

NIPISSING UNIVERSITY
BOARD OF GOVERNORS MEETING

OPEN SESSION

April 27, 2023

The Open Session of the regular Board of Governors meeting was held on Thursday, April 27, 2023, at 5:30 p.m. in the President's Boardroom and via Zoom Remote Conferencing.

Members Present: Marianne Berube, Board Chair

Veronica Afonso
Wenda Caswell
Patti Carr
Fran Couchie
John D'Agostino
Stacie Fiddler
Cindy Karugia
Judy Koziol
Jamie Lowery
Alisher Mansurov
Riley McEntee
Jonathan Muterera
Jamie Murton
Harikesh Panchal
Jeff Scott
Joe Sinicrope
Maurice Switzer
Kevin Wamsley

Regrets:

Paul Cook
Cheryl Sutton (VPFA)
Bobby Ray
Judy Smith
Dave Smits
Lisa Snider
Kathy Wilcox

Invited Guests:

Carole Richardson
Renee Hacquard
Abby Blaszczyk
Em Cooke

Official Observers: Preston English

of Zoom Webinar Observers/Attendees: 4

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

1. Call to Order/Land Acknowledgment

The meeting was called to order at 5:32 p.m. The Board Chair offered a traditional land acknowledgement.

2. Declaration of Conflict of Interest

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

3. Use of Recording and/or Broadcasting Devices

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

4. Consent Agenda

The following items were included on the consent agenda:

- i. For Adoption
 - a) