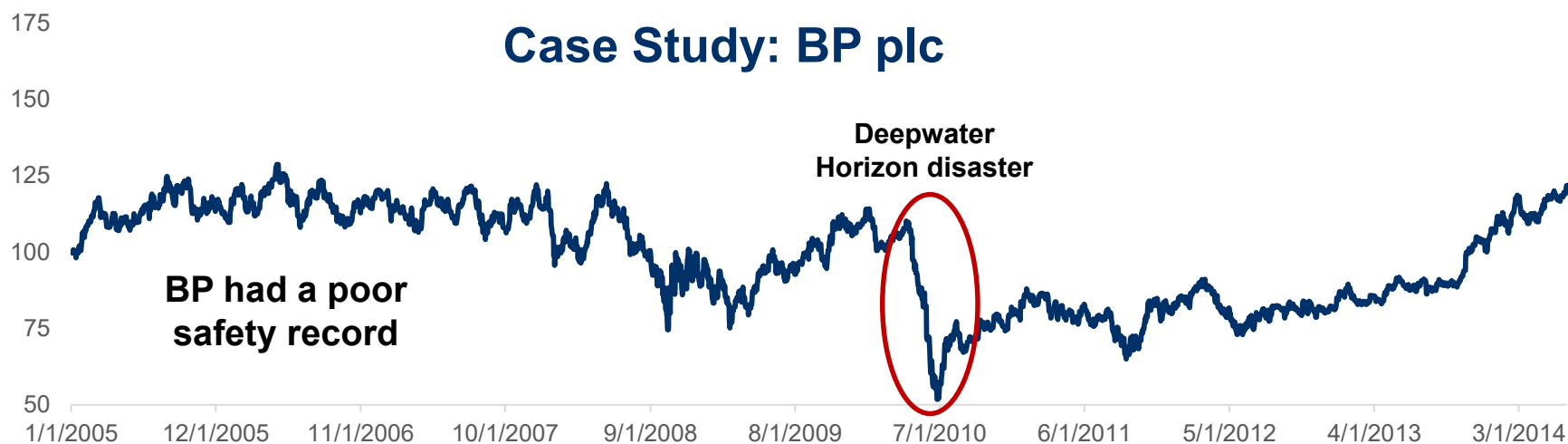
Enhances returns, mitigates risk

Why should investors care?

Research shows that well-governed companies that manage ESG issues well tend to have:

- Lower cost of capital
- Lower risk
- Better operational performance
- Better long-term share price performance

Sources: "Establishing Long Term Value and Performance", Sustainable Investing, June 2012. "From the Stockholder to the Stakeholder: How Sustainability Can Drive Financial Outperformance", March 2015. Journal of Sustainable Finance and Investment, November 2015. The Review of Financial Studies, December 2015.



Source: Growth in Canadian dollars, Morningstar Direct as of May 17, 2021
For illustrative purposes only and not a recommendation to buy or sell any security.

ESG tail risks across sectors

Risks vary based on issuers' line of business



Pipelines

- Tail risks tend to be environmental and social
 - Transportation spills
 - Contamination
 - Land use and community relations
 - Increased counterparty risks
 - Stranded assets
- Potential for M&A and other governance risks



Banks

- Tail risks tend to be social and governance:
 - Data privacy/security
 - Consumer rights
 - Gender and diversity
 - Board structure and independence
 - Bribery, corruption, etc
 - Complex structure
 - Limited visibility of certain business units
 - Loan book exposures

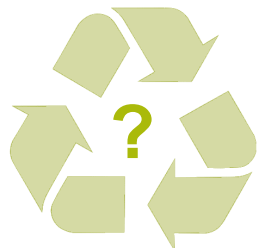


Power Generation

- Tail risks tend to be environmental and social:
 - Input material sourcing
 - Waste and end of life equipment management
 - Emissions and land use
 - Reliability of power source
 - Cost to rate payer
 - Community impact

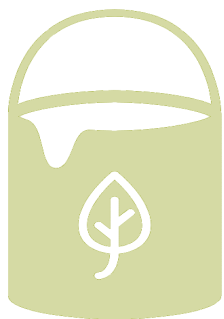
The many shades of green

Greenwashing risk



ESG labeled funds can often hold positions in non-green entities:

- ConocoPhillips, Chevron, ExxonMobil, Royal Dutch Shell, etc...



Issuers rapidly jumping on the green bandwagon

- Chevron's "higher returns, lower carbon" – increase in renewable asset spending, lower methane emissions targets, and greater carbon capture
- US activist group files complaint with FTC accusing Chevron of "egregiously misleading consumers" by exaggerating its clean energy investments
- Brookfield Asset Management forced to walk back on net-zero claims following avoided emissions math



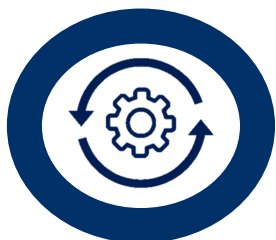
EU introducing Sustainable Finance Disclosure Regulations (SFDR)

- All financial market participants in the EU to disclose ESG issues, with additional requirements for investment products that promote ESG objectives

Source: Bloomberg

Types of ESG investing

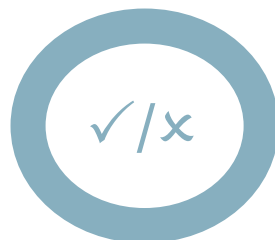
Building ESG aware portfolios



Integration

Explicitly and systematically including ESG risks and mitigants in investment analysis and decisions

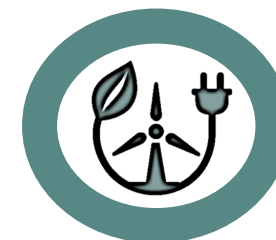
RBC Global Equity Fund



Socially Responsible Investing (SRI)

Application of positive or negative screens in portfolio construction according to explicit mandate guidelines

RBC Vision Fossil Fuel Free Global Equity Fund



Impact Aligned Investing

Direct investment in businesses or projects with the intention to generate positive and measurable impact

Under Development

Responsible Investing can enhance long-term returns

Taking concrete actions for 20+ years



Fully integrated ESG (environmental, social & governance)

- **A+ grade on all assessed modules in 2020 - UN Principles of Responsible Investment (UN PRI)***
- Developed Approach to Climate Change



Active Stewardship

- **Founding member, former Chair CCGG (Canadian Coalition for Good Governance)**
- Climate Action 100+
- 30% Club Investor Group
- Proxy voting focus: Gender & CEO/Chair separation



Client-driven solutions and reporting

- **Long history of SRI & Fossil Fuel Free investment capabilities¹**
- Integrated ESG reporting for clients & consultants



¹ Began offering SRI strategies in 2002 and Fossil Fuel Free strategies in 2016.

*As part of the paid annual membership services, the PRI evaluates signatories' approaches to the Principles based on its assessment methodology. Once the responses are assessed, all indicator scores are aggregated and modules are assigned a performance band (from A+ down to E). Our full transparency report as one of over 2,000 signatories can be found here: [RBC GAM PRI Transparency Report](#). Our firm's full private Assessment Report from the UNPRI is available upon request..

Perspectives on divestment



Motivations or Goals

- Moral/Social
- Environmental
- Financial

Oxford Study on Impact of Divestment

- Limited direct impact on equity or debt
 - Divested holdings bought by neutral investors
- Most effective at stigmatizing companies
 - May lead to legislative or regulatory change

Socially Responsible Investments (SRI) funds

RBC Vision Funds Investment Principles

Exclusionary



Tobacco



Military weapons



Alcohol



Gambling



Adult entertainment



Cannabis



Fossil fuel



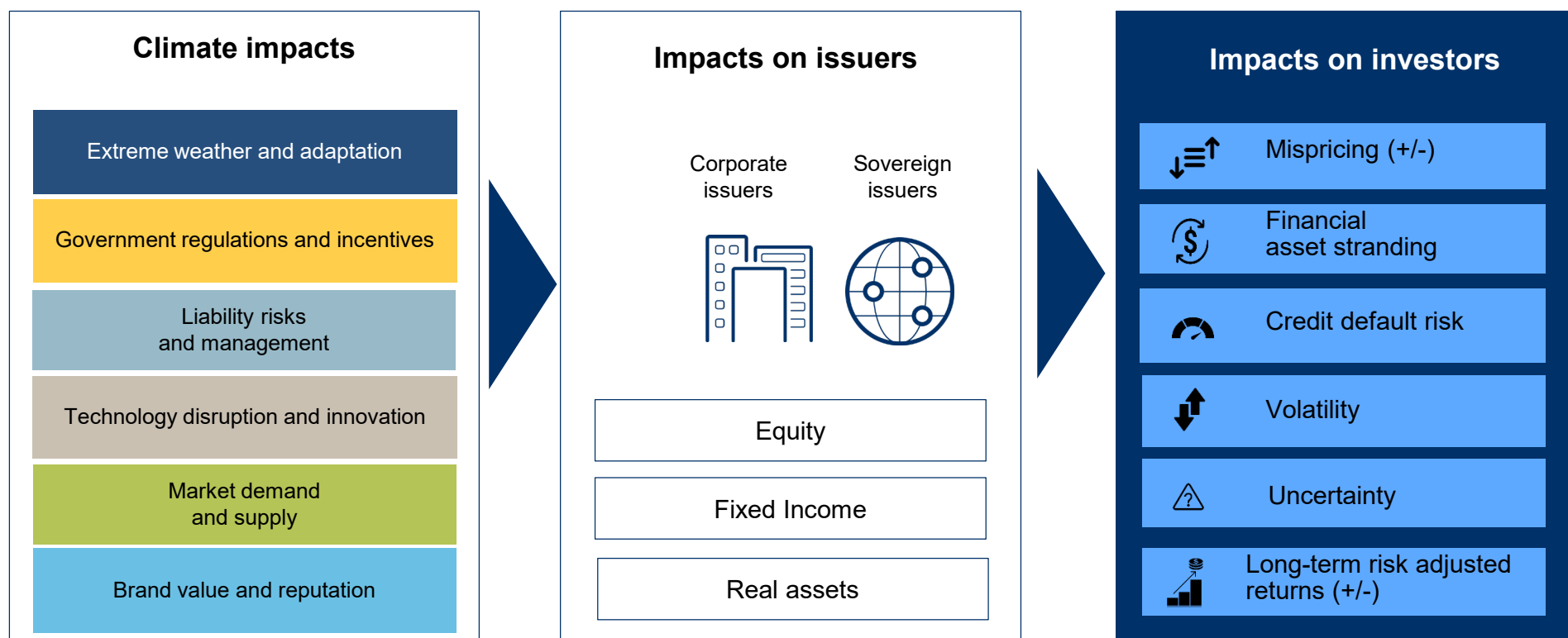
Women's Leadership

Qualitative



Climate Change

Presents both risks and opportunities



Our net zero ambition

RBC GAM supports the global goal of achieving net-zero emissions by 2050 or sooner

We also recognize and support the need to achieve a just and orderly transition to net-zero that promotes widely shared economic prosperity.



Source: [RBC GAM](#), October 2021



Transparency & disclosure

We are committed to providing robust and timely disclosure of our climate change commitments and actions, as well as reporting transparently on our progress.

- Climate-related commitments and actions are published in our approach to climate change.
- Measure, monitor and disclose the carbon emissions of our AUM.
- Conduct climate scenario analysis.
- Publish annual TCFD reports.



Addressing net-zero in our investments

We support the transition to a net-zero economy through our investment approach.

- Integrate financially material climate risks and opportunities.
- Identify and track issuers' alignment with the goal of achieving net-zero emission by 2050.
- Expect issuers to establish credible targets and action plans aligned to net zero, and disclose any material financial and strategic risks.
- Actively engage with issuers for whom climate change is a material financial risk if they do not have a net-zero target and action plan.



Addressing net-zero in our operations

We understand our obligation to mitigate emission within our own operations.

- Maintain net zero emissions in our operations, which we have done every year since 2017.
- The Royal Bank of Canada (RBC) has also committed to net-zero emissions by 2050 in its lending portfolio. Includes a commitment to measure and disclose financed commitments.

Quarterly Climate Dashboard

Sample data

Climate Dashboard

Distributed quarterly to each investment team

100+ core funds

Equity & Fixed Income

Current & forward-looking analysis

Metrics and methodologies continue to evolve

Considered as part of investment decision-making



Climate Change Dashboard Summary

PART I: Portfolio Exposure to Climate-Related Factors (current)

Carbon footprint

Scope 1 and 2 emissions

| | Portfolio | Benchmark |
|---|-----------|-----------|
| Wgt. Avg. Carbon Intensity (t CO2e /\$M Sales) | 159.4 | 235.8 |
| Wgt. Avg. Carbon EVIC Intensity (t CO2e / EVIC) | 95.4 | 116.0 |

Scope 3 emissions

| | Portfolio | Benchmark |
|---|-----------|-----------|
| Wgt. Avg. Carbon Intensity (t CO2e /\$M Sales) | 625 | 781 |
| Wgt. Avg. Carbon EVIC Intensity (t CO2e / EVIC) | 408 | 392 |

Fossil fuel revenue exposure (%)

| | Portfolio | Benchmark |
|--------------------------------------|-----------|-----------|
| Fossil Fuel Revenue Exposure (total) | 0.04 | 1.06 |
| Conventional Oil & Gas | 0.03 | 0.66 |
| Unconventional Oil & Gas | 0.00 | 0.02 |
| Thermal Coal extraction | 0.01 | 0.15 |
| Thermal Coal power generation | 0.00 | 0.23 |

Green revenue exposure (%)

| | Portfolio | Benchmark |
|--------------------------------|-----------|-----------|
| Green Revenue Exposure (total) | 2.26 | 3.86 |
| Alternative Energy | 0.09 | 0.54 |
| Energy efficiency | 1.18 | 2.97 |
| Green Building | 0.98 | 0.19 |
| Pollution Prevention | 0.00 | 0.07 |
| Sustainable water | 0.00 | 0.10 |

Low-carbon transition risk

| | Portfolio | Benchmark |
|---|-----------|-----------|
| Exposure to low-carbon transition risk (total) | 12.0% | 16.7% |
| Exposure to Low-carbon transition opportunities | 0.6% | 2.4% |
| Low Carbon Transition Management (top quartile score %) | 39.0% | 40.5% |
| Carbon emissions reduction target (% with target) | 33.8% | 35.9% |

Part II – Evaluating the impact of climate scenarios (forward-looking)

Climate Value at Risk (%)

| | | Portfolio | Benchmark |
|---------------------|-----------------|-----------|-----------|
| 1.5C Scenario | | -15.3 | -11.6 |
| | 2.0C Scenario | -9.9 | -8.6 |
| | 3.0C Scenario | -4.9 | -4.8 |
| 1.5C Scenario | Technology CvaR | 3.3 | 3.3 |
| | Policy CvaR | -10.7 | -9.3 |
| 2.0C Scenario | Technology CvaR | 2.0 | 1.7 |
| | Policy CvaR | -7.1 | -6.6 |
| 3.0C Scenario | Technology CvaR | 0.3 | 0.2 |
| | Policy CvaR | -1.0 | -1.7 |
| Aggressive Scenario | Physical CvaR | -4.3 | -3.7 |
| Average Scenario | Physical CvaR | -3.2 | -2.5 |

Temperature alignment (°C)

| | Portfolio | Benchmark |
|--|-----------|-----------|
| Warming Potential (°C) | 3.5 | 3.3 |
| Warming Potential (°C) (Scope 1 and 2) | 2.4 | 2.7 |

Climate data Coverage

Portfolio : 80.2%

Benchmark : 81.8%



Underlying Strategies



Wealth Management
PH&N Investment Counsel

Nipissing University

Portfolio Component Returns

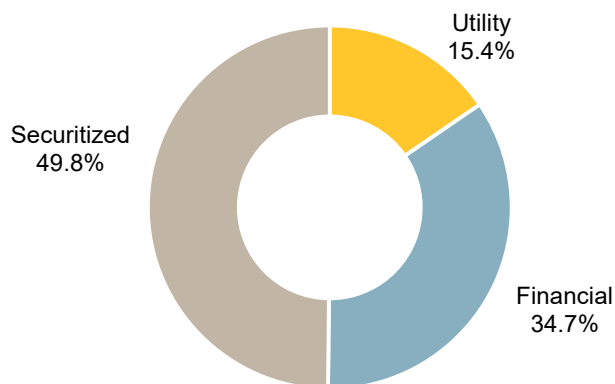
| Annualized Performance <i>As of April 30, 2022</i> | 3 Mo | 1 Yr | 2 Yr | 3 Yr | 4 Yr | 5 Yr | 10 Yr |
|--|--------------|-------------|-------------|-------------|-------------|-------------|--------------|
| PH&N Canadian Money Market Fund | 0.1 | 0.3 | 0.4 | 0.9 | 1.2 | 1.2 | 1.1 |
| FTSE Canada 30 Day T-Bill Index | <u>0.1</u> | <u>0.1</u> | <u>0.1</u> | <u>0.6</u> | <u>0.8</u> | <u>0.8</u> | <u>0.8</u> |
| PH&N Total Return Bond Fund | -6.9 | -7.4 | -4.0 | 0.2 | 1.7 | 1.2 | 2.8 |
| FTSE Canada Universe Bond Index | <u>-7.1</u> | <u>-7.9</u> | <u>-5.0</u> | <u>-0.7</u> | <u>1.0</u> | <u>0.6</u> | <u>2.2</u> |
| PH&N Mortgage Pension Trust | -3.6 | -2.8 | 1.3 | 1.6 | 2.4 | 2.1 | 3.0 |
| FTSE Canada Short Term Overall Bond Index | <u>-2.9</u> | <u>-4.4</u> | <u>-1.4</u> | <u>0.4</u> | <u>1.3</u> | <u>0.9</u> | <u>1.6</u> |
| RBC QUBE Low Volatility Canadian Equity Fund | 1.1 | 15.1 | 21.4 | 10.9 | 11.2 | 9.1 | 10.5 |
| S&P/TSX Capped Composite Index | <u>-0.9</u> | <u>11.6</u> | <u>21.9</u> | <u>11.0</u> | <u>10.7</u> | <u>9.1</u> | <u>8.6</u> |
| PH&N Canadian Equity Value Fund | 0.5 | 18.7 | 26.0 | 11.7 | 11.3 | 9.7 | 10.3 |
| S&P/TSX Capped Composite Index | <u>-0.9</u> | <u>11.6</u> | <u>21.9</u> | <u>11.0</u> | <u>10.7</u> | <u>9.1</u> | <u>8.6</u> |
| PH&N Small Float Fund | -10.3 | -6.6 | 17.1 | 12.3 | 11.0 | 9.2 | 13.3 |
| S&P/TSX Capped Composite Index | <u>-0.9</u> | <u>11.6</u> | <u>21.9</u> | <u>11.0</u> | <u>10.7</u> | <u>9.1</u> | <u>8.6</u> |
| RBC QUBE Low Volatility Global Equity Fund | -1.8 | 9.6 | 8.8 | 4.9 | 7.6 | 6.8 | - |
| MSCI World Net Index C\$ | <u>-7.7</u> | <u>0.2</u> | <u>13.6</u> | <u>8.5</u> | <u>9.3</u> | <u>8.7</u> | <u>-</u> |
| RBC Global Equity Focus Fund | -11.5 | -7.7 | 12.0 | 8.9 | 10.4 | 11.8 | - |
| MSCI World Net Index C\$ | <u>-7.7</u> | <u>0.2</u> | <u>13.6</u> | <u>8.5</u> | <u>9.3</u> | <u>8.7</u> | <u>-</u> |

Performance reflected in Canadian dollars, gross of investment management fees.

PH&N Canadian Money Market Fund

As at March 31, 2022

Sector distribution



| Portfolio characteristics | |
|---------------------------------|----------------|
| Average term to maturity | 58 days |
| 7-day yield | 0.63%* |
| <i>Benchmark** yield</i> | <i>0.45%</i> |
| Incremental | +0.18% |

* Yields are reported on a pre-fee basis, standard performance data available in the Appendix. The PH&N Canadian Money Market Fund (Series O) current yield, 0.63%, is an annualized yield based on the seven day period ended on March 31, 2022, and does not represent an actual one year return

** Benchmark is the FTSE Canada 30-Day T-bill Index

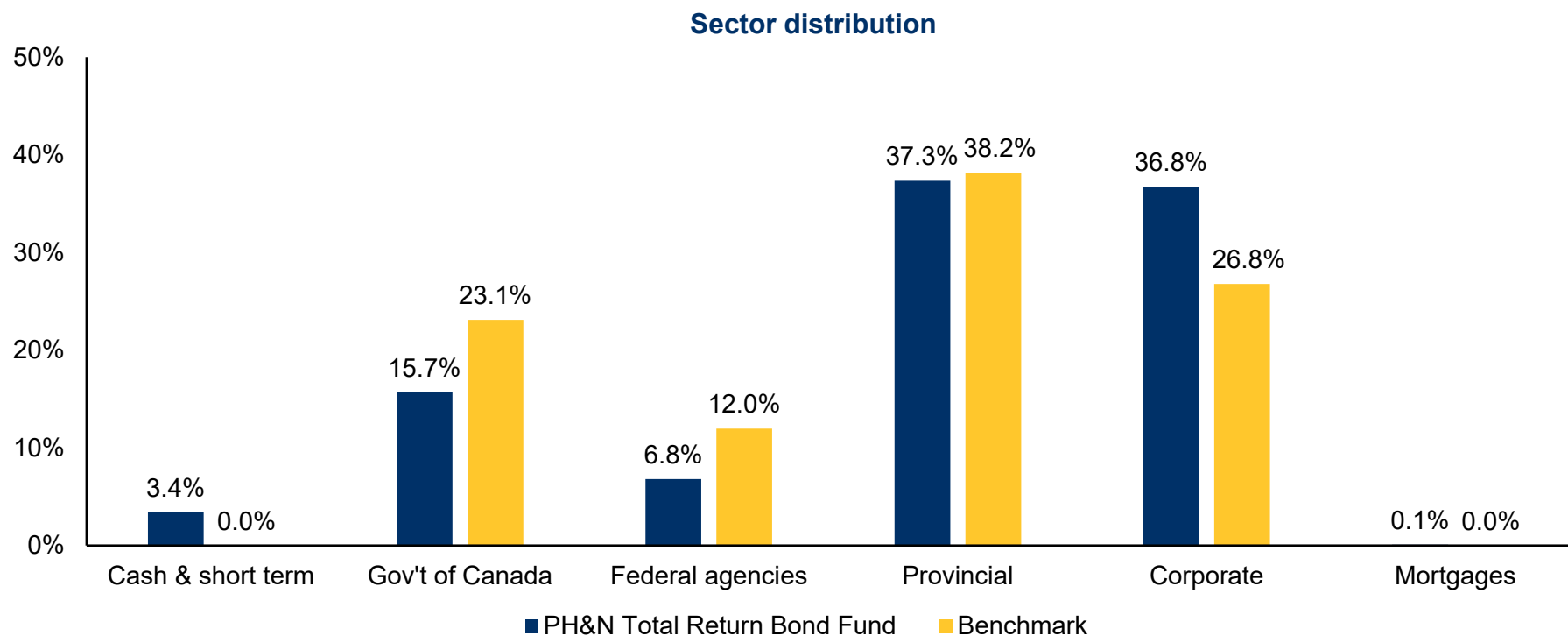
- Continue to focus on yield enhancement strategies
- Mostly invested in high-quality corporate issuance
 - Reward-for-risk remains compelling in high-grade commercial paper and bankers' acceptances relative to Government of Canada T-Bills

| High quality portfolio | |
|------------------------|-------|
| R1H | 72.5% |
| R1M | 8.4% |
| R1L | 19.1% |

- Longer than neutral maturity profile
 - Incremental yield on longer-dated corporate issues attractive relative to shorter-dated issues

PH&N Total Return Bond Fund

As at March 31, 2022



| | Yield (%) ¹ | Duration (yr) |
|-----------------------------|------------------------|---------------|
| PH&N Total Return Bond Fund | 3.15 | 7.88 |
| Benchmark ² | 3.02 | 7.84 |
| <i>Difference</i> | +0.13 | +0.04 |

As at March 31, 2022

¹ Yield is reported on a gross-of-fee basis; Series O

² Benchmark represents FTSE Canada Universe Bond Index; Source: FTSE Global Debt Capital Markets Inc., RBC GAM (BondLab)
Portfolio characteristics are subject to change.

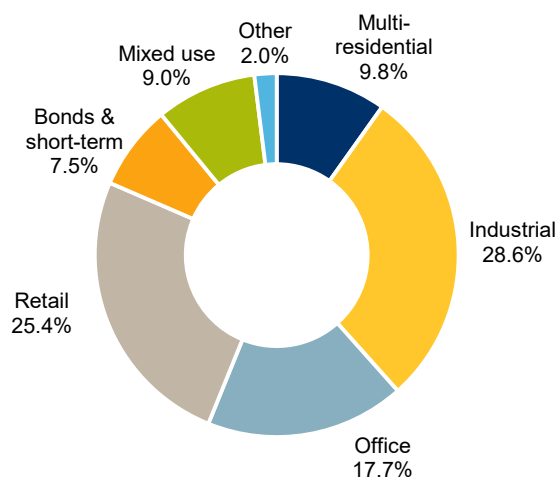
PH&N Mortgage Pension Trust

Portfolio structure as of March 31, 2022

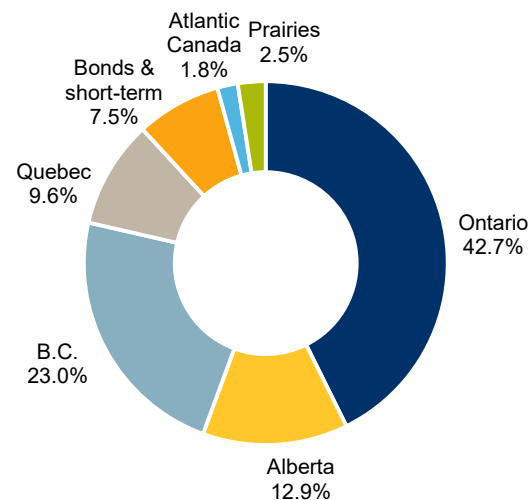
| Portfolio statistics | |
|--|---------------------------|
| AUM: | \$4,828.9 million |
| Number of mortgages: | 546 |
| Weighted average spread ¹ : | 161 basis points |
| Modified duration: | 3.36 yr |
| Yield-to-maturity ² : | 3.52% |
| Weighted amortization ³ : | 21.92 yr |
| Coverage ratios ⁴ : | Cash flow coverage = 1.7x |
| | Loan/value = 55% |

| Portfolio constraints |
|---|
| • First mortgages only on income producing properties in Canada |
| • Minimum cash flow coverage of 1.25x |
| • Maximum loan-to-value of 75% |
| • Maximum term to maturity of 11 years |
| • No mortgage >2.5% of the market value of the portfolio unless government guaranteed; then not >3.5% |

Property type



Geographic distribution



1 Over equivalent term Canada issues.

2 Yield is reported on a gross-of-fees basis; Series O. The yield is calculated based on the market price of the fund's securities.

3 Excludes interest only mortgages which represent 13.2% of the total mortgages

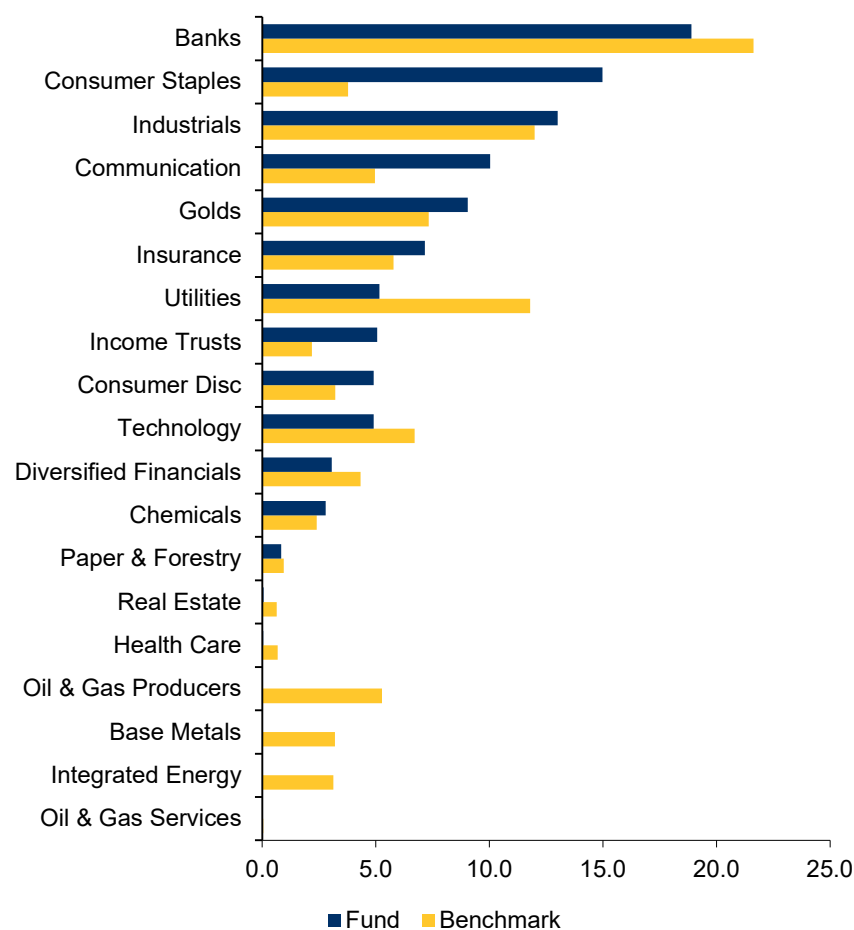
4 This does not include cash or non-current pay mortgages.

RBC QUBE Low Volatility Canadian Equity Fund

Portfolio structure as of March 31, 2022

| Issuer | Sector | Fund % |
|------------------------|------------------|-----------|
| Bank of Montreal | Banks | 4.9 |
| Royal Bank of Canada | Banks | 4.8 |
| Toronto-Dominion Bank | Banks | 4.6 |
| Fortis | Utilities | 4.0 |
| Metro | Consumer Staples | 4.0 |
| Dollarama | Consumer Disc | 4.0 |
| BCE | Communication | 4.0 |
| TELUS | Communication | 4.0 |
| Sun Life Financial | Insurance | 4.0 |
| Constellation Software | Technology | 3.9 |
| Fund | | Benchmark |
| Holdings (ex Cash) | 68 | 239 |
| Dividend Yield | 2.3% | 2.5% |

Sector allocation (%)



As at 3.31.2022

Source: RBC Global Asset Management, S&P Dow Jones Indices. Fund data for Series O. The yield shown is calculated based on the average dividend yield of the securities held by the fund. The S&P/TSX Capped Composite Index is the benchmark for the fund.



PH&N Canadian Equity Value Fund

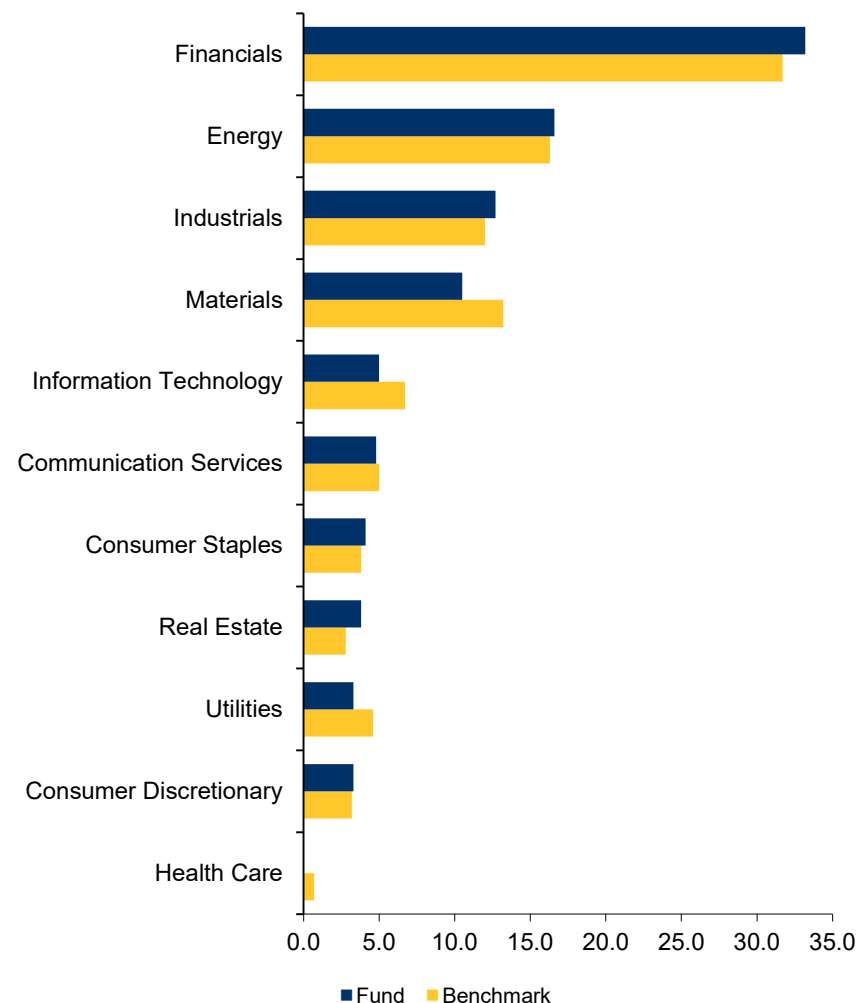
Portfolio structure as of March 31, 2022

| Top 5 Holdings | Sector | Relative % |
|----------------------------|------------|------------|
| Bank of Nova Scotia | Financials | 1.1 |
| Canadian Natural Resources | Energy | 1.1 |
| Power of Canada | Financials | 1.1 |
| Imperial Oil | Energy | 1.0 |
| TransAlta | Utilities | 0.9 |

| Bottom 5 Holdings | Sector | Relative % |
|------------------------------------|------------------------|------------|
| Shopify | Information Technology | -2.1 |
| Franco-Nevada | Materials | -1.2 |
| Cenovus Energy | Energy | -0.8 |
| Pembina Pipeline | Energy | -0.8 |
| Brookfield Infrastructure Partners | Utilities | -0.8 |

| | Fund | Benchmark |
|--------------------|------|-----------|
| Holdings (ex Cash) | 84 | 239 |
| Dividend Yield | 2.5% | 2.5% |

Sector allocation (%)



As at 3.31.2022

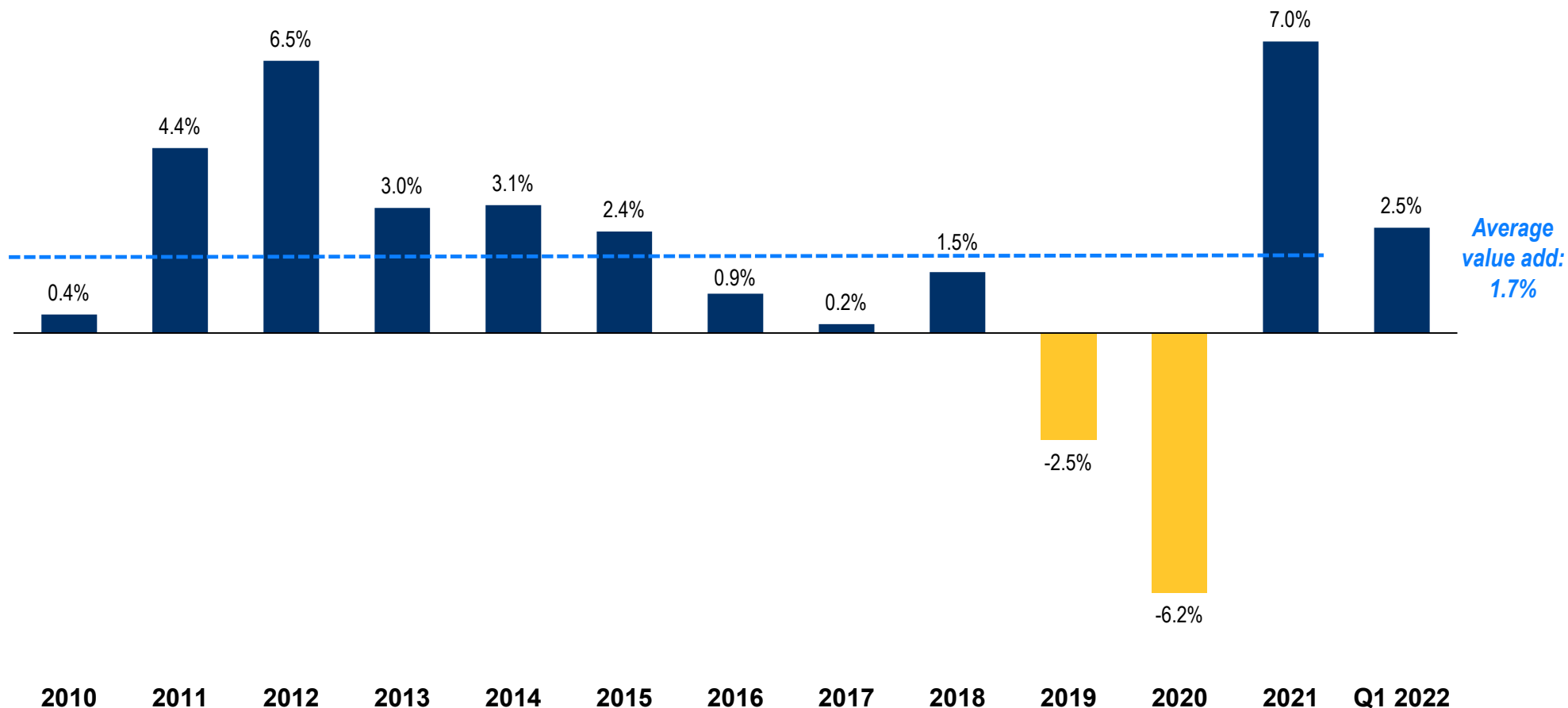
Source: RBC Global Asset Management, S&P Dow Jones Indices. Fund data for Series O. The yield shown is calculated based on the average dividend yield of the securities held by the fund. The S&P/TSX Capped Composite Index is the benchmark for the fund.



PH&N Canadian Equity Value Fund

Broader markets of 2021 rewarded our fundamentally driven process

PH&N Canadian Equity Value vs. TSX
Relative Calendar Year Performance Since Fund's Inception



As of March 31, 2022

Fund Inception Date: December 31, 2009. Series O returns. Total returns are gross-of-fee and reported in Canadian dollars.

S&P/TSX: S&P/TSX Capped Composite Index

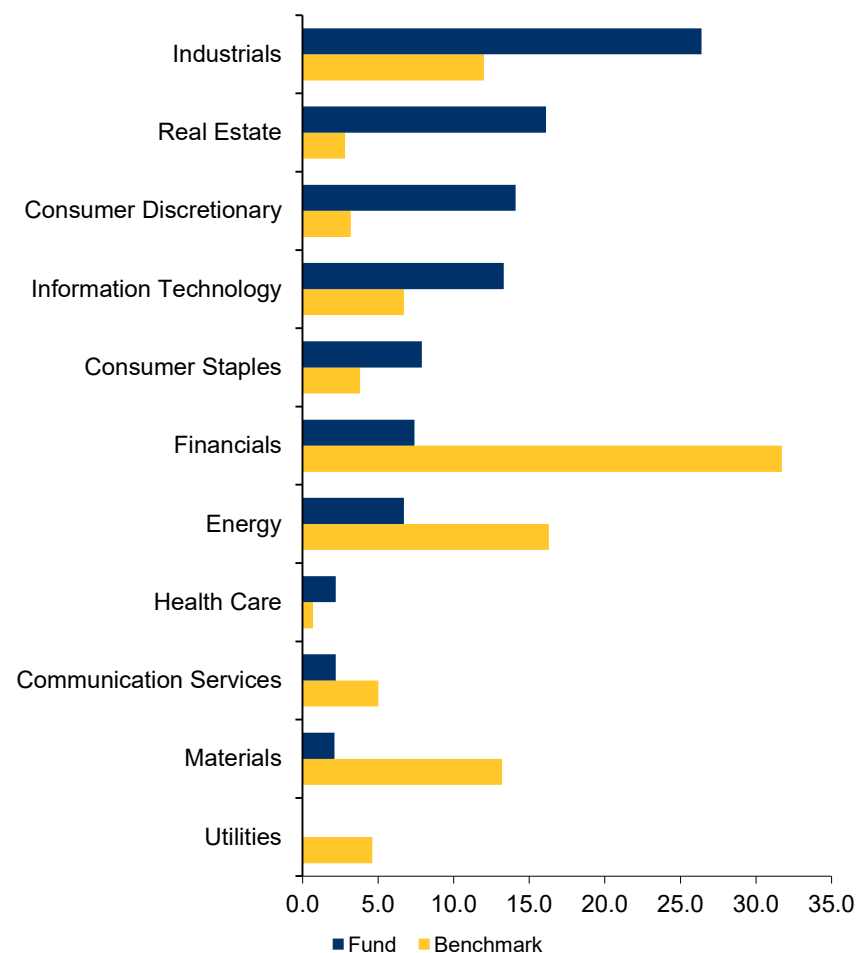


PH&N Small Float Fund

Portfolio structure as of March 31, 2022

| Issuer | Sector | Relative % |
|---------------------------------|------------------------|------------|
| PrairieSky Royalty | Energy | 6.6 |
| Stantec | Industrials | 6.1 |
| Aritzia | Consumer Discretionary | 5.6 |
| Kinaxis | Information Technology | 5.3 |
| Badger Infrastructure Solutions | Industrials | 5.3 |
| Tricon Residential | Real Estate | 4.0 |
| Element Fleet Management | Financials | 3.7 |
| Boyd Group Services | Industrials | 3.4 |
| Colliers International | Real Estate | 3.4 |
| Nuvei | Information Technology | 3.3 |
| Fund | | Benchmark |
| Holdings (ex Cash) | 34 | 239 |
| Dividend Yield | 1.2% | 2.5% |

Sector allocation (%)



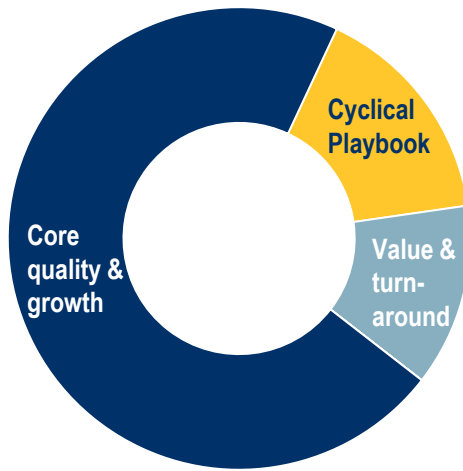
As at 3.31.2022

Source: RBC Global Asset Management, S&P Dow Jones Indices. Fund data for Series O. The yield shown is calculated based on the average dividend yield of the securities held by the fund. The S&P/TSX Capped Composite Index is the benchmark for the fund.

Small float fund: understanding recent underperformance

Market has not rewarded our focus on core quality & growth names

Portfolio composition



Reasons for recent underperformance

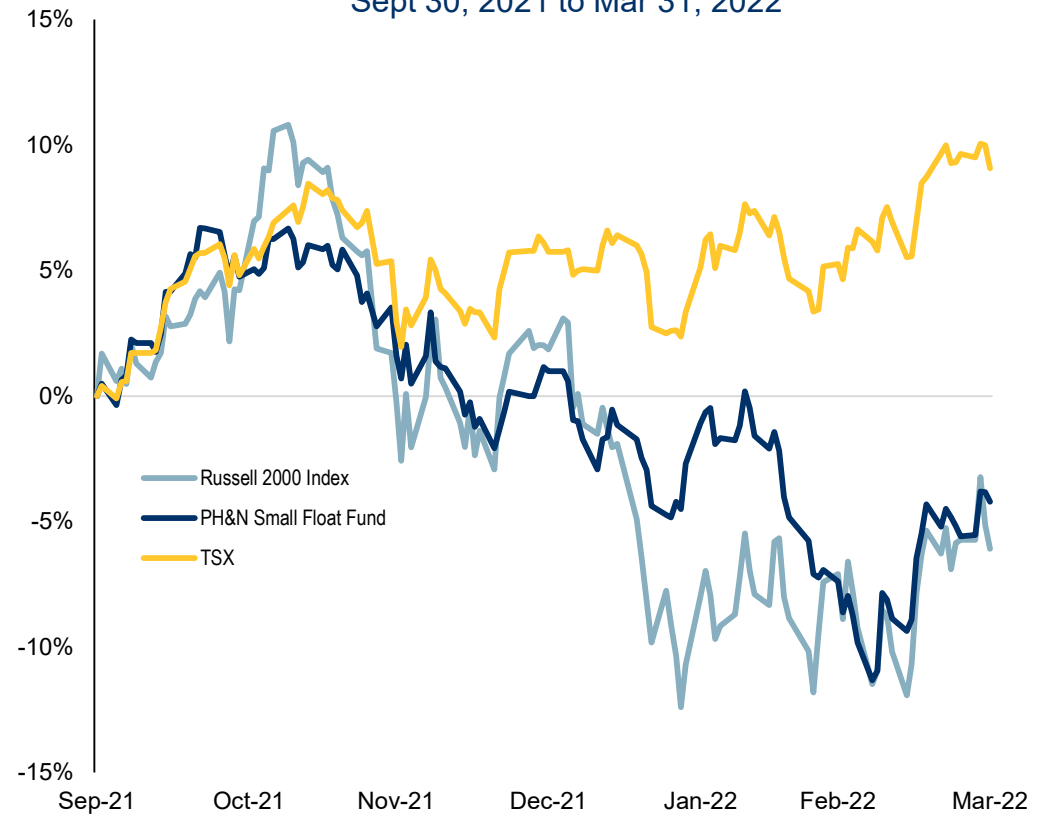
Rotation into Value stocks (rising rates affecting growth stocks)

Sector composition (inability to own banks, large cap Energy cos)

Risk-off sentiment with Russia/Ukraine war

PH&N Small Float Fund has performed in-line with Russell 2000 Index

Sept 30, 2021 to Mar 31, 2022



Source: RBC GAM, Eikon. RBC GAM. Information provided for illustration purposes only to demonstrate the investment management process of the investment team and is not a recommendation to buy or sell any security or other financial instrument.

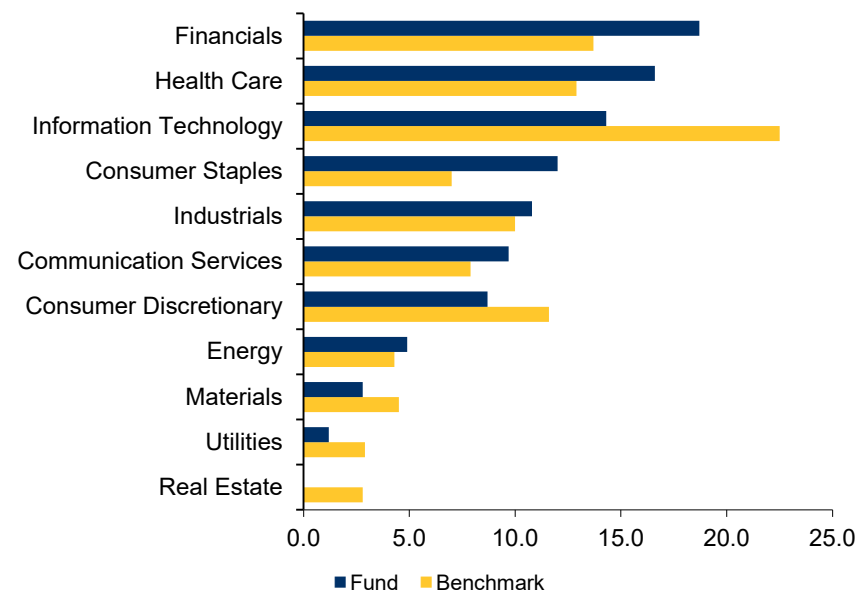
RBC Global Equity Focus Fund

Portfolio structure as of March 31, 2022

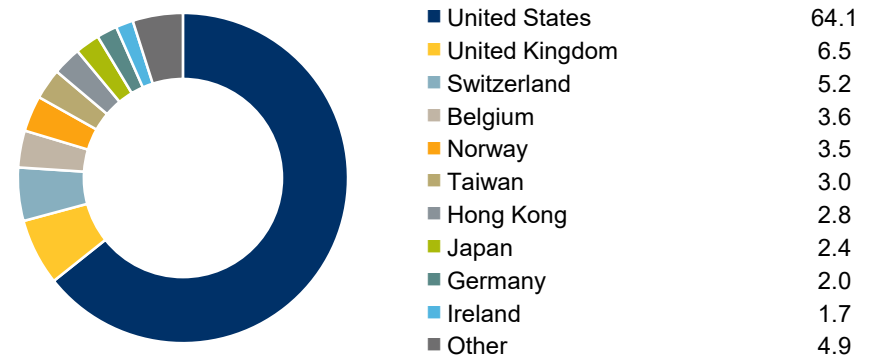
| Issuer | Sector | Fund % |
|----------------|------------------------|--------|
| Alphabet | Communication Services | 6.4 |
| UnitedHealth | Health Care | 5.9 |
| Microsoft | Information Technology | 5.9 |
| Roche | Health Care | 5.2 |
| Amazon.com | Consumer Discretionary | 4.2 |
| PepsiCo | Consumer Staples | 4.1 |
| Anheuser-Busch | Consumer Staples | 3.6 |
| Equinor ASA | Energy | 3.5 |
| Fortive | Industrials | 3.4 |
| Charles Schwab | Financials | 3.4 |

| | Fund | Benchmark |
|--------------------|------|-----------|
| Holdings (ex Cash) | 37 | 1,518 |
| Dividend Yield | 1.2% | 1.7% |

Sector allocation (%)



Geographic allocation (%)



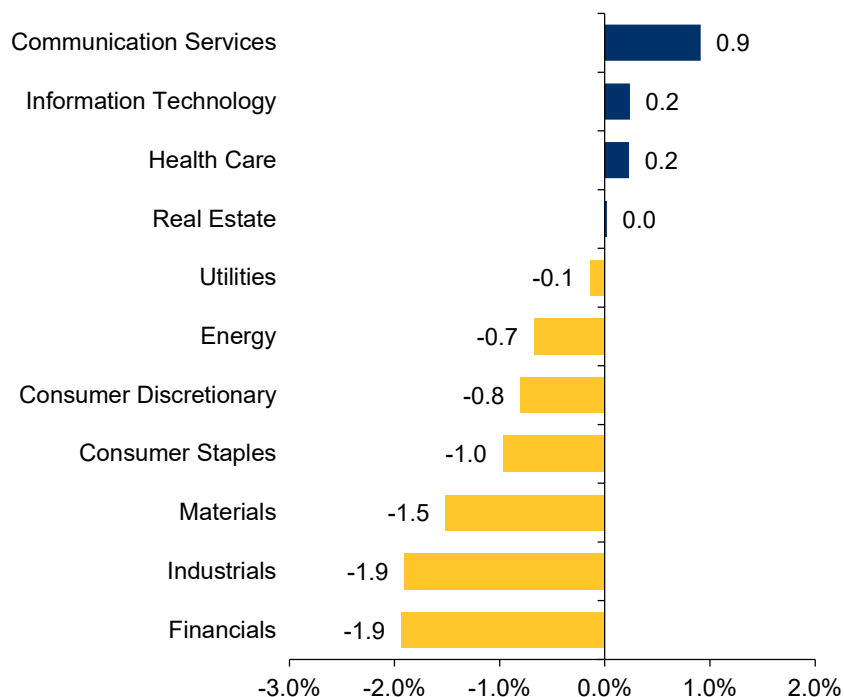
As at 3.31.2022

Source: RBC Global Asset Management, MSCI. Fund data for Series O. The yield shown is calculated based on the average dividend yield of the securities held by the fund. The MSCI World Total Return Net Index (CAD) is the benchmark for the fund.

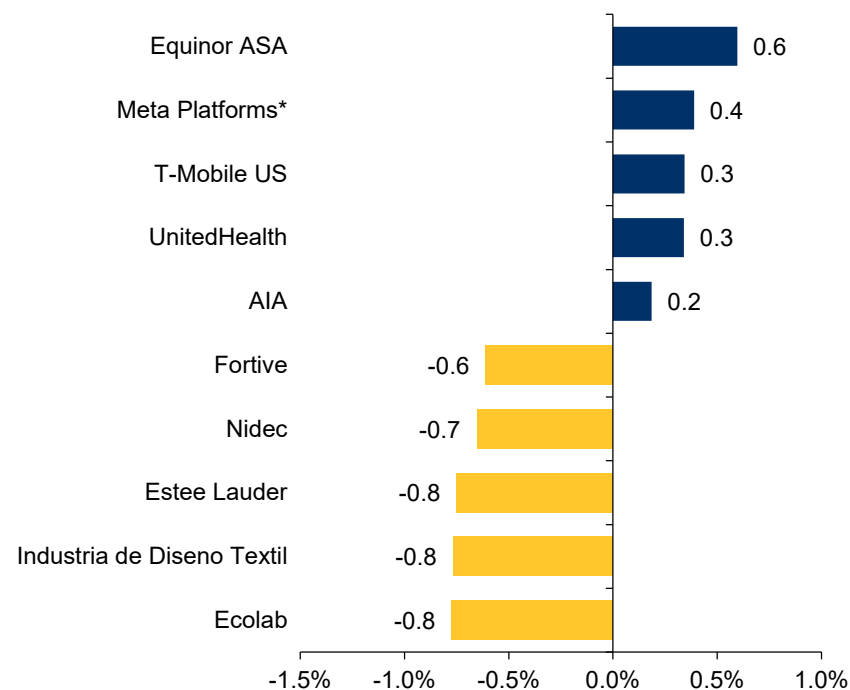
RBC Global Equity Focus Fund

Key Attribution Highlights – 3 months

Sector contribution to relative returns



Security contribution to relative returns



Total value added

-5.9%

Number of positive sectors out of 11

4

As at 3.31.2022

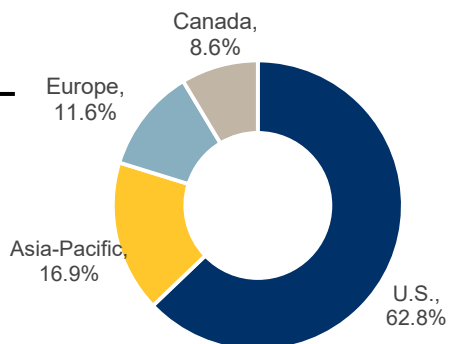
Source: RBC Global Asset Management, MSCI. The MSCI World Total Return Net Index (CAD) is the benchmark for the fund. The "GIPS® Composite Report" can be found in the appendix which contains additional disclosures and important information regarding the performance of the composite. Returns are presented gross of management fees and operating expenses and includes the reinvestment of all income. Performance is not annualized for periods less than one year. * indicates securities that are not held.

RBC QUBE Low Volatility Global Equity Fund

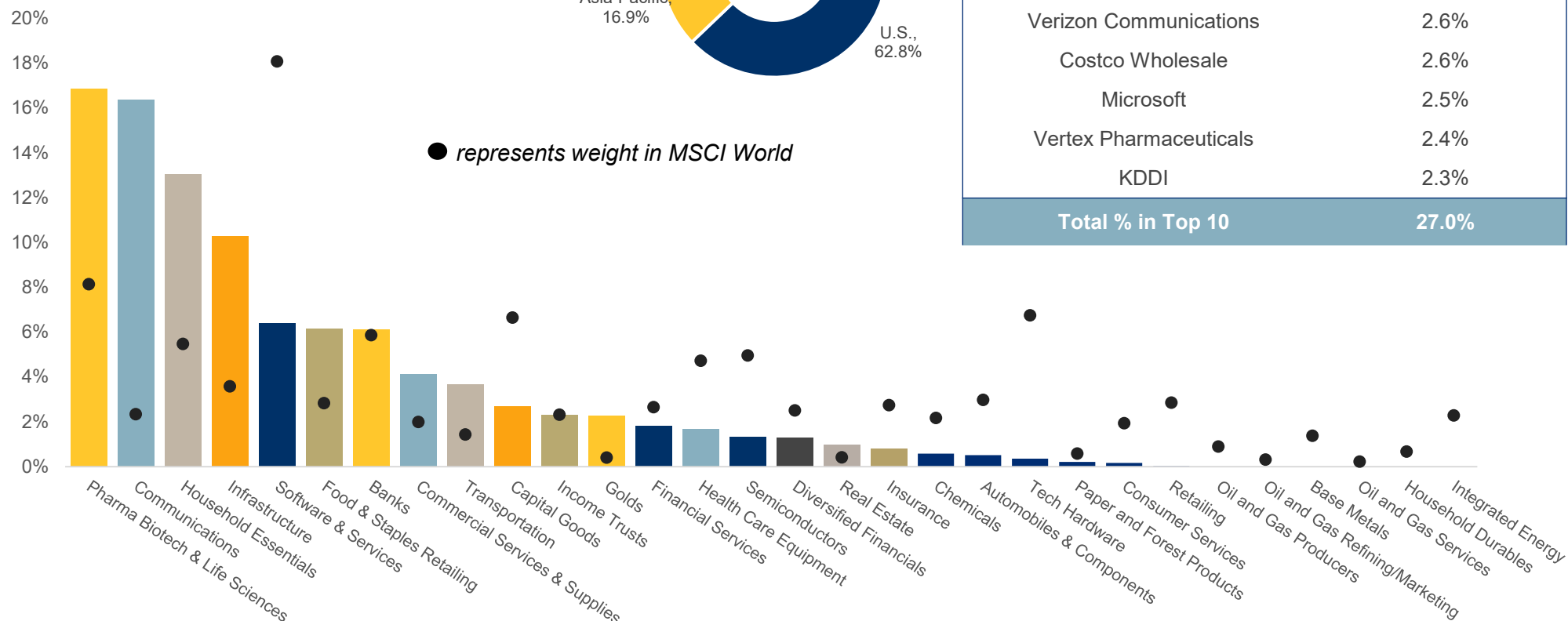
Portfolio characteristics at March 31, 2022

| | RBC QUBE | MSCI World |
|--------------------|----------|------------|
| Dividend Yield | 2.6% | 2.0% |
| Number of Holdings | 139 | 1540 |

Geographic Distribution



| Top 10 Holdings | |
|--------------------------|--------------|
| Colgate-Palmolive | 3.0% |
| BCE | 3.0% |
| Johnson & Johnson | 2.9% |
| Roche Holding | 2.9% |
| Procter & Gamble | 2.7% |
| Verizon Communications | 2.6% |
| Costco Wholesale | 2.6% |
| Microsoft | 2.5% |
| Vertex Pharmaceuticals | 2.4% |
| KDDI | 2.3% |
| Total % in Top 10 | 27.0% |



As at 3.31.2022

Source: RBC Global Asset Management, MSCI. The MSCI World Total Return Net Index (CAD) is the benchmark for the fund. The "GIPS® Composite Report" can be found in the appendix which contains additional disclosures and important information regarding the performance of the composite. Returns are presented gross of management fees and operating expenses and includes the reinvestment of all income. Performance is not annualized for periods less than one year. * indicates securities that are not held.

Appendix



Future path of interest rates difficult to predict

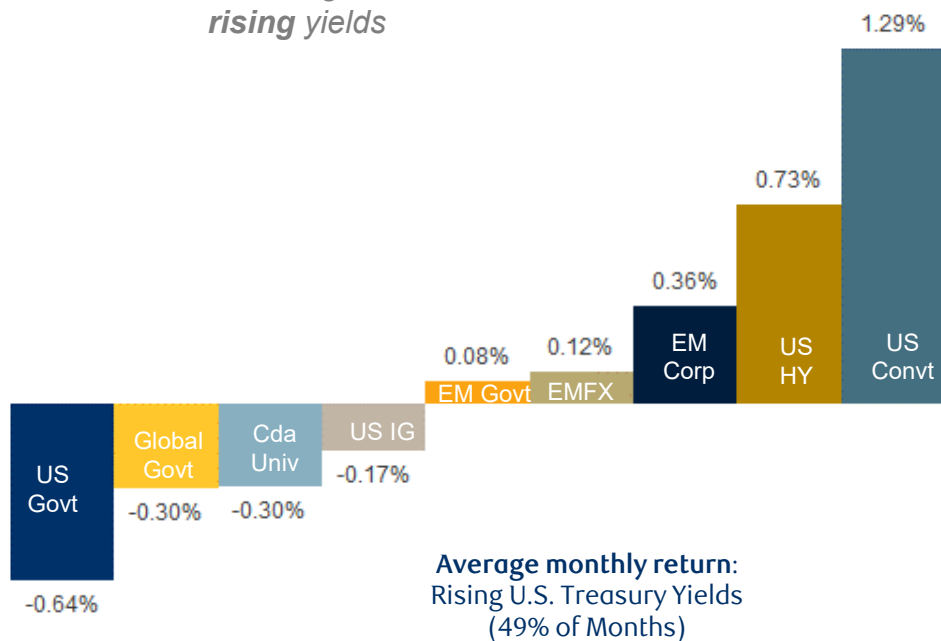
Sizing of interest rate strategies is key



Source: FTSE Global Debt Capital Markets Inc., PH&N Institutional

Fixed income performance in different interest rate environments

Specialty credit markets can cushion against rising yields



All fixed income asset classes tend to perform well when yields are falling

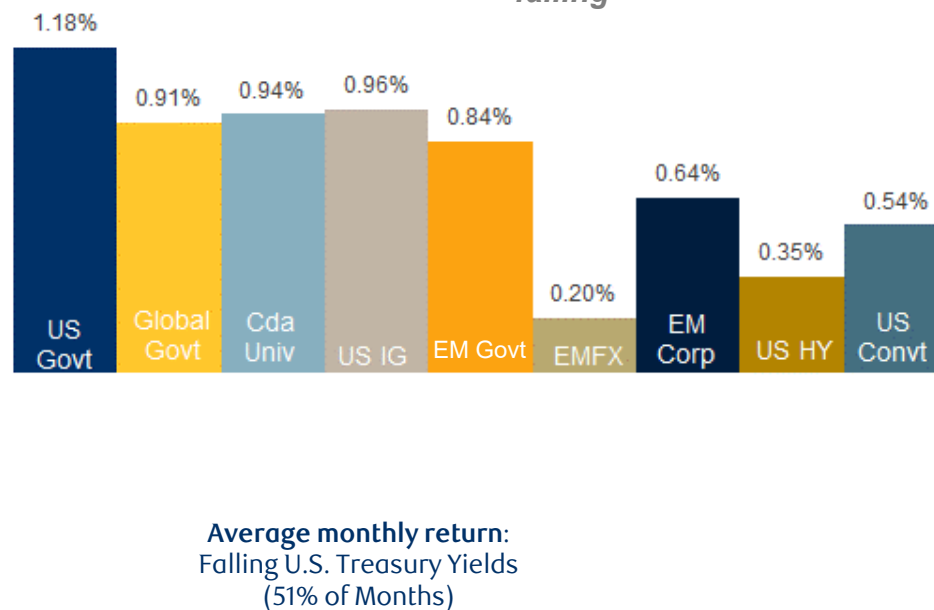
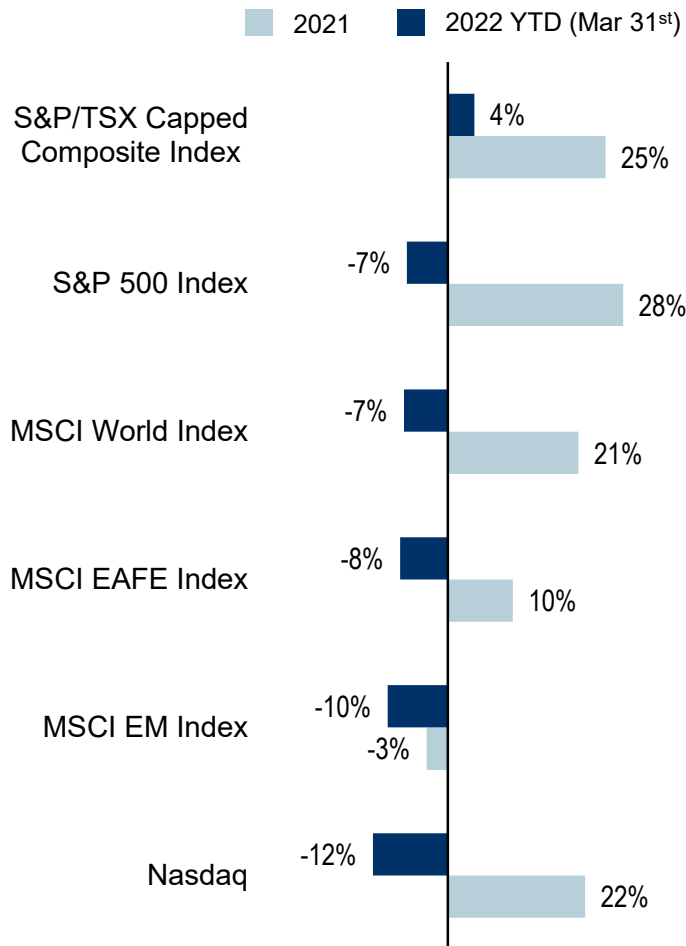


Chart depicts average monthly return of fixed income indices in months in which the yield of US Treasury's rose or fell for 15 years ended February 28, 2022. US Govt = ICE BofA US Treasury Index, Global Govt = FTSE WGBI Index (C\$ Hedged), Cda univ = FTSE Canada Universe Bond Index, US IG = ICE BofA US Corporate Index, EM Govt = JPM EMBI Global Diversified Index, EM FX = JPM ELMI+ Index, EM Corp = JPM CEMBI Diversified Index, US HY = ICE BofA BB-B US HY Index, and US Convrt = ICE BofA US Convertible Bond Index. All returns are in U.S. dollar except for Canadian Bonds (CAD) and Global Government (CAD Hedged). Source: Morningstar Direct An investment cannot be made directly into an index. The graph does not reflect transaction costs, investment management fees or taxes. If such costs and fees were reflected, returns would be lower. Past performance is not a guarantee of future results

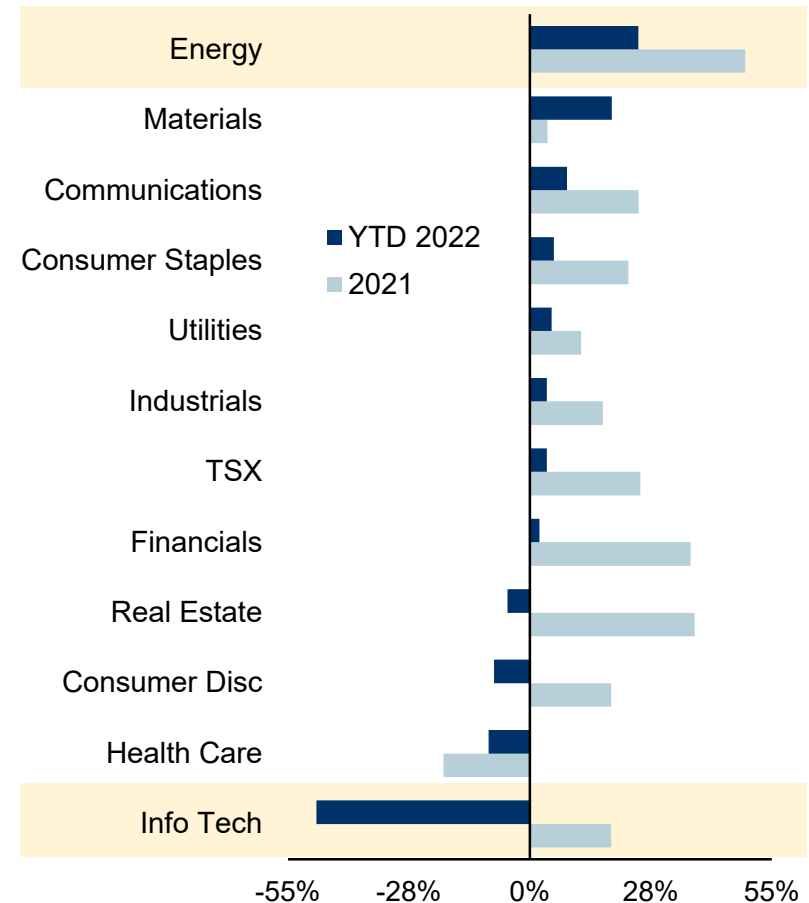
Canadian equity market performance

Broad returns across sectors in 2021; concentrated in Energy YTD 2022

Global Market Performance (C\$)



S&P/TSX Capped Composite Index Performance



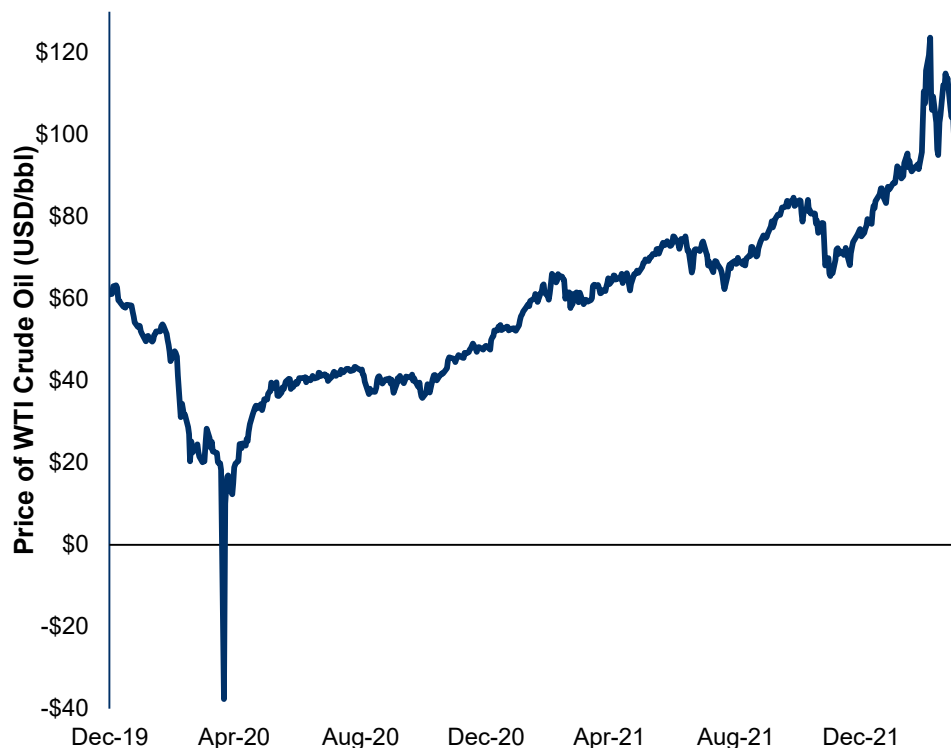
As of March 31, 2022
 Source: RBC GAM, S&P, MSCI.
 TSX: S&P/TSX Capped Composite Index
 Note: All indices shown in Canadian dollars

Canadian Energy Sector

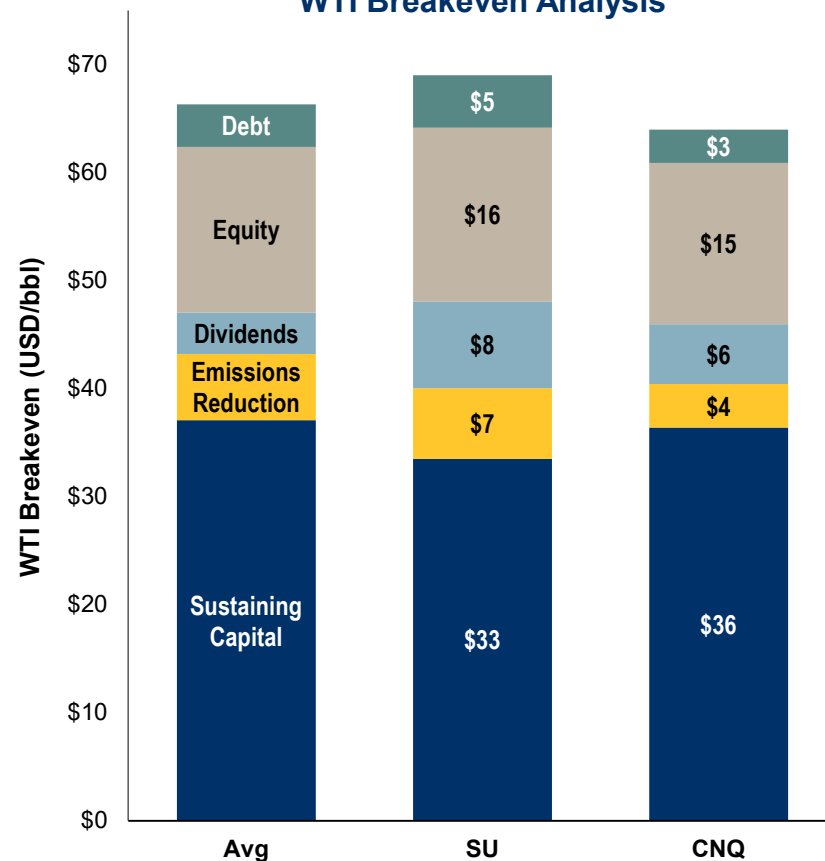
Industry is sustainable at \$65 oil – including net zero commitments

Price of WTI Crude Oil (USD/bbl)

Dec 31, 2019 to March 31, 2022



WTI Breakeven Analysis



Source: RBC Capital Markets, Eikon

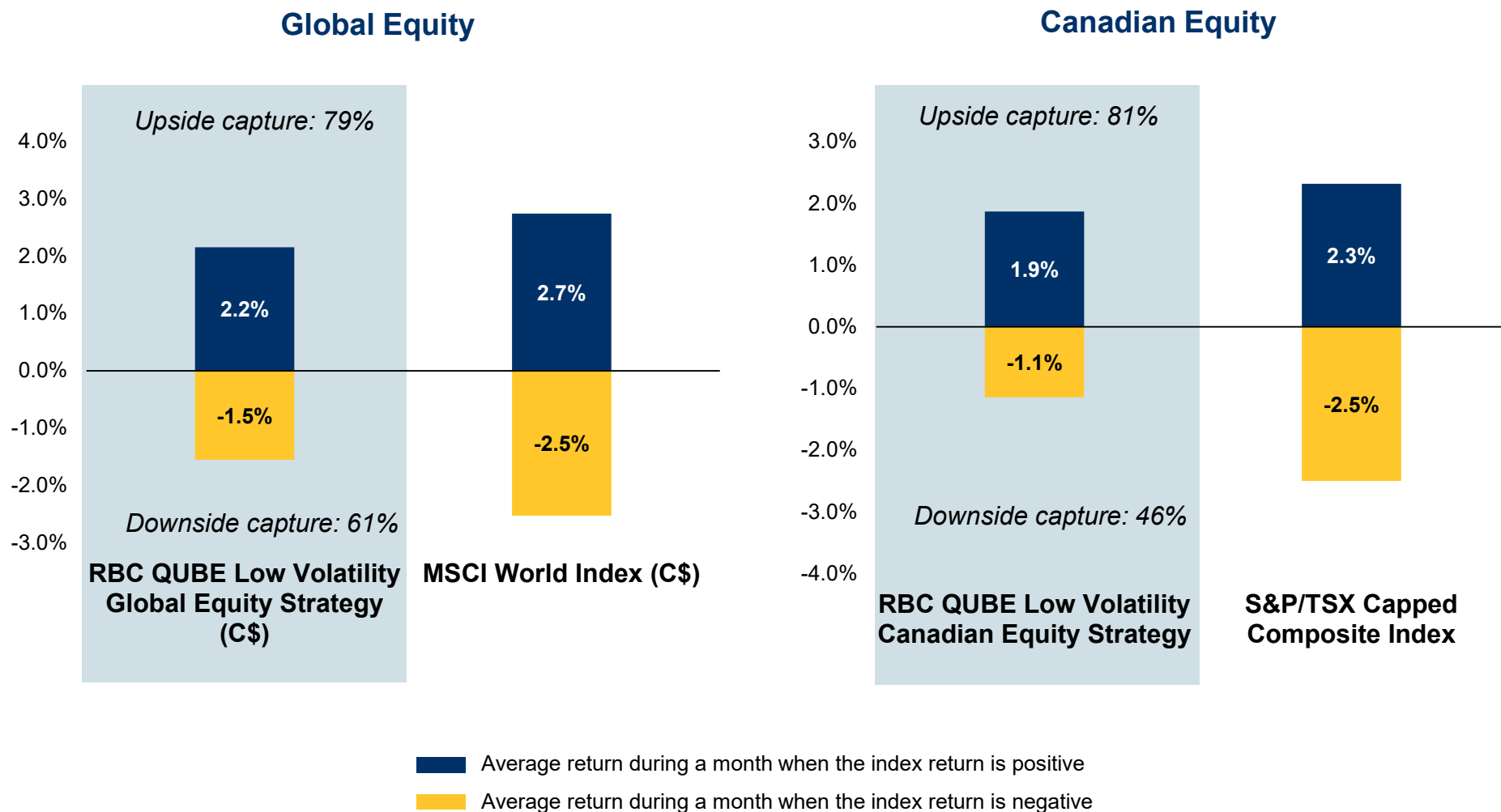
Sustaining Capital: cover sustaining capital; Dividends: cover dividend commitments; Equity retirement: retire all common equity; Debt Retirement: retire all debt; Emissions: cover 100% of their share of the environmental costs associated with taking oil sands emissions to zero

Assumptions: Stable common equity price as of YE 2021; Net Debt as of YE 2021; Dividend commitments as of YE 2021; B/E prices based on our base 2022 outlook – we toggled the WTI price only When it comes to the WTI price required to cover sustaining capital and dividends, this would also cover all other costs – opex/royalties/G&A etc.

Emissions calculations: Oil sands = 68 Mtpa of GHG emissions (Scope 1+2) ; The 5 companies in the Pathways Initiative account for 90% of these emissions; Cost to take oil sands emissions to zero = \$75B over 30 years, so 90% of \$75B = \$67.5B over 30 years or \$6.75 billion per year across the 5 companies over a 10 year period; Cost was allocated across companies based on oil sands production and our inspection of the emissions data.

Low Volatility Equities

Long-term capture ratios confirm good downside protection



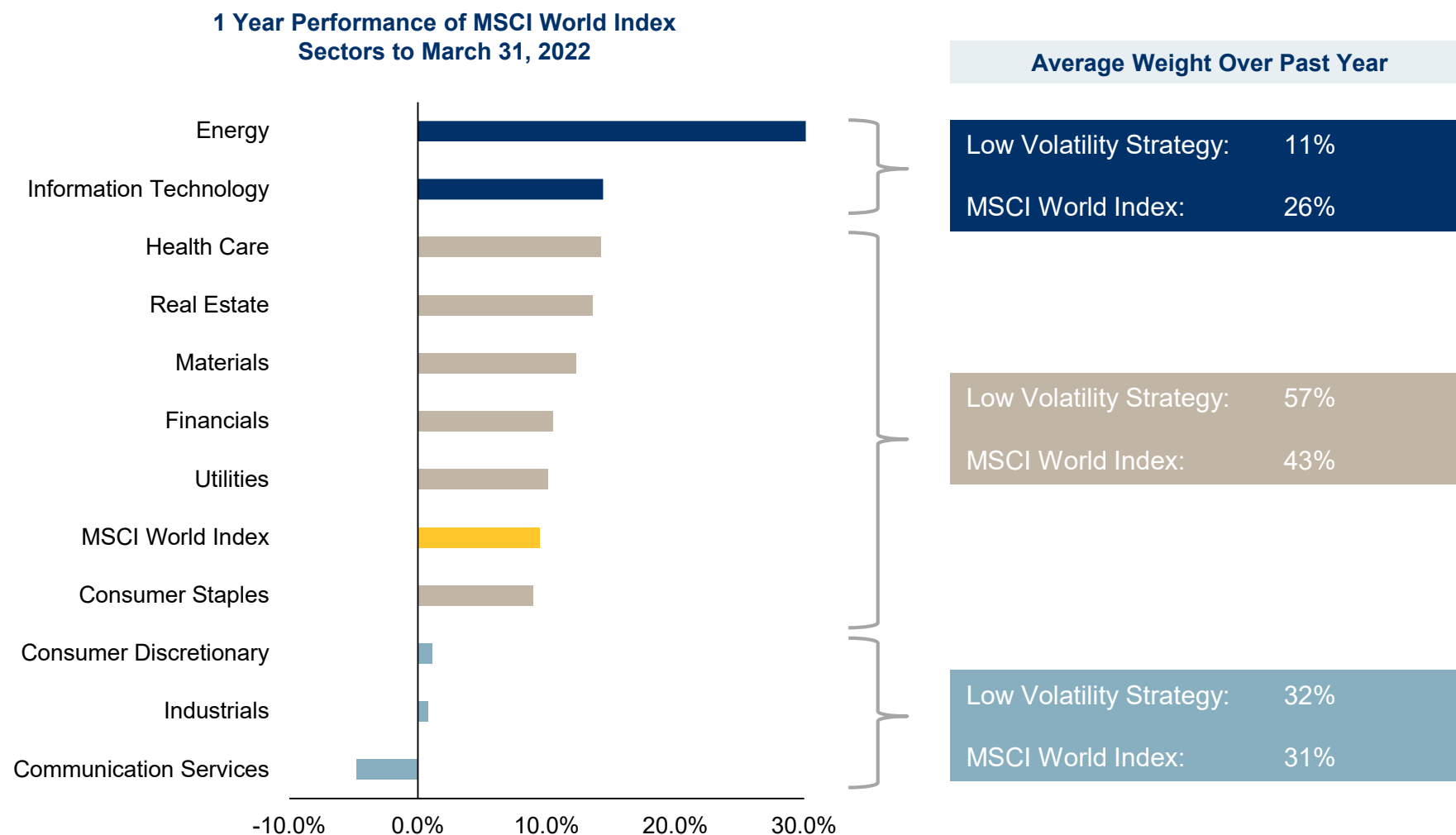
The upside (downside) capture measures the average return for the fund vs. the benchmark for those monthly periods when the benchmark return is positive (negative). Source: RBC GAM. Series O returns, gross of fees

Global equities are for the period December 31, 2012 to December 31, 2021

Canadian equities are for the period November 30, 2011 to December 31, 2021.

RBC QUBE Low Volatility Global Equity Fund

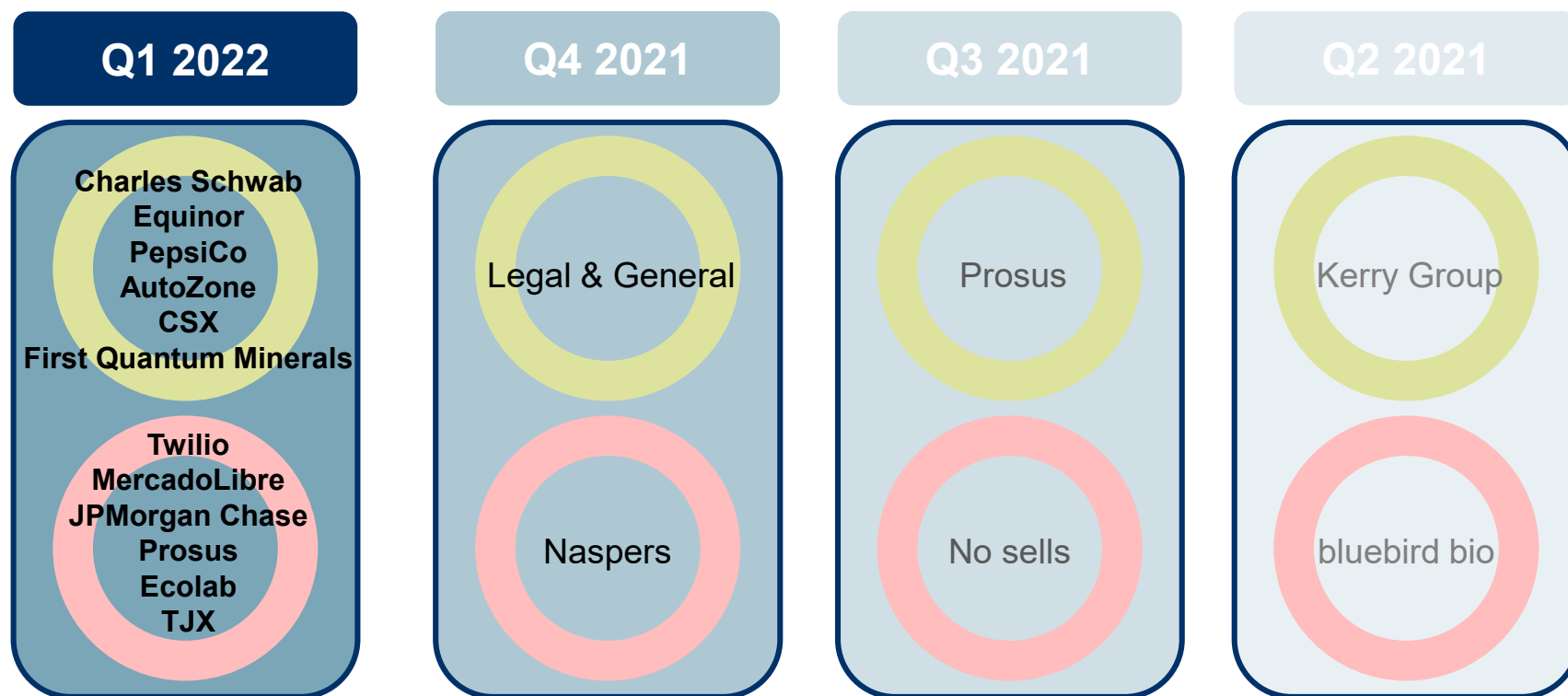
Performance and sector positioning over the past year



Source: RBC GAM



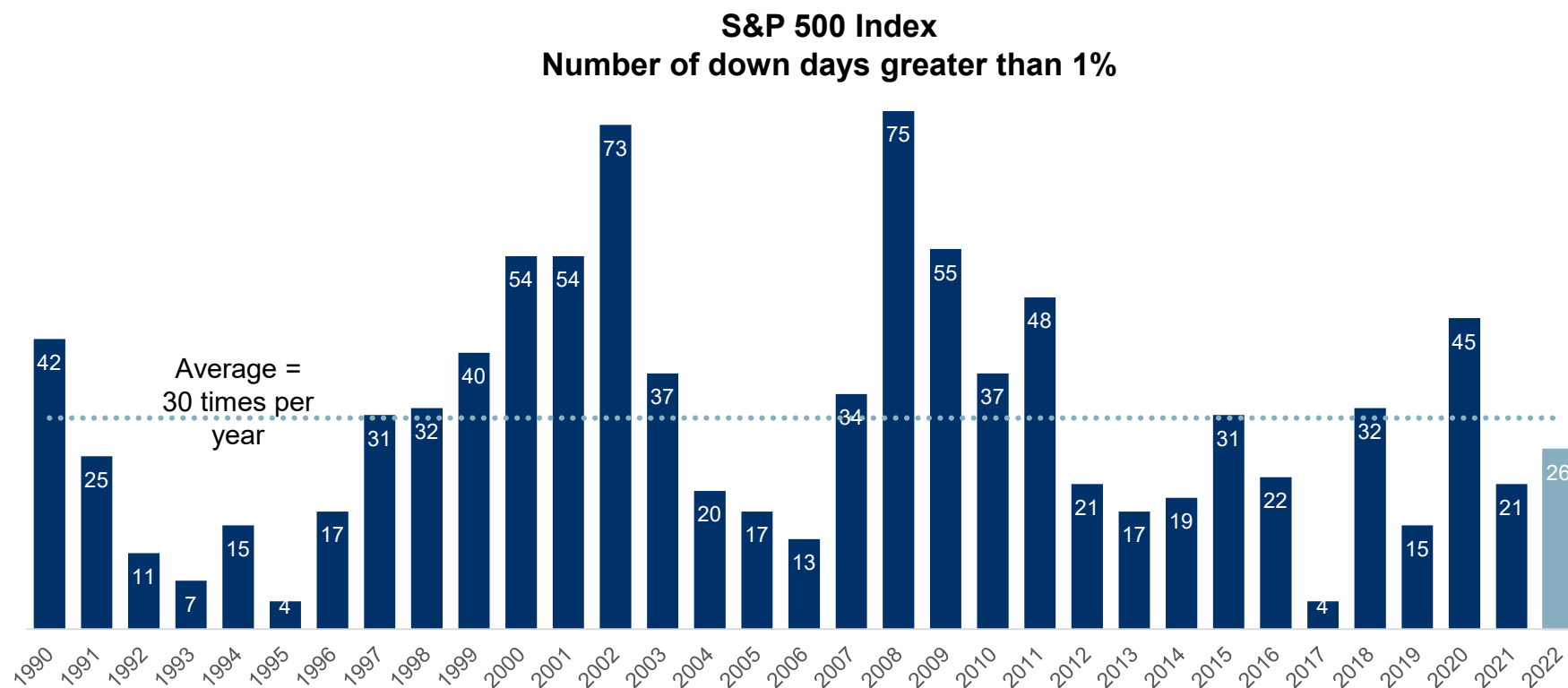
Trailing 12-month positioning changes – Global Equity Focus



Source: RBC Global Equity Team

Volatility is a normal part of investing

The market averages about 30 days each year where it's down more than 1%

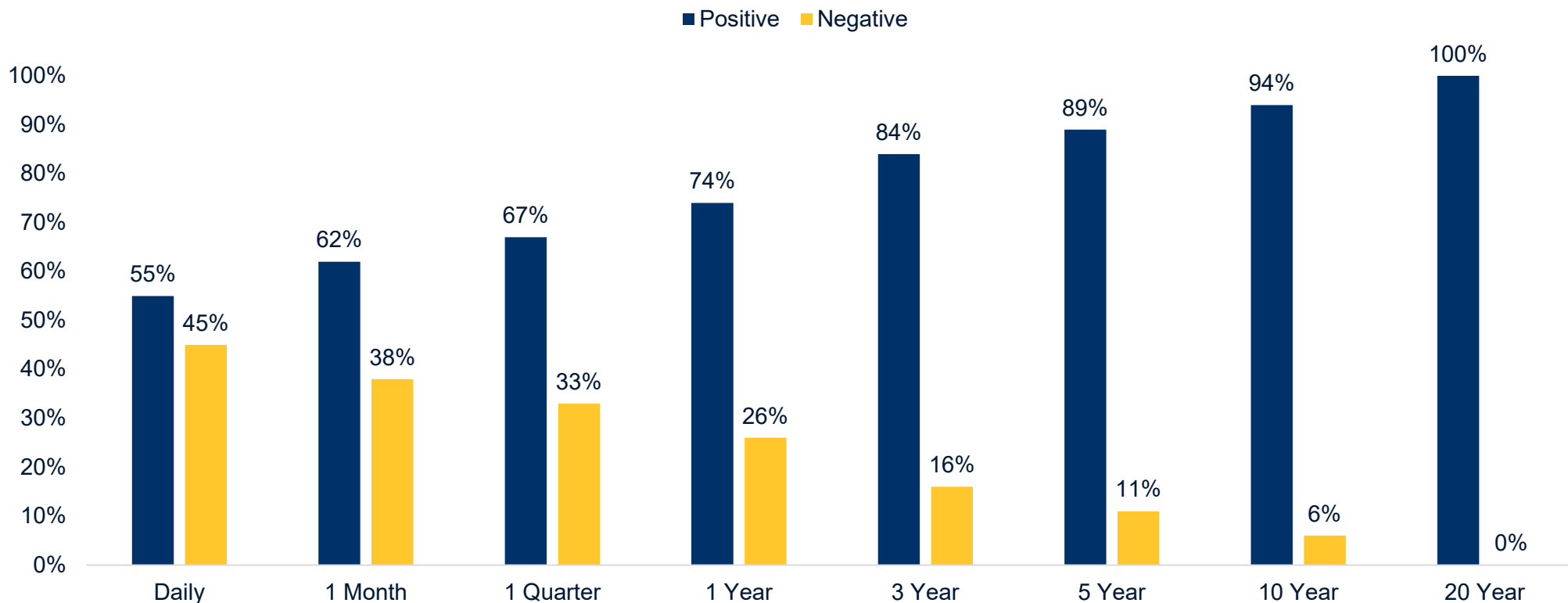


Source: RBC Global Asset Management, Bloomberg. Based on S&P 500 Index TR in U.S. dollars data as of January 25, 2022. An investment cannot be made directly into an index. The graph does not reflect transaction costs, investment management fees or taxes. If such costs and fees were reflected, returns would be lower. Past performance is not a guarantee of future results.

Volatility ≠ Risk of Loss for long term investors

- While stocks are volatile in the shorter term, the risk of loss is low over long time horizons.
- Focusing on goals rather than short term volatility will increase the probability of success.

Probability of Positive and Negative Stock Performance Across Time Horizons

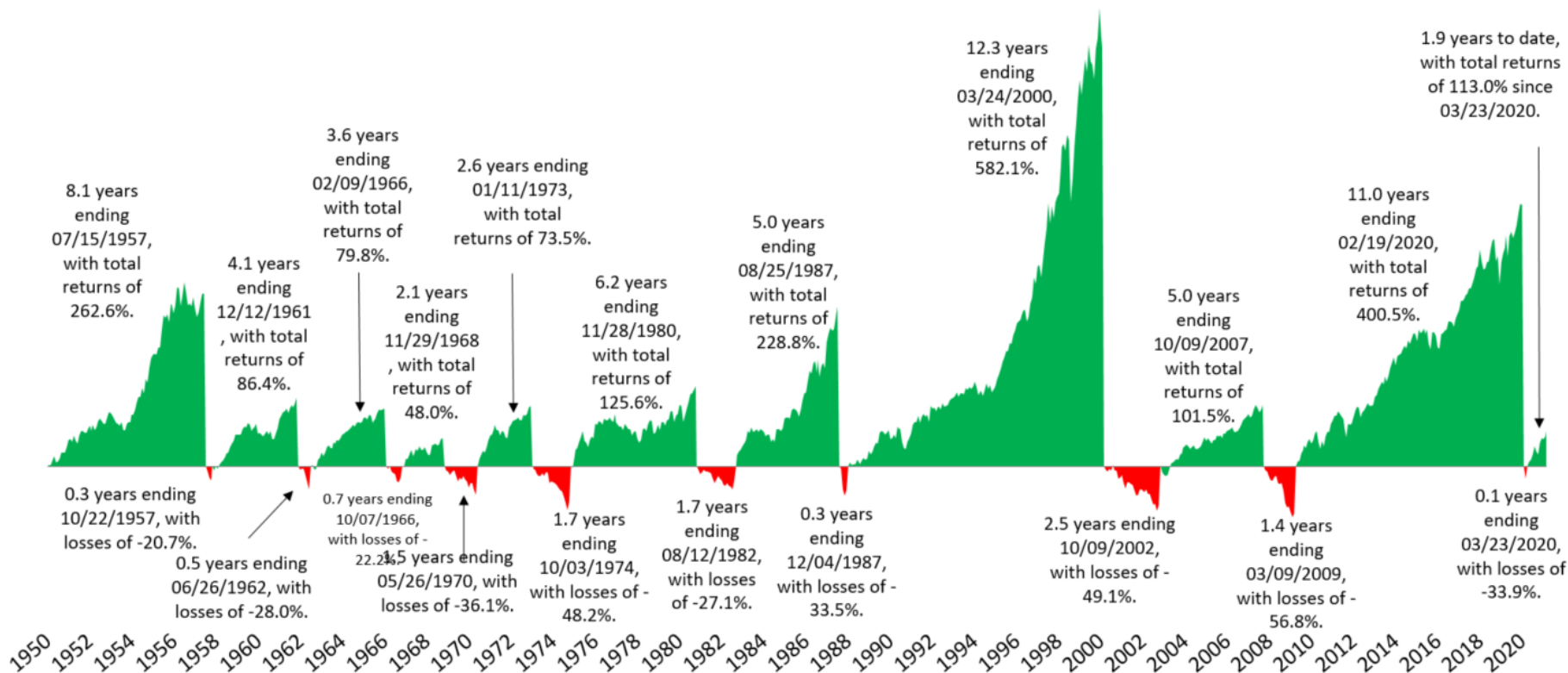


Source: City National Rochdale Research, FactSet. Data reflects S&P 500 performance 1928-2021. Past performance is no guarantee of future results.

Bull vs Bear markets

Perspective on duration and magnitude

Investing at the beginning of Bull and Bear markets since 1950



Note: As of 01/31/2022. Monthly S&P 500 performance during bull and bear markets. Source: FactSet, RBC PH&N IC

Source: FactSet, RBC PH&N Investment Counsel. S&P500 monthly price data from January, 1950 through Dec 2021, in U.S. dollars. Returns are compounded on a monthly basis, time-weighted and excluding dividends. The returns shown are gross of fees, transaction costs or taxes. Note that past performance is not indicative of future returns and you cannot invest directly in an index. For index description please refer to the disclosures section of the article.



ESG integration in our investment process



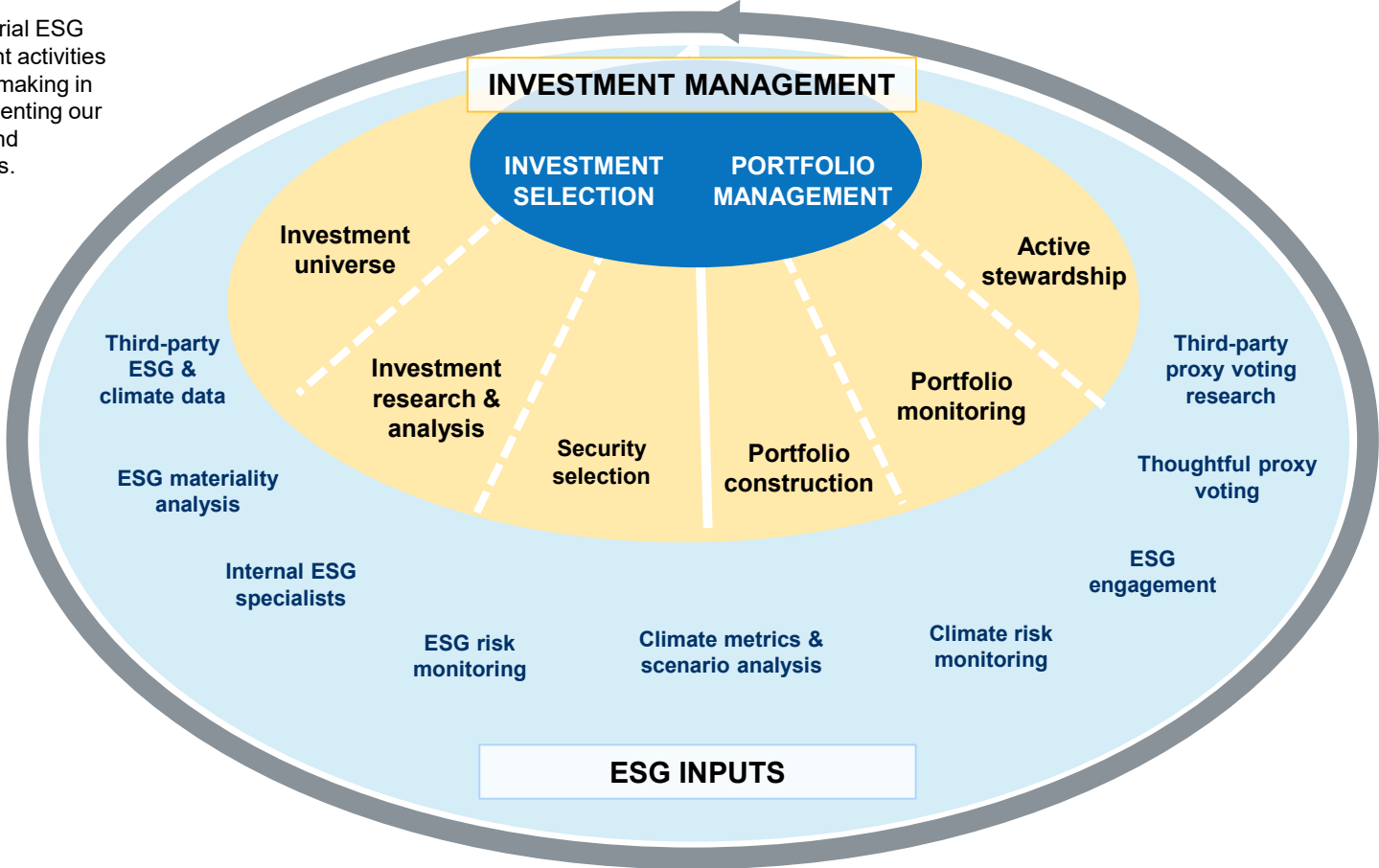
This diagram illustrates how material ESG factors and responsible investment activities contribute to our overall decision-making in our investment process, complementing our investment teams' fundamental and systematic investment approaches.

INVESTMENT POLICY & STRATEGY

Explicit ESG factors may be included in specific investment mandates or fund prospectus documents

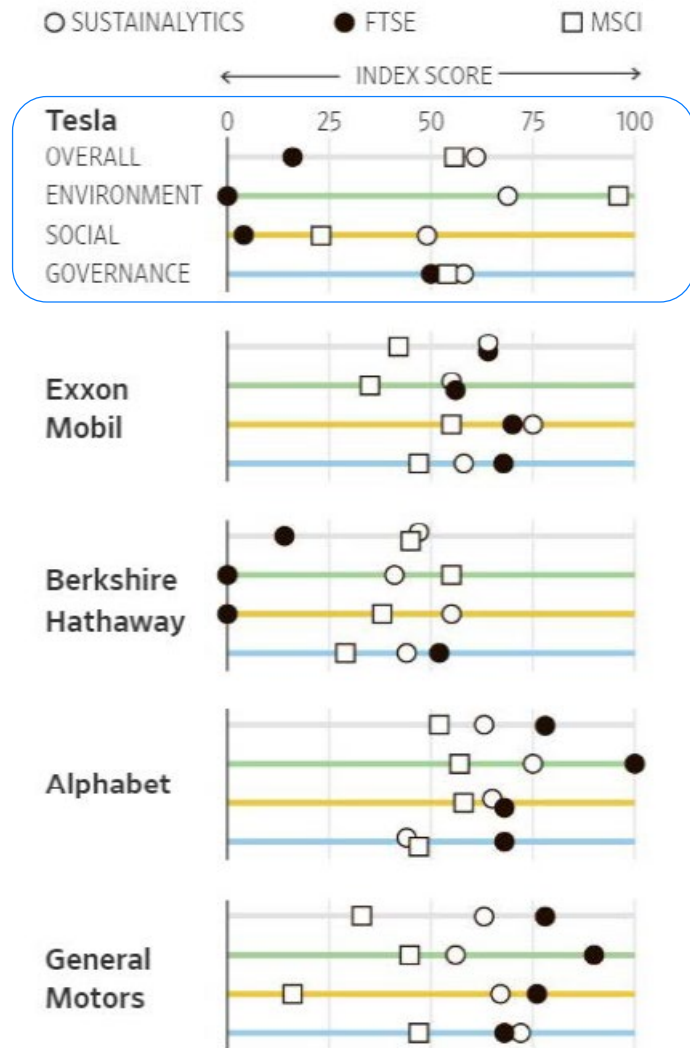
INVESTMENT RISK

ESG risks, including climate risk, are monitored at the firm level.



ESG ratings

Do not treat scores as settled facts



***Not everything that can be counted, counts.
Not everything that counts can be counted!***

- ESG techniques vary by strategy and asset class
- ESG standardization is challenging
- Investors should not treat ESG scores as settled facts, rather view them as an objective truth

Source: WSJ: Is Tesla or Exxon More Sustainable? It Depends Whom You Ask, MSCI, Sustainalytics, FTSE, 2018

Concerned investors have engagement options

Carbon Aware Investors

- Accepts fossil fuel as part of energy matrix
- Includes carbon costs as part of investment assessment
- Engages companies on disclosure and management of risks



Engages companies
Avoids high carbon companies



RBC Global Equity Focus Fund

Fossil Fuel Free Investors

- Concerned about climate change and policy response
- Business models considered unsustainable
- Seek to deny capital to extractive industries
- Concerned about financial risk of stranded assets



Divests Fossil Fuel companies



**RBC Vision Fossil Fuel Free
Global Equity Fund**

UN Principles for Responsible Investment (UN PRI)

Voluntary guidelines for investment owners and managers aiming to address ESG issues



- Over 3,000 organizations representing over US\$103 trillion have signed up to the UN PRI
- Signatories work towards implementation of six guidelines and report on progress towards full compliance
- These are not rules, but rather aspirational guidelines
- A core principle is the integration of ESG into investment processes

Source: unpri.org as at March 2020

Signatories' commitment

- **Principle 1:** We will incorporate ESG issues into investment analysis and decision-making processes.
- **Principle 2:** We will be active owners and incorporate ESG issues into our ownership policies and practices.
- **Principle 3:** We will seek appropriate disclosure on ESG issues by the entities in which we invest.
- **Principle 4:** We will promote acceptance and implementation of the Principles within the investment industry.
- **Principle 5:** We will work together to enhance our effectiveness in implementing the Principles.
- **Principle 6:** We will each report on our activities and progress towards implementing the Principles.

Socially responsible investing

Our offerings

| Core Funds | RBC Vision Funds | RBC Vision Fossil Fuel Free Funds |
|---|--|---|
| <p>PH&N Short Term Bond & Mortgage Fund</p> | | <p>RBC Vision Fossil Fuel Free Short-Term Bond Fund</p> |
| <p>PH&N Bond Fund</p> | <p>RBC Vision Bond Fund</p> | <p>RBC Vision Fossil Fuel Free Bond Fund</p> |
| <p>PH&N Canadian Equity Fund</p> | <p>RBC Vision Canadian Equity Fund</p> | <p>RBC Vision QUBE Fossil Fuel Free Low Volatility Canadian Equity Fund</p> |
| <p>RBC Global Equity Focus Fund</p> | <p>RBC Vision Global Equity Fund</p> | <p>RBC Vision Fossil Fuel Free Global Equity Fund</p> |
| <p>RBC Emerging Markets Equity Fund</p> | <p>-</p> | <p>RBC Vision Fossil Fuel Free Emerging Markets Equity Fund*</p> |
| <p>PH&N Balanced Pension Trust</p> | <p>RBC Vision Balanced Fund</p> | <p>RBC Vision Fossil Fuel Free Balanced Fund</p> |

*The fund has not yet been launched, however, will be both a stand-alone fund and included in the RBC Fossil Fuel Free Balanced Fund

Our Approach to Climate Change



Fully integrated ESG



Build climate expertise



Integrate climate data & analytics



Conduct climate scenario analysis



Active Stewardship



Thoughtful proxy voting



Engagement



Collaboration and advocacy



Client-driven solutions & reporting



Research and insights



Product innovation



Transparent reporting



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Wealth Management
PH&N Investment Counsel

NIPISSING UNIVERSITY BOARD OF GOVERNORS

PLANT & PROPERTY COMMITTEE MEETING

OPEN SESSION

May 30, 2022

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

Members present: Stuart Kidd, Chair
 Patti Carr
 Dave Smits
 Kevin Wamsley
 Montana Taylor
 Preston English (non-voting)
 Cheryl Sutton (non-voting)
 Christine Dowdall, University Secretary (non-voting)

Regrets: Marianne Berube
 Paul Cook
 Judy Koziol
 Maurice Switzer
 Roxana Vernescu
 Stephen Tedesco

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

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

1. Welcome/Call to Order/Land Acknowledgement

The meeting was called to order at 3:32 p.m. The committee chair offered a traditional land acknowledgement.

2. Call for Conflicts of Interest

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

3. Capital & Construction Update

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

- **Infrastructure and Construction Project Update**

The Director reviewed current and future infrastructure projects, highlighting such major projects as the renovation of office space in the Bachelor of Physical and Health Education Department and the Centre for War Atrocities and Genocide, which is the only research space within the humanities. A Committee member raised a question about pricing amidst inflation within certain industries, including construction. The Director spoke to the current volatile nature of pricing as well as the difficulties in acquiring materials and service.

- **Review of FRP Funding, MCU Capital Projects**

The Director reminded committee members that Facilities Renewal Program funding (FRP) is restricted to those projects that service academic or research, whether directly or indirectly. He spoke to an increase in the FRP grant amount for the 2022/23 academic year and noted that the Provincial government has been in ongoing discussions over the past few years to facilitate an increase to funding for universities and colleges.

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

The Director highlighted a number of upcoming projects, including the completion of the A-wing roofing in Spring 2022. He spoke to a large-scale upgrade of hallway lighting, and in response to a question regarding the payback expected on upgrading, noted that we will be able to determine those savings through ongoing facilities audits. Those findings will be shared at a future meeting of the Plant & Property Committee.

- **Nursing Simulation Lab**

The Director was pleased to announce the tender process is complete with respect to the Nursing Simulation Lab, a state-of-the-art, virtual simulation lab that will be vital for student recruitment and retention. The winning bid was submitted by Venasse Building Group at \$1.52 million and timing is currently being reviewed as preparations are underway to officially award the contract.

In response to a question about who was involved in the space design, the Director noted there was good representation from the Nursing faculty, and they have provided their expertise on what equipment should be included within the space.

4. Other Business

At a previous meeting of the Plant & Property Committee, a question was raised about the University's energy consumption. The Director presented a five-year energy consumption review, highlighting gas and electricity use. When comparing Nipissing University to other institutions, we currently fall within the top 10 institutions for normalized energy intensity, due largely to the relatively young age of our buildings. While the University currently performs well, the Director stated there is always room to improve and find savings.

The meeting adjourned at 4:04 p.m.

Recording Secretary

Committee Chair

NIPISSING


U N I V E R S I T Y



Plant and Property - May 2022

Plant and Property Committee Meeting

Capital and Construction

1. Infrastructure and Construction Project Update
 2. Review of Facilities Renewal Program, MCU Capital Projects
 3. Prioritizing/Planning Infrastructure Projects for 2022
 4. Nursing Simulation Lab - Project Update
- 

Project Update

Planning and Funding

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



**Facilities - Capital and Construction
Future Plans**

| | Budget Amount | | | | | Asset | Status | Costs incurred to date | % complete | Over/under budget |
|---|---------------|-----------------------|-----------|----------------|------------|------------------|----------|------------------------|------------|-------------------|
| | Capital | Funded (PRP or other) | Ancillary | Shared capital | Total | | | | | |
| IMMEDIATE | | | | | | | | | | |
| Overhead Feed for Substation Backup | \$ - | \$ 22,970 | \$ - | \$ - | \$ 22,970 | Campus | Delayed | \$ - | 10% | On budget |
| A-Wing Roofing - Phase 2 | \$ - | \$ 350,000 | \$ - | \$ - | \$ 350,000 | Education Centre | Complete | \$ 710,779 | 100% | N/A |
| Campus Electrical Metering | \$ - | \$ 50,000 | \$ - | \$ - | \$ 50,000 | Education Centre | Complete | \$ 4,175 | 100% | Under Budget |
| Campus Exterior Repairs | \$ - | \$ 19,600 | \$ - | \$ - | \$ 19,600 | Education Centre | Underway | \$ - | 10% | N/A |
| Education Centre Electrical Panel Replacement | \$ - | \$ 140,000 | \$ - | \$ - | \$ 140,000 | Education Centre | Complete | \$ 136,438 | 100% | Under Budget |
| A-Wing Washroom Upgrade | \$ - | \$ 100,000 | \$ - | \$ - | \$ 100,000 | Education Centre | Complete | \$ 126,130 | 100% | Over Budget |
| Nursing Simulation Lab Space - Phase 1 | \$ - | \$ 100,000 | \$ - | \$ - | \$ 100,000 | Education Centre | Complete | \$ 33,452 | 100% | Under Budget |
| Fire Protection Panel Upgrades - Phase 1 | \$ - | \$ 50,000 | \$ - | \$ - | \$ 50,000 | Education Centre | Delayed | \$ 27,996 | 50% | On budget |
| Electrical Transformer KIRK Key Safety | \$ - | \$ 30,000 | \$ - | \$ - | \$ 30,000 | Campus | Complete | \$ 17,603 | 100% | On budget |
| Relocate BPHE Portable | \$ - | \$ 22,000 | \$ - | \$ - | \$ 22,000 | Portable | Complete | \$ 22,750 | 100% | Over budget |
| HVAC - Unit #64 Condensing Unit | \$ - | \$ 96,450 | \$ - | \$ - | \$ 96,450 | Education Centre | Complete | \$ 80,765 | 100% | On budget |
| VFA Audits | \$ - | \$ 53,640 | \$ - | \$ - | \$ 53,640 | Education Centre | Complete | \$ 50,582 | 100% | On budget |
| HVAC RTU's 840-52 | \$ - | \$ 154,205 | \$ - | \$ - | \$ 154,205 | Education Centre | Complete | \$ 143,517 | 100% | On budget |
| BPHE Renovation | \$ - | \$ 150,000 | \$ - | \$ - | \$ 150,000 | BPHE | Underway | \$ 15,000 | 15% | On budget |
| CWAG | \$ - | \$ 350,000 | \$ - | \$ - | \$ 350,000 | Education Centre | Underway | \$ 10,000 | 15% | On budget |

BPHE Renovation 'Groups for Youth Development'

Renovation - existing space

Project Description:

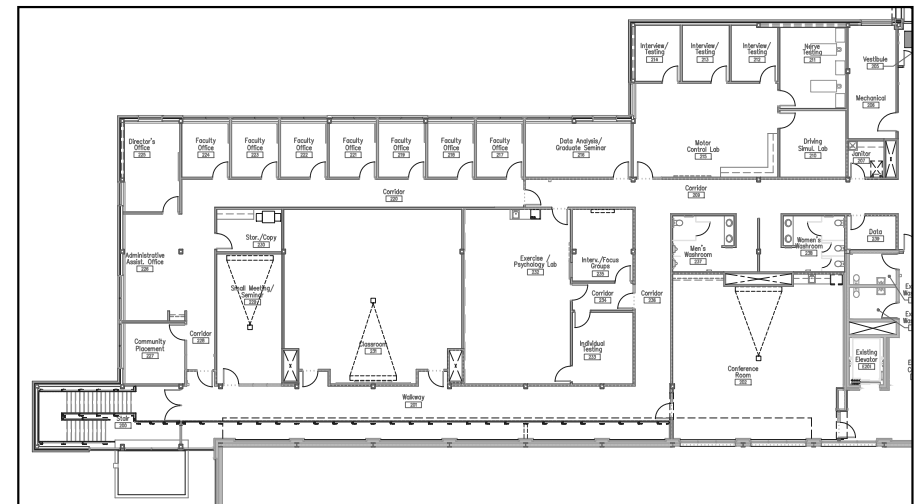
- Renovate existing 2nd floor BPHE space to create new meeting rooms and offices
- The renovation provides a new family meeting room, a new boardroom, and 2 new offices to support the G4YD program delivery

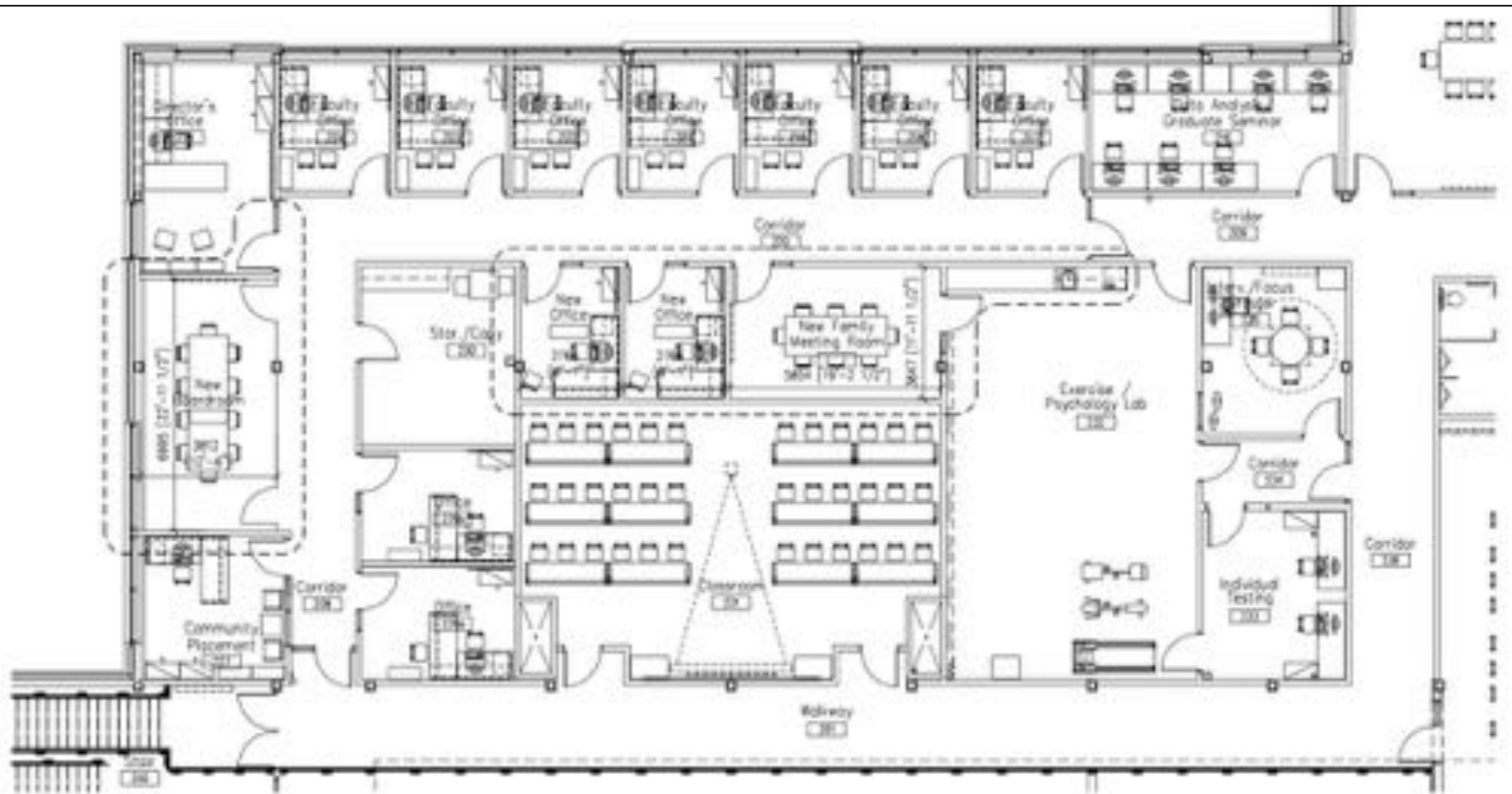


BPHE Renovation 'Groups for Youth Development'

Project Status Update

- Architect: Mitchell Jensen
- Status: RFP submissions recently received and evaluated. Award is pending review with stakeholders.
- Contractor: TBD based on RFP review
- Construction Cost: TBD - Funded by Research
- Timing: TBD based on RFP review





MITCHELL
JENSEN
ARCHITECTS

BPHE Renovation
Nipissing University

October 22, 2021

CWAG - Centre for War Atrocities and Genocide

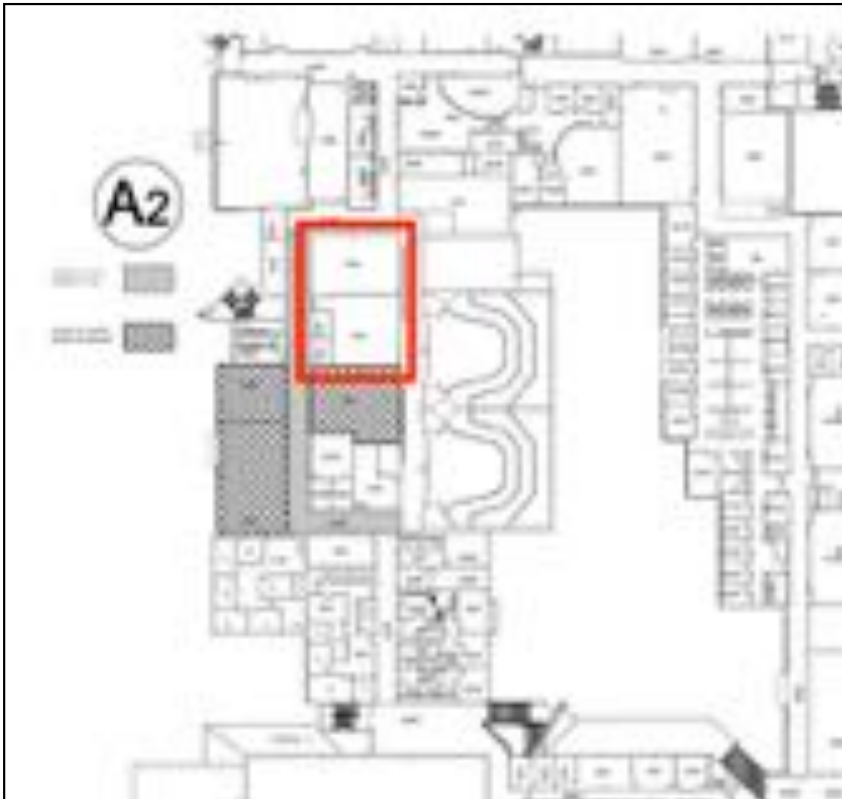
Renovation - existing space

Project Description:

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



CWAG - Centre for War Atrocities and Genocide



Project Status Update

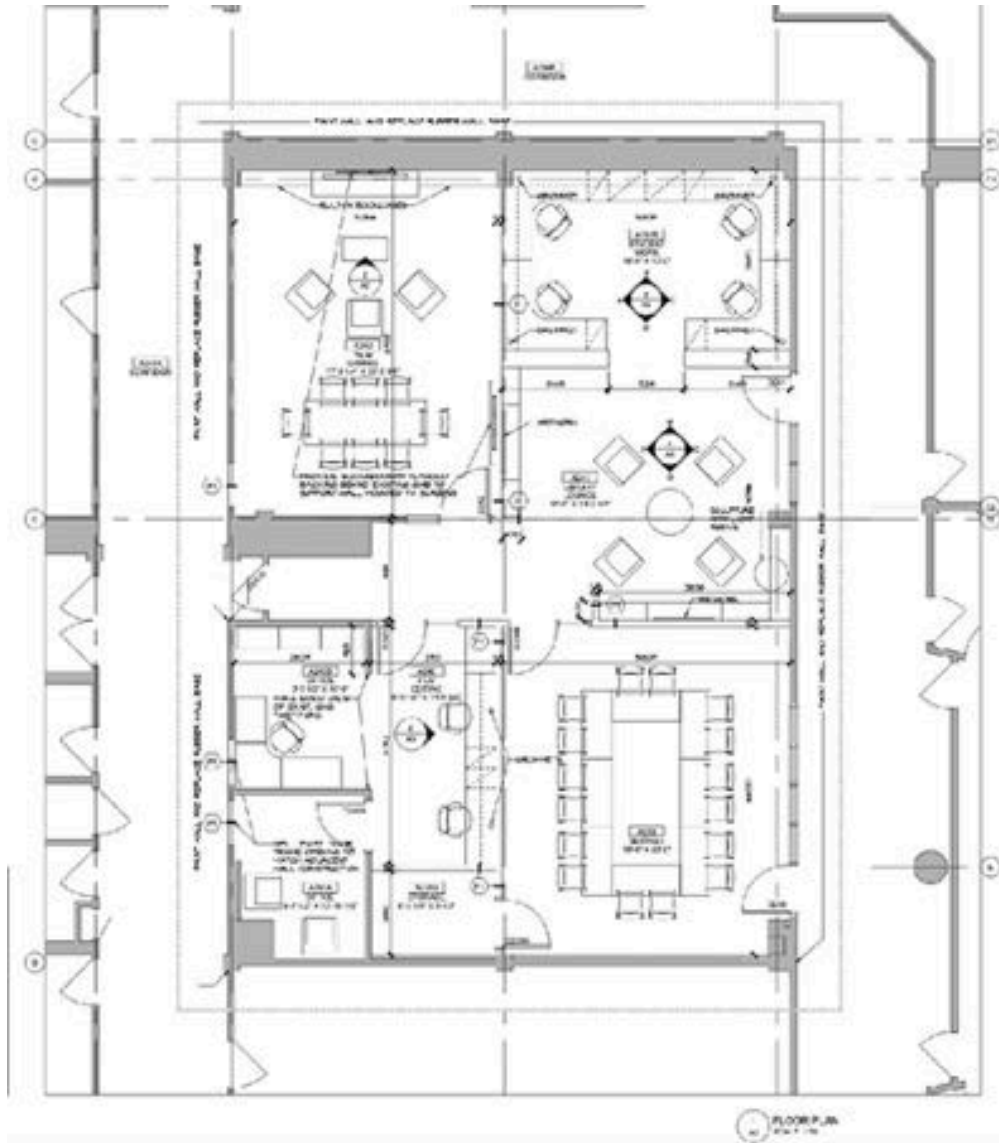
- Architect: Bertrand Wheeler Architects
- Status: RFP has been released for tender. Mandatory site visit completed with 4 contractors in Venasse Building Group, Sullivan M & Son, Kenalex Construction Co, and Tambeau Construction. RFP submissions are due on June 2nd at 3pm.
- Contractor: TBD based on RFP evaluation
- Construction Cost: TBD - Funded by Research
- Timing: TBD based on RFP submissions











| | |
|--|---|
| <p>PROJECT: NEBRASKA UNIVERSITY CHAIRS RENOVATION 1000 UNIVERSITY DRIVE LINCOLN, NE 68503</p> | |
| <p>DATE: NOV 10, 2010</p> | <p>SCALE: AS SHOWN</p> |
| <p>PROJECT NO: 10-001</p> | <p>PROJECT NAME: NEBRASKA UNIVERSITY CHAIRS RENOVATION</p> |
| <p>ARCHITECT: Bertrand Wheeler architecture, LLC 1000 UNIVERSITY DRIVE LINCOLN, NE 68503</p> | <p>PROJECT NO: 10-001</p> |
| <p>A3</p> | |



FRP Funding

Facility Renewal Program REVIEW

- The purpose of the Facilities Renewal Program is to assist postsecondary education institutions with renewing and modernizing their campuses through the repair and renovation of existing facilities and campus infrastructure.
- 2021-22 Nipissing University was allocated \$1,648,700
- 2022-23 Nipissing University has been allocated \$2,344,600 - an increase of \$695,900
- Examples of eligible items include:
 - repairs made to the fabric and structure of buildings;
 - repairs to building service equipment and electrical or mechanical systems, and built-in general academic support equipment;
 - alterations and renovations to existing space to improve the condition and efficiency of teaching and research functions

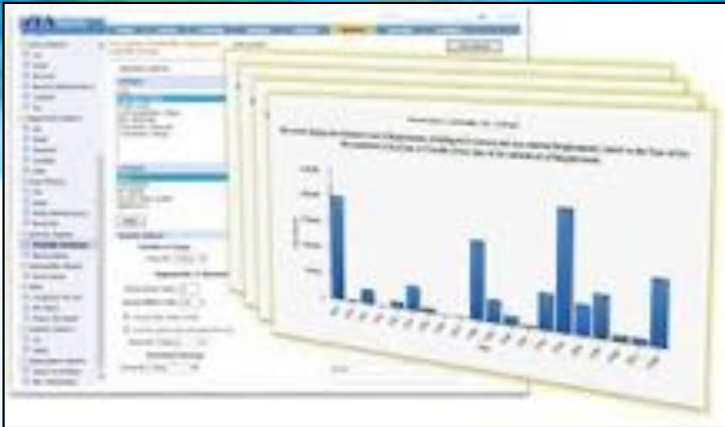
FRP Funding

Project Summary

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

FRP - Campus Infrastructure

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



FRP - Mechanical & Electrical

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





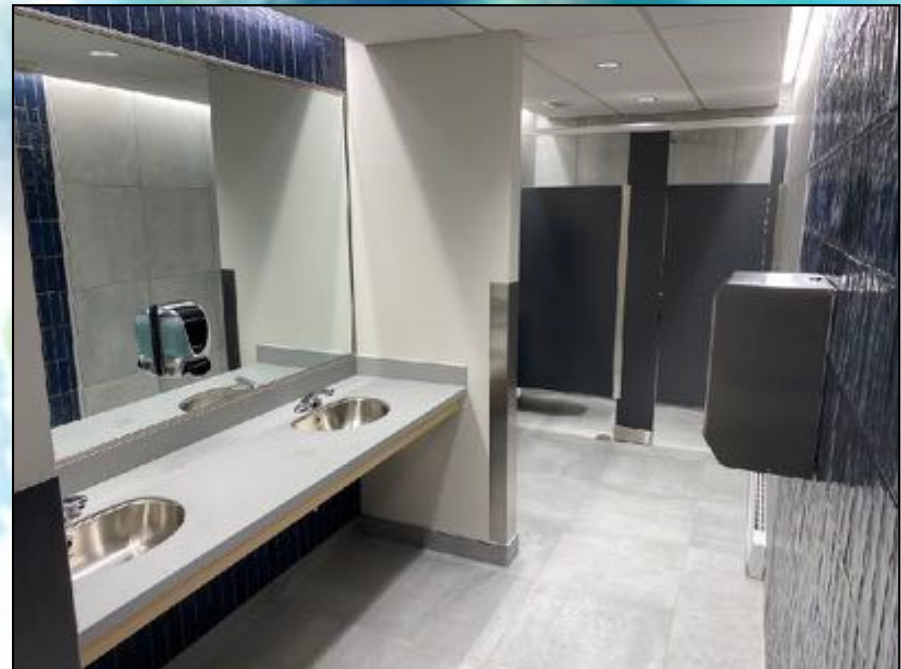
FRP - Building Envelope

- 2022 - A-Wing Roofing Phase 2 - \$665,000 - End of Life
- 2022 - H-Wing Exterior - \$50,000 - Necessary Repair
- 2022 - Education Centre Siding - \$10,000 - End of Life



FRP - Renovation

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



A-Wing Roofing Replacement (Phase 2)

Building Envelope - End of Life

Project Description:

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

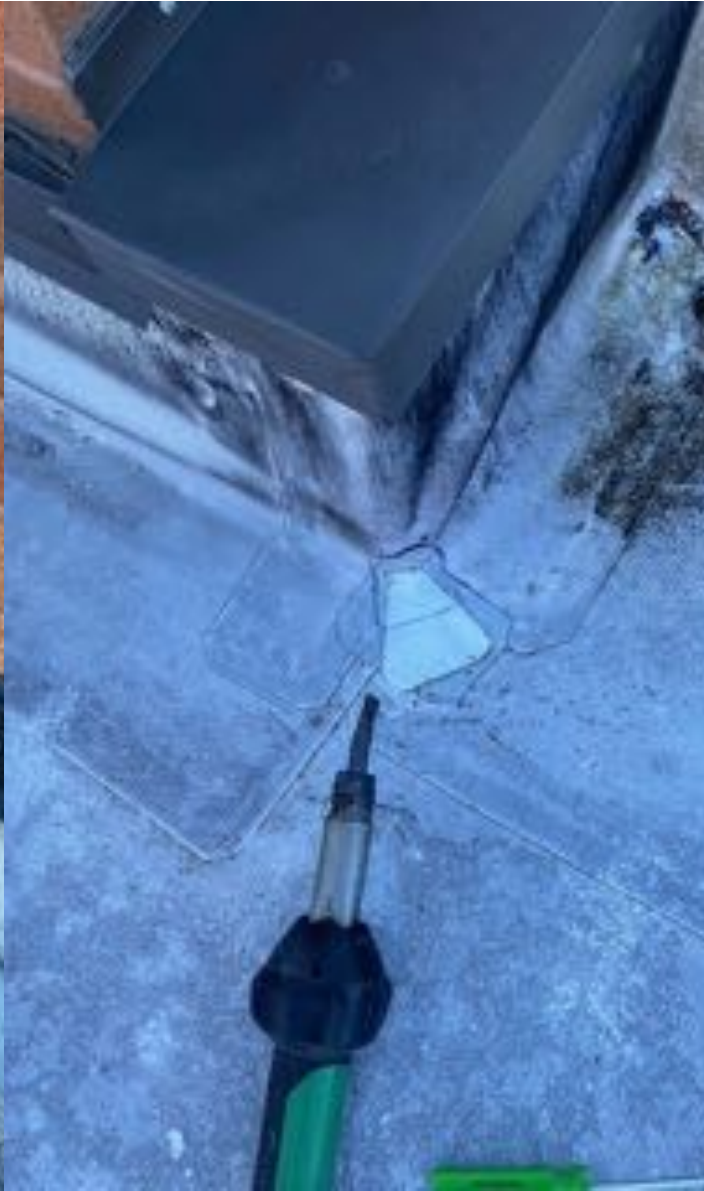


A-Wing Roofing Replacement (Phase 2)



Project Status Update

- Architect: Mitchell Jensen Architects
- Contractor: Designed Roofing
- Funds: Total project cost is \$665,000
- Status: Completed Spring 2022







Nursing Simulation Lab

Renovation - existing space

Project Description:

- Renovate existing 1st floor A-Wing space (original portion of Education Centre)
- Approximately 7,350 sqft renovation
- Space involves dedicated 'Acute Care Adult and Paediatric Simulation Rooms', 'Immersive Simulation' Rooms to provide various environmental settings, tutorial rooms, and meeting spaces
- UTS A127 space directly impacted requiring A139 renovation to accommodate

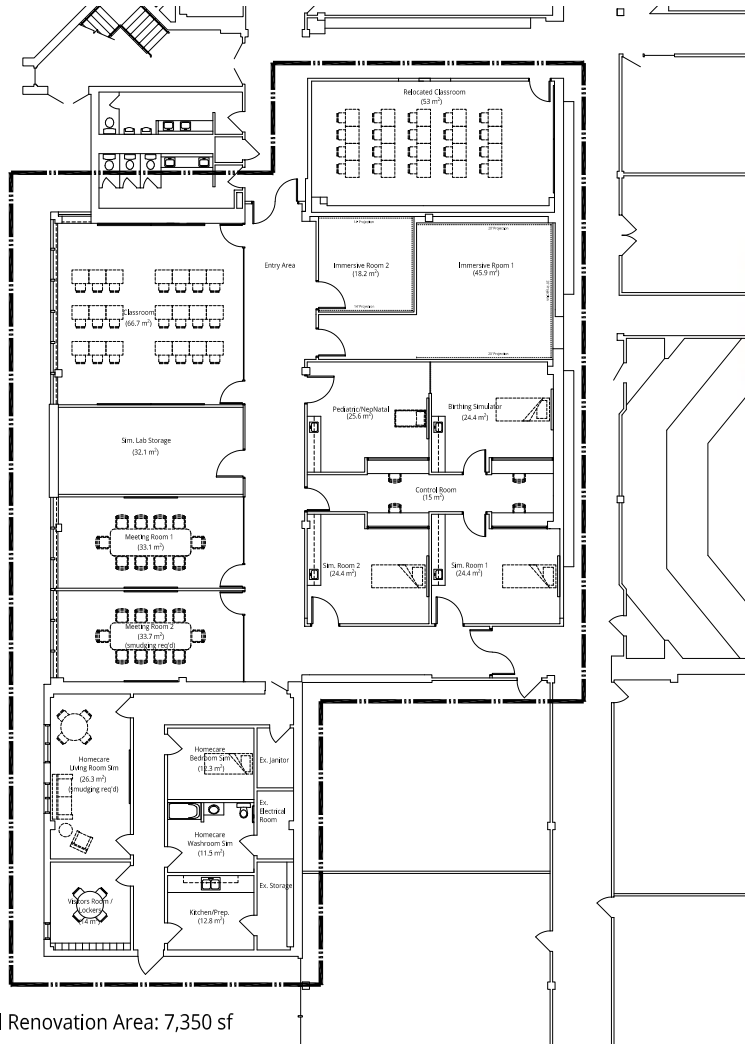


Nursing Simulation Lab



Project Status Update

- Architect: Mitchell Jensen Architects
- Status: RFP tender process is complete. Tender submission presented a construction cost very close to surveyor estimate.
- Contractor: Venasse Building Group
- Construction Cost: \$1,520,000
- Timing: Reviewing duration required with VBG



Total Renovation Area: 7,350 sf

MITCHELL
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ARCHITECTS

Option 1a
NU Nursing Sim Lab
November 29, 2021







INTERPROFESSIONAL
SIMULATION
CENTRE



Energy

5 Year Consumption Review

- Annual progress replacing inefficient energy consumers such as: aged HVAC equipment, major building envelope concerns, and campus lighting
- Metering efforts continue to progress along with overall campus distribution planning
- Reviewing services from OAPPA energy management provider
- No updates from MCU or MOE for university sector requirements

Total Energy -Budgeting

Consumption

| Total for the University- Total Energy, ekWh | | | | | | | | | | | | | |
|--|-----------|-----------|-----------|-----------|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| Fiscal Year | April | May | June | July | August | September | October | November | December | January | February | March | Total |
| 2017-18 | 1,878,088 | 1,300,775 | 1,060,152 | 933,314 | 917,040 | 1,192,609 | 1,405,312 | 2,317,996 | 3,301,048 | 3,161,737 | 3,172,998 | 2,379,155 | 23,080,224 |
| 2018-19 | 2,207,592 | 1,360,427 | 862,693 | 1,016,246 | 970,161 | 1,186,449 | 1,772,207 | 2,264,961 | 2,551,303 | 3,208,930 | 3,353,893 | 2,669,777 | 23,424,640 |
| 2019-20 | 1,911,225 | 1,358,689 | 1,005,882 | 938,789 | 880,788 | 1,083,788 | 1,336,468 | 2,288,866 | 2,699,335 | 2,442,873 | 2,886,273 | 2,174,133 | 21,005,110 |
| 2020-21 | 1,508,255 | 1,082,547 | 600,940 | 467,885 | 572,593 | 762,290 | 1,230,696 | 1,578,973 | 2,113,547 | 2,342,236 | 2,586,431 | 2,118,786 | 16,945,179 |
| 2021-22 | 1,558,312 | 1,055,349 | 693,888 | 680,488 | 767,639 | 902,666 | 1,035,716 | 1,857,339 | 2,123,827 | 3,074,258 | 2,551,361 | - | 16,300,842 |

Cost

| Total for the University -Total Energy, \$ | | | | | | | | | | | | | |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| Fiscal Year | April | May | June | July | August | September | October | November | December | January | February | March | Total |
| 2017-18 | \$ 99,697 | \$ 123,010 | \$ 123,196 | \$ 112,539 | \$ 108,452 | \$ 127,694 | \$ 123,192 | \$ 150,908 | \$ 187,490 | \$ 188,821 | \$ 172,403 | \$ 190,672 | \$ 1,668,073 |
| 2018-19 | \$ 140,896 | \$ 100,695 | \$ 100,470 | \$ 111,073 | \$ 102,183 | \$ 112,050 | \$ 123,535 | \$ 138,712 | \$ 135,793 | \$ 157,835 | \$ 140,869 | \$ 112,469 | \$ 1,476,580 |
| 2019-20 | \$ 104,770 | \$ 93,957 | \$ 97,422 | \$ 123,841 | \$ 112,501 | \$ 115,012 | \$ 120,964 | \$ 66,356 | \$ 126,725 | \$ 127,637 | \$ 140,979 | \$ 125,839 | \$ 1,355,500 |
| 2020-21 | \$ 94,816 | \$ 85,803 | \$ 87,866 | \$ 100,110 | \$ 86,691 | \$ 87,083 | \$ 302,574 | \$ 109,601 | \$ 127,420 | \$ 126,968 | \$ 123,554 | \$ 121,556 | \$ 1,254,043 |
| 2021-22 | \$ 102,327 | \$ 90,834 | \$ 88,188 | \$ 80,906 | \$ 88,744 | \$ 88,916 | \$ 89,746 | \$ 123,527 | \$ 134,427 | \$ 167,997 | \$ 149,836 | \$ - | \$ 1,205,429 |

Can bills available until October 2021 for the Governor House Residence. All other locations available till end of February 2022.

Electricity -Budgeting

Consumption

Total for the University- Electricity, kWh

| Fiscal Year | April | May | June | July | August | September | October | November | December | January | February | March | Total |
|-------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------|
| 2017-18 | \$ 721,154 | \$ 666,837 | \$ 709,245 | \$ 761,728 | \$ 723,330 | \$ 831,998 | \$ 756,893 | \$ 795,366 | \$ 819,834 | \$ 876,453 | \$ 768,900 | \$ 799,281 | 9,291,019 |
| 2018-19 | 713,321 | 620,836 | 646,799 | 855,930 | 794,395 | 779,075 | 728,497 | 765,289 | 736,710 | 871,053 | 736,484 | 787,704 | 9,036,090 |
| 2019-20 | 679,420 | 580,878 | 623,416 | 812,819 | 715,835 | 718,040 | 689,260 | 738,951 | 721,458 | 752,451 | 712,699 | 641,163 | 8,426,391 |
| 2020-21 | 436,513 | 414,134 | 436,584 | 362,839 | 458,717 | 469,636 | 521,313 | 553,854 | 590,578 | 608,600 | 583,099 | 599,092 | 6,034,969 |
| 2021-22 | 498,312 | 466,466 | 486,757 | 495,284 | 602,466 | 614,582 | 585,319 | 617,945 | 608,957 | 684,966 | 619,815 | - | 6,280,268 |

Cost

Total for the University Electricity, \$

| Fiscal Year | April | May | June | July | August | September | October | November | December | January | February | March | Total |
|-------------|-----------|------------|------------|------------|------------|------------|------------|-----------|------------|------------|-----------|-----------|--------------|
| 2017-18 | \$ 89,185 | \$ 300,355 | \$ 112,604 | \$ 304,380 | \$ 101,513 | \$ 114,882 | \$ 100,020 | \$ 96,764 | \$ 100,897 | \$ 105,733 | \$ 85,716 | \$ 93,175 | \$ 1,205,003 |
| 2018-19 | \$ 92,989 | \$ 76,970 | \$ 93,260 | \$ 305,673 | \$ 96,287 | \$ 99,252 | \$ 93,558 | \$ 97,749 | \$ 86,548 | \$ 96,919 | \$ 92,220 | \$ 87,708 | \$ 1,119,133 |
| 2019-20 | \$ 88,579 | \$ 84,489 | \$ 93,437 | \$ 122,036 | \$ 109,784 | \$ 109,307 | \$ 111,008 | \$ 44,082 | \$ 89,607 | \$ 93,546 | \$ 95,239 | \$ 92,968 | \$ 1,134,087 |
| 2020-21 | \$ 71,658 | \$ 71,454 | \$ 84,041 | \$ 97,545 | \$ 83,954 | \$ 80,386 | \$ 84,823 | \$ 80,063 | \$ 82,113 | \$ 78,085 | \$ 68,457 | \$ 79,408 | \$ 961,937 |
| 2021-22 | \$ 72,611 | \$ 73,532 | \$ 81,891 | \$ 74,901 | \$ 83,154 | \$ 78,558 | \$ 73,736 | \$ 75,377 | \$ 75,620 | \$ 72,336 | \$ 71,317 | \$ - | \$ 833,033 |

2019 Ranking by Ministry of Energy for Ontario Post Secondary Institutions Weather Normalized

| Rank | Post Secondary Institution | Normalized Energy Intensity (eWh/100/t ²) |
|------|-----------------------------|---|
| 1 | Algonquin College | 1.23 |
| 2 | Huron University | 2.52 |
| 3 | Cambran College | 3.38 |
| 4 | Canadore College | 3.44 |
| 5 | Canestoga College | 4.15 |
| 6 | Niagara College | 4.21 |
| 7 | Loyalist College | 4.81 |
| 8 | Nipissing University | 4.82 |
| 9 | Wilfrid Laurier University | 4.87 |
| 10 | Confederation College | 5.00 |
| 11 | La Cite Collegiale | 5.04 |
| 12 | Boreal College | 5.25 |
| 13 | Lakeland University | 5.41 |
| 14 | St. Lawrence College | 5.51 |
| 15 | South College | 5.98 |
| 16 | Seneca College | 6.30 |
| 17 | Humber College | 6.40 |
| 18 | Fanshawe College | 6.63 |
| 19 | Centralia College | 6.68 |
| 20 | Mohawk College | 6.85 |
| 21 | Carleton University | 7.06 |
| 22 | University of Ottawa | 7.32 |

| | | |
|----------------|--|-------------|
| 23 | Georgian College | 7.43 |
| 24 | Sheridan College | 7.62 |
| 25 | Ryerson University | 7.72 |
| 26 | St. Clair College | 7.84 |
| 27 | Queen's University | 8.76 |
| 28 | York University | 9.25 |
| 29 | University of Ontario Institute of Technology | 9.40 |
| 30 | Ontario College of Art and Design University | 9.58 |
| 31 | Algoma University | 9.61 |
| 32 | Sir Sandford Fleming | 9.87 |
| 33 | University of Waterloo | 9.87 |
| 34 | University of Toronto at Mississauga | 10.13 |
| 35 | McMaster University | 10.19 |
| 36 | Trent University | 10.45 |
| 37 | University of Toronto | 11.87 |
| 38 | Geirg University | 11.77 |
| 39 | University of Western Ontario | 12.07 |
| 40 | Lambton College | 13.62 |
| 41 | Brock University | 14.23 |
| 42 | Durham College & University of Ontario Institute of Technology | 15.69 |
| 43 | University of Toronto at Scarborough | 16.00 |
| 44 | University of Windsor | 25.42 |
| Average | | 8.19 |

The background of the slide is a soft, abstract watercolor wash. It features a mix of light and dark blue, teal, and green tones, with some darker, more saturated areas. The colors are blended together, creating a textured, painterly effect. The overall composition is centered around the word "End".

End

**NIPISSING UNIVERSITY BOARD OF GOVERNORS
EXECUTIVE COMMITTEE
ANNUAL REPORT | 2021-2022**

The Executive Committee has the power and authority to act for the Board, between the meetings of the Board, in the management of the affairs of the University for the interests of the University. Except at the expressed invitation of the Chair of the Board or the President & Vice-Chancellor, meetings of the Executive Committee are held in-camera.

The following is a highlight of the 8 Executive Committee meetings which took place over the past year. In addition to these highlights, the President provided regular updates and the Committee approved the agenda for upcoming Board meetings.

August 19, 2021 (Special meeting)

- We welcomed Dr. Kevin Wamsley as the new incoming President.
- Update and discussion on Board member recruitment.
- Endorsed a motion for naming the 'Dr. Muriel Sawyer Boardroom' at the new Student Centre.
- Accepted and approved the NUREB report dated June 23, 2021 appointing individuals to the Research Ethics Board.
- Appointed Bobby Ray as a Board representative to the Joint Committee of Board and Senate on Governance.

September 7, 2021

- Discussed a number of action items that need to be addressed leading up to the Strategic Planning process in 2022. The focus will be on shared services with Canadore, enrolment sustainability and strengthening Alumni engagement.
- Sustainability plan update focusing on revenue generation and cost containment strategies.

November 1, 2021

- Updates on the Sustainability plan.
- Reviewed plans for the Board retreat and upcoming Board meeting.

December 13, 2021

- Covid 19 protocol updates for on campus activities.
- Reviewed and approved the administrative salary grid effective May 1, 2021, which was included in the operating budget for 2021/22.
- Presentation on the recommendation from the Pension & Benefits Advisory Committee, which will be moved to a Special meeting of the Board of Governors.
- Reviewed the Board Committee structure.

February 4, 2022 (Special Meeting)

- Received the recommendation from the Search Committee on the reappointment of the VPAR & Provost. The Executive Committee approved their recommendation.

February 28, 2022

- Update on planning for the upcoming Governance training for Board members at the next Board meeting
- Announced two new Board members have been approved: external member (non-LGIC) Cindy Karugia and external member (LGIC appointee) Joe Sinicropo.
- Updates on the sustainability plan and meetings with the Ministry of Colleges and Universities.

Annual Report – Executive Committee
2021-22

- The Board Officer appointment process was reviewed, and members were encouraged to come forward if they are interested in future leadership positions on the Board.

April 28, 2022

- Update on the draft budget for 2022/23.
- Collective bargaining update for FASBU and approval of mandate presented.

May 9, 2022

- Update and approval of collective agreement for FASBU.

I wish to thank all members of the Executive Committee for their time and leadership as Chairs of the Board's Committees. Also, a special thank you to Dr. Kevin Wamsley and his administrative team for moving us forward and dealing with the challenges of Covid and funding over the past year.

Sincerely,
Marianne Berube
Board Chair/Chair of Executive Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

UNIVERSITY GOVERNANCE COMMITTEE

ANNUAL REPORT | 2021-2022

The University Governance Committee is responsible to the Board for general governance issues including Board evaluation, selection of new members and committee membership.

During the academic year, the Governance Committee of the Board of Governors met a total of five times. The following is a summary of the items dealt with by the Committee:

October 18, 2021

- The Committee Chair encouraged committee members to review the *Roberts Rules of Order – Newly Revised In Brief* book that was provided to each member of the Board.
- The Committee Chair recommended bringing in a university governance professional to speak to the Board about good governance practices.
- Stuart Kidd was appointed vice chair of the committee.
- Committee terms of reference were reviewed without amendment.
- Annual work plan was reviewed.
- Last year's Board evaluation survey results were reviewed. Common observations included improvements to the procedural aspects of meetings as well as a focus on collegiality within meetings.
- An update was received from the University Governance Selection Subcommittee. Several responses were received to the University's call for applications to the Board of Governors.

November 1, 2021 – Special closed Meeting

- Following an open call for applications to the Board of Governors, the University Governance Selection Sub Committee interviewed four candidates. A confidential update was provided.
- A motion was put forward to the Board of Governors to approve four individuals for potential membership on the Board.

December 13, 2021

- The Election of Board Officers Policy was reviewed. As the policy follows best practices across the sector and continues to serve the Board of Governors' election process well, a recommendation was made to renew the policy for five years without any revisions.
- A discussion was held regarding the format of the virtual Board meetings for observers. The Office of the President continues to explore alternative platforms that allow for spectators, while also ensuring that such attendance does not interfere with the Board Chair's ability to interact firstly with individual Board members.
- A preliminary discussion concerning the annual Board Survey was held.

April 11, 2022 (Open)

- A discussion regarding the University's Free Speech Policy was deferred to the May meeting.
- The committee was notified that the final LGIC vacancy on the Board will be filled in the coming days.
- The annual Board evaluation exercise was discussed. The University Secretary was tasked with compiling a selection of past surveys and examples from other universities for the committee's consideration.

April 11, 2022 (Closed)

- As required in the Election of Board Officers policy, Board members were invited to submit nominations for the three Board Officer positions for next year. The University Governance Committee is responsible for considering those nominations in a closed meeting and for making recommendations to the Board of Governors.
- The discussion was led by the Board Vice-Chair. Recommendations for each of the Board Officer positions were agreed upon for presentation to the full Board at the annual meeting in May.

May 30, 2022

- The Free Speech Policy was reviewed. A hearty discussion ensued, and a motion for revisions was put forward for the Board's consideration.
- In response to the Committee's request at the last meeting for a Board Evaluation Survey that allows for both qualitative and quantitative results, the University Secretary presented a draft survey for consideration. The issue of the lack of participation in the annual surveys was raised. A suggestion was made to allow for ten minutes at the end of the June Board of Governors meeting to complete the survey. The Committee agreed, and the survey as drafted will be distributed electronically at the next meeting of the Board.

Respectfully submitted,

John D'Agostino
Chair, University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT AND FINANCE COMMITTEE ANNUAL REPORT / 2021-2022

The Audit and Finance Committee of the Nipissing University Board of Governors is responsible to the Board for developing and presenting general policies and recommendations on all financial matters.

The Audit and Finance Committee met seven times during the 2021-2022 year. The work of the committee was heavily influenced by the financial challenges facing Nipissing University. While we did not achieve the goal of a balanced budget for the 2022-2023 calendar year, the Committee is encouraged by the efforts to bring the combined deficit in the operating and ancillary funds in at \$767,000. Committee members have mentioned being pleased with the transparency of the information that has been presented.

The following is a summary of the Committee's discussions:

September 7, 2021

- An overview of the results of the 2020/21 year was provided.
- Tiffany Cecchetto from KPMG discussed the audit process and reviewed the financial statements for the year ending April 30, 2021.
- A breakdown of internally restricted and unrestricted net assets, including changes in the University's financial health indicators when compared to last year, was provided.
- 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.
- An update on the University's financial sustainability plan was provided.

October 18, 2021

- Stuart Kidd agreed to assume the role of Committee Vice-Chair.
- The annual work plan was reviewed.
- An enrollment review was provided.
- The operating and ancillary funds as at August 31 were reviewed.
- Year-end projections showed a total operating deficit of approximately \$2.2 million.
- The major projects underway within the Financial Sustainability Plan were reviewed.

December 13, 2021

- A recommendation for increases to international tuition rates was presented and approved for recommendation to the Board.
- The 2022-23 budget timeline was presented.
- The year-to-date operating and ancillary results were included with the committee materials for information purposes.
- Leila Fiouzi, Vice-President and Investment Counsellor with PH&N, reviewed the draft revisions to the University's Investment Policy and Guidelines for Trust and Endowment Funds. Concerns and questions were raised around the investment strategies of the University. Following significant discussion, a motion to revise the policy was withdrawn.

- A partner at Kennedy Insurance provided a history of the insurance program at Nipissing University.
- The programs in place to ensure effective risk management as it pertains to cyber security were highlighted.
- The President provided a detailed update on the Financial Sustainability Plan.

February 14, 2022

- The Investment Policy was brought back to the committee for another review, and revisions were made as presented.
- KPMG provided a high-level summary on the audit planning process, speaking to the audit quality, risks and areas of focus.
- A budget update was provided.
- The operating and ancillary funds as at December 31, 2021, were reviewed.
- The Consolidated Statement of Operations and Statement of Financial Position were reviewed in detail.
- It was reported that Nipissing University is currently projecting a total operating deficit of approximately \$3.6 million.
- A Financial Sustainability Plan update was provided

April 11, 2022

- A budget update was provided.
- Ongoing sustainability initiatives were highlighted, including the projected revenues and expense of each initiative within the 2022/23 budget.
- It was noted that the Provincial tuition freeze has been extended through 2022/23.
- It was estimated that the fully consolidated deficit, with accounting adjustments, will be approximately \$5 million. As a result, the Committee was advised this will have an impact on reserves.
- The Committee agreed to a contract extension for KPMG as the institution's external auditors, assuming the quote for the contract extension is at a respectable rate.
- It was noted that PH&N will attend a future meeting of the Committee to participate in a discussion concerning the University's investment portfolio.
- The Ancillary Fund Protocol and ancillary fees were presented and approved for recommendation to the Board.
- It was announced that an additional meeting of the Committee will be scheduled for presentation of the annual budget.

April 28, 2022

- The draft budget for 2022-2023 was presented. It included a combined deficit in the operating and ancillary funds of \$767,000 for 2022-23. The fully consolidated budget is projected at \$3.2 million, reduced to \$2.3 million with the use of internally restricted reserves. The budget was approved for recommendation to the Board.

May 30, 2022

- PH&N, provided a detailed update on the University's investment portfolio.
- It was reported that year-end projections, as presented in April, are holding with no changes. The total consolidated deficit projection remains at approximately \$5 million.
- A proposal for increasing out-of-province tuition rates was presented. After significant discussion, the Committee agreed that given the University's financial situation, we should be taking advantage of all sources of available revenue. As a result, the motion was approved for recommendation to the Board.
- A member put forward a list of data requests. Recognizing the significant workload of the financial team, particularly in reference to the work involved for the Auditor General's "Value for Money" audit, it was agreed that the information will be provided at a future meeting.

Submitted by David Smits
Chair, Audit & Finance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

COMMUNITY RELATIONS COMMITTEE ANNUAL REPORT | 2021-2022

The Community Relations Committee is responsible to the Board for setting policy that will guide the administration in the areas of public relations, community affairs, alumni liaisons, communication strategies, intergovernmental affairs, media relations, and reputational matters.

Patti Carr held the position of Committee Chair for 2021-2022, with Kathy Wilcox as Committee Vice-Chair.

The Community Relations Committee met three times during the year: once in October, once in February, and a final meeting in April. As we are aware, these past two and a half years have been unprecedented for the University's leadership and staff and as such, community relations was more geared to communications to students, staff and the community with pandemic guidelines, policies, and recovery. This past year we did see more communications highlighting sports achievements, academic research accomplishments, celebrations for national days or months, highlighting achievements of staff or students, and the "First 100 Days" report of community interactions and public relations by the new President and Vice-Chancellor, Dr. Kevin Wamsley.

All meetings of the Committee were held virtually, and highlights of each meeting are included below.

October 18, 2021

- The first meeting included the election of the Vice-Chair; Kathy Wilcox agreed to assume the role.
- The terms of reference were reviewed and meeting dates were announced for the year.
- The Annual Work Plan was reviewed.
- Recognizing that the Annual Work Plan was fairly lean over the past two years, the committee decided that at the next meeting, a fulsome discussion would take place regarding a more robust work plan with new ideas and strategies from the committee members. While there had been discussion of amalgamating the Community Relations Committee with the Fundraising Committee, President Wamsley requested that we wait until the Strategic Plan was complete as both committees may still be required depending on the new plan.
- The Manager of External Relations updated the committee the Good Neighbour Committee, Homecoming, National Day for Truth and Reconciliation, Giving Tuesday, Virtual Open House, and other community events such as the clean-up in Thibault Terrace for Clean Green Beautiful.
- There was a discussion on how the University can continue to improve communications and its image in the broader community.

December 13, 2021

- Cancelled

February 14, 2022

- The February meeting focused on Brainstorming ideas aimed at supporting the University in its efforts to become more visible and recognized in the broader community. Several ideas were put forward, including, but not limited to, the following:
 - Annual events to showcase the University to the community, sponsored by the Board of Governors
 - Regular communications with local news outlets to share information on research, faculty, and students – maybe a weekly column/article.
 - Create events that invite the community to campus.
 - Town-hall type events for community members to discuss relevant social topics.
- The University's plan to resurrect the conference services division and the development of extended learning opportunities for community members was also discussed by the committee.
- The Director, Advancement and External Relations provided a summary of events: Black History Month, Indigenous Week 2022, Research Month, and the upcoming Shoot for Change Anti-Racism Basketball Game. Also included was the need for review of the website and updating the direction of the Community Relations Plan through the Strategic Planning Process.

April 11, 2022

- The Director, Advancement and External Relations expressed that the Shoot for Change event garnered tremendous support. Research Month was highlighted by the NU360 Speaker Night. A huge congratulations went out to the Lakers Women's Hockey team that earned a spot in the USports Women's Hockey National Championship in PEI, where the team claimed the silver medal.
- The Director highlighted upcoming events such as: 3MT – 3 Minute Thesis Competition in May, and Homecoming 2022 and Alumni Awards in the fall. The University is pleased to announce that convocation ceremonies, June 13-17, 2022 will be in-person this year.
- Other events highlighted by committee members included the Robotics Competition and the Luncheon for Graduating Indigenous Students

May 30, 2022

- **Cancelled**

The committee commends staff for their diligence in ensuring information is disseminated regularly to students and staff. We look forward to enhancing external communications over the next year to boost the profile of Nipissing University in the community. With the creation and implementation of the new Strategic Plan for NU, we are confident that the role of the Community Relations Committee and its members will become clearer and more productive moving forward.

Respectfully Submitted by Patti Carr
Chair, Community Relations Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS
FUNDRAISING COMMITTEE
ANNUAL REPORT | 2021-2022

The Fundraising Committee is responsible to the Board for developing plans and policies that will foster and support a philanthropic culture at the Board, across the University, and throughout the community that will help to produce fundraising success.

The Committee met four times during the 2021-22 academic year. The following is a summary of those meetings:

October 18, 2021

- Judy Smith was appointed Vice-Chair of the Fundraising Committee
- The committee reviewed the Committee Terms of References and Annual Work Plan
- The University is searching for a new Manager, Advancement
- The Advancement Department will be participating in Giving Tuesday. Alumni and community partners will be challenged to donate \$100 towards scholarships and bursaries.
- The Advancement Department is migrating to a new online fundraising platform called Raiser's Edge NXT

December 13, 2021

- The University is on track to meeting the financial goals set for the year
- The University has seen an increase in endowment funds compared to last year
- Giving Tuesday was a success with over \$18,000 raised (exceeding the goal of \$4,000)
- Homecoming was delivered virtually. Events including keynote addresses, an art exhibit, and trivia. 693 celebration packages were provided to participants in advance.
- NUAAB recognized five individuals with Alumni Awards

February 14, 2022

- A case for support is being developed for the Nursing Simulation Centre
- Short terms goals include expanding scholarships, bursaries, and awards for Indigenous and BIPOC students
- Draft revisions to the "Gift Acceptance Policy" and the "Naming of Campus Assets Policy" were presented, discussed, and referred back to staff for further changes

April 11, 2022

- The average donation is a lesser amount compared to last year's average however total number of donations received is up
- A \$10,000 donation was received to support Bachelor of Business Administration students undertaking experiential learning through the Sparrow Family Experiential Learning Centre
- A \$100,000 donation was received to support a student with a Ukrainian background

- The Advancement Department supported a \$400,000 grant received by Dr. May Pat Sullivan in the School of Social Work
- The Nipissing University Alumni Advisory Board donated \$80,500 this fiscal year
- Revisions to the “Gift Acceptance Policy” and “Naming of Campus Assets Policy” were accepted and recommended to the Board of Governors for approval

Though the pandemic has created obstacles for fundraising and philanthropy in general, Nipissing University continues to evaluate their opportunities and challenges in the modern context of advancement and will develop a strategic plan that prioritizes alumni relations and creating a culture of giving to support future growth.

New leadership in the President’s Office and within the Advancement Department has ignited new energy with regards to philanthropic initiatives and many exciting leads continue to be explored. With many restrictions limiting the University sector’s ability to increase revenues, fundraising must be an area of continued investment.

Submitted by Bobby Ray, Chair, Fundraising Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

PLANT & PROPERTY COMMITTEE ANNUAL REPORT – JUNE 2022

The Plant and Property Committee is responsible to the Board for developing/reviewing administrative policies related to the maintenance and upgrading of University properties and for making recommendations related to the overall Master Land Use Plan, for new structures, for the selection of consultants and architects, etc.

The Committee met three times during the 2021-22 academic year. A summary of those meetings is included below.

October 18, 2021

- Joanne Laplante continued in the position of Committee Vice-Chair & Judy Koziol was appointed vice chair for the committee.
- The committee reviewed the terms of reference as called for in the Board Bylaws. No changes were suggested or made.
- The draft of the annual work plan for the Plant and Property Committee for 2021-2022 was reviewed and adopted without change.
- The Director of Facilities provided an update on capital and construction projects:
 - StudentCentre: The 32,000 sf facility was completed on schedule and within the budget. An in-person official opening was held, although limited in attendance by Covid restrictions, with tours throughout in mid-September.
 - ProjectList– The Directors review of a project list involved items mostly covered under the Facilities Renewal Program (FRP).
 - FRP Funding. The Director described the infrastructure funding for the academic year to include primarily mechanical and electrical projects as well as renovations, which were also covered under the FRP
 - Operational Readiness Planning: Covid preparation, screening, instituting a vaccination policy for staff, students & faculty as well as the daily attention to pandemic level cleaning took priority attention during the year
- Sidewalk construction: In response to concerns about sidewalks extending to and from the student center to the north and south campus entrances, as well as preferred sidewalk joint treatments for accessibility, the Director agreed to take these matters up with the city. The Director added that with respect to society environmental sustainability and greenhouse gas emission issues, work continues toward further reductions else suggested in the five-year sustainability plan.

February 14, 2022

- The Director of Facilities provided a capital and construction update Highlighting the Nursing Simulation Lab, the Center for War Atrocities & Genocide (CWAG) and upgrades to the BPHE youth development program spaces. A detailed technical explanation of the space was provided, which prompted and engaging discussion with board members and staff.
- Review of FRP funding: The Director reviewed the status of interior projects as well as those involving the building envelope, mechanical and electrical upgrades.
- Prioritizing/planning infrastructure projects for 2022: The Director provided a full list of the space renovation status as well as infrastructure improvement status. The President provided summary comments on the importance of donor sponsorship to the University.

- Other business: in response to committee member questions, the Director advised on the process and merits of the architecture architect selection process & a summary of the long-term plans for renewable energy solutions at the University in conjunction with the efforts of Canadore College. The committee was advised that a summary of energy consumption could be expected at a future meeting.

May 30, 2022

- Attendance at the May meeting did not meet quorum; however, the information presented was for information purposes only and, therefore, the meeting proceeded.
- The Director of Facilities provided a capital and construction update. The presentation included the following topics:
 - Infrastructure and construction project update
 - A review of FRP funding and MCU capital projects
 - Infrastructure projects for 2022
 - An update on the Nursing Simulation Lab and news that the tender process has been completed
- A discussion regarding the University's energy consumption

Personal reasons necessitated the resignation of Joanne Laplante from her position on the Board. Joanne's leadership and commitment to the Board and to the Plant & Property Committee provided an inclusive and easy participation among Board members and staff. Stuart Kidd assumed the position of committee chair. As Chair and more on behalf of the Plant and Property Committee, I extend my sincere thanks to Joanne for her capable & inclusive service as Chair.

A special thanks to David Drenth, Director of Facilities, for his informative updates at our meetings. His knowledge & expertise is evident and appreciated in the presentations and discussions during our meetings. It is also worthy of mention and appreciation that our committee members are all willing, respectful contributors to the dialogue that is improving facilities at the University. Thank you all.

Finally, and on behalf of the committee members, we especially thank the administration staff for their organization, information and attention to our needs before, during and after our meetings. Your efforts inform, smooth and aid the work of the committee.

Sincerely,
Stuart Kidd
Chair, Plant & Property Committee

VPFA's Report to the Board of Governors – June 9, 2022

Cheryl Sutton, Vice-President, Finance & Administration

Members of the administrative team continue their work with representatives from the Auditor General of Ontario to complete the “Value for Money” audit. AGO representatives visited campus and attended several meetings during the week of May 16. Extensive information/documentation requests were then forwarded to members of our management team with a response date of June 1. The majority of our responses will meet the deadline, while some isolated extensions were requested and granted. We anticipate there will be additional follow up meetings and information requests in the coming months.

In response to requests from employees and in keeping with trends in the PSE sector in Ontario, Nipissing has drafted a Pilot Temporary Flexible Work Arrangements Policy. The policy is currently in draft form as we seek feedback internally. The experience gained through the pilot period will help us assess the impact of flexible work arrangements on the University, including employee work/life balance, employee recruitment/retention, alongside operational requirements, efficiencies and sustainability. We plan to begin the pilot period during the summer months.

The Ontario Legion held its Provincial Convention at the Athletics Centre from May 13-17, 2022. This event saw upwards of 500 guests on campus over multiple dates. I'm proud to report that our teams really pulled together to support this event, and we received very positive feedback on our beautiful campus, stunning Athletics Centre, and friendly, helpful staff.

Dr. Murat Tuncali held his annual Topology Workshop on campus from May 16-20, 2022. Although the guest count was slightly smaller than usual due to COVID-19 restrictions in other countries, we saw multiple guests from various countries join us for this event, and we were very excited to see the event move forward again for the first time since 2019.

From May 19-28, 2022, we hosted Elections Ontario Advanced Polls at the Chancellors House Assembly Room. This revenue-generating event not only provides a convenient voting location for our students and staff on campus but also supports the voting process in general as local community members have the opportunity to come out and vote prior to Election Day.

On June 6, 2022, in partnership with the City of North Bay, the University will be hosting a dialogue event for local IT professionals. We look forward to this opportunity to showcase our Teaching Hub space and engage in meaningful discussion with local industry leaders.

On the weekend of June 10, 2022, a family reunion will be held on campus. We anticipate approximately 50 guests from around the province (some from out of province), to come together at our Chancellors House residence building.

From July 2-31, 2022, we will see approximately 280 high-performance athletes and coaches (140 per session) on campus for the Ontario Volleyball Association (OVA) high-performance training centre sessions held at the Athletics Centre. These students fall within the University's direct target demographic, and we welcome the opportunity to showcase our beautiful campus, amazing residence experience, and stunning Athletics Facility while they are in the City for this event. These will be the first in-person OVA training sessions we've been able to hold on-campus since 2019.



Nipissing University Alumni Advisory Board Report

Nipissing Convocation Activation

With convocation just around the corner, NUAAB is working closely with the alumni office to create an increased presence at the event and to engage with new graduates. Plans include an expanded alumni activation zone within the reception area and a revamped alumni address. NUAAB is looking forward to the in-person celebrations later this month.

Homecoming 2022

We are excited to be laying the groundwork for our first in-person Homecoming since 2019. **Save the date for September 23-25.** We are looking forward to welcoming alumni, students, and the wider Nipissing Community to campus for some exciting events and activations. There will be something for everyone, and best of all it is all free! Stay tuned over the summer for more information.

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

Since the last Board of Governors meeting in March, the following developments have occurred:

- March 25th - NUICE sub-Committee with Dr. Carole Richardson, Provost and Vice-President, Academic & Research. The group furthered discussions regarding the creation of a senior administrative academic position—direct report to the president. Additionally, the committee discussed the importance of process with regards the strategic planning process and the inclusion of multiple voices, especially the student voice.
- April 20th - Indigenous Friendship Centre – Community Action Circle – Nipissing University was invited back to this circle along with several other community organizations. This group had ceased to meet due to COVID. This was the first in-person meeting to welcome everyone back and reconnect. We look forward to further discussions and engagements
- May 10th - NUICE Sub-Committee meeting – The sub-committee met to discuss next steps in the planning process for an Indigenous strategic plan. Rather than wait for the Nipissing University strategic planning process to begin or engage with NUICE, this group saw the necessity to move discussions forward as they relate to Indigeneity on campus and our collective responsibilities to the TRC. Currently, a holistic approach is being embraced with the Medicine Wheel providing a grounding framework on which these discussions shall move forward. We will keep you informed of developments as they progress.
- May 24th - Community Engagement – Staff and students harvested tipi poles with Nipissing First Nation Elder/Knowledge Holder Dan Commanda. Dan provided teachings and processes for harvesting the poles in a good way. The group was out for two days and harvested 17 poles. This year two tipis will be raised on campus. The larger, 24ft tipi will be erected directly beside the library, greeting all who enter the campus. A smaller, 16ft tipi will be raised in the courtyard and will act as an ideal outdoor teaching space which will accompany a medicinal garden.
- May 27th, Mino-Bimaadziwan Cultural Development Bursary – Nipissing University is pleased to announce the creation of this new bursary. A donor has come forward with deep interest and passion in supporting Indigenous student engagement with community, culture, and traditional skills. The donor has committed \$500 for year as a start. Each year Indigenous students will have the opportunity to apply for the funding with intent on creating cultural revitalization opportunities for other Indigenous students. This bursary is the start of a growing culture of Philanthropy which we hope to continue to foster.
- June 1st - Indigenous Community Engagement Plan Review Circle – This committee was developed in November, 2021 as a means of brining more voices and perspectives to the table when reviewing with Indigenous Community Engagement Plans submitted by researchers. This process is to take place before a submission to the Nipissing University Research Ethics Board. This committee is happy to report that both guidelines and terms of reference have been adopted at the previous meeting. This group is looking to further discussions and development with regards to housing the ICEP proposal process within the ROMEO system.

- June 2nd – The NUICE Sub-Committee Meeting – Discussions were continued with regards to the NUICE strategic planning process. There is a shared understanding of the importance of having a strategic planning document which speaks to the intersecting voices on campus, while still retaining the distinction of what makes this process Indigenous. The team will continue to craft a vision statement, along with grounding next steps. In addition, this body has committed to an on-going review of both the NUICE Terms of Reference and the Nipissing University Elders and Knowledge Keepers Honorarium Policy.

BOARD OF GOVERNORS SEXUAL VIOLENCE REPORT 2021-2022



As outlined in the Nipissing University Sexual Violence Prevention, Support, and Response Policy approved by the Board of Governors on September 19, 2019, 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 includes data 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.

Nipissing University provided supports, services, and accommodations relating to sexual violence to twenty-nine (29) students from May 2021-April 30, 2022. Students were supported remotely, and in-person based on the student's needs and location. Supports were provided through email (35), phone (2), in-person meetings (54), and virtual meetings (209). There were an additional 39 referrals to various service providers offered 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, and various local community support services.

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, Residence Life Community Living Standards and/or police reporting processes.

Accommodation requests ranged from the issuance of no contact orders, writs of trespass, the use of space on 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.

More than 1,000 students participated in sexual violence prevention and awareness workshops (51) from May 2021 to May 2022. Students (33), student leaders (15), and staff and faculty (3) participated in training opportunities with the Sexual Violence Prevention & Education (SVPE) Outreach Team. Training opportunities in virtual (45) and in-person (6) formats were offered; however, virtual workshops had the highest number of participants. These training opportunities include Consent Belongs Here workshops (30) and collaborations with internal stakeholders, including Lakers Athletics (14), NUSU (3), Residence Life (2), and the Office of Indigenous Initiatives (1).

In the Fall of 2021, SVPE launched two certificate pathways for students: Sexual Violence Prevention Certificate and the Advanced Sexual Violence Prevention & Response Certificate. Students are eligible for the certificates after completing a series of workshops that focus on building our awareness and skills to respond to disclosures and build solidarity for survivors. We received 26 certificate requests in 2021-2022: Sexual Violence Prevention certificates (8); Advanced Sexual Violence Prevention & Response certificates (18).

The SVPE Outreach Team continued its collaborative relationship with the Lakers Orientation Committee and NUSU through collaboration to attend/host (13) events for students and (6) awareness campaigns for students.

New 2021-2022: Ask the Sexperts Virtual Q&A Panel & National Day of Remembrance and Action on Violence Against Women - Keynote.

Conversations about gender-based and sexual violence prevention cannot focus exclusively on violence and intervention. Healthy sexuality education is the primary prevention of sexual violence, and it's essential to include sex-positivity education, open communication, and opportunities to seek out relevant information for all sexual and gender identities. The Ask the Sexperts Panel featured a variety of campus and community services, resources, experts and educators and allowed students to ask any sex-related questions anonymously. Over 45 questions were submitted to the panel by students.

To commemorate the National Day of Remembrance and Action on Violence Against Women, the Sexual Violence Prevention & Education Outreach Team, the Faculty of Gender Equality and Social Justice and the Office of Indigenous Initiatives hosted a virtual memorial event for all Nipissing University students, staff, faculty, administration, and community members. The event featured an opening smudge and song, and a keynote presentation from Dr. Priscilla Settee, a Cree activist for Indigenous rights, women's rights, and environmental rights in Canada.

In addition to marketing and communication of workshops and regular social media content, the Consent Belongs Here Instagram focused on five educational awareness campaigns in 2021-2022: International Pronouns Day, 16 Days of Activism, Start by Believing Day, Gender Equality Week, and Consent + Pizza.

New 2021-2022: International Pronouns Day & Consent + Pizza

International Pronouns Day seeks to make respecting, sharing, and educating about personal pronouns commonplace. To educate, raise visibility, engage in conversations, and remove expectations that transgender or gender-nonconforming people are the only ones that need to share this information, the SVPE Outreach Team offered students, staff, and faculty the opportunity to

receive a custom Lakers' gender pronoun button. A recent Nipissing University BFA graduate and North Bay resident, Jasper, designed each pronoun button. All of the buttons were requested (150) and distributed. In addition to distributing pronoun buttons in-person and through the mail, the awareness campaign featured information and resources through social media via the Consent Belongs Here Instagram account, and throughout the university community via email in collaboration with Marketing and the Teaching Hub. Gender 101 training opportunities were also offered to students and staff.

Consent Belongs Here's Instagram saw the most impact (520) with its Consent + Pizza video awareness campaign. The Consent + Pizza campaign featured a short 40-second video analogy for Consent through pizza making. Students commented (93), liked (51) and shared (40) the video for an opportunity to win a pizza for International Pizza Day.

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

No new formal reports were filed under the Sexual Violence Prevention, Support, and Response Policy in 2021-2022. One on-going 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 led by an external investigator. The formal report concluded the investigative process and outcomes were delivered by the SVRC. One student accessed services from the Sexual Violence Prevention and Education Coordinator in order to seek support in the filing of police reports.

Policy Update: 2021-2022 marked the three-year review of the Sexual Violence Prevention, Support, and Response Policy. During this academic year, the Action Against Gender Based Violence Committee undertook reviewing and updating the policy. The updated policy will be brought to the Board of Governors for approval. The membership of the committee included faculty, staff, and students from across the institution, specifically the Nipissing University Student Union, The Equity Centre, Nipissing University Black Association for Student Expression, Residence Life, Athletics, International Student Supports, Office of Indigenous Initiatives, and past students who engaged with the policy.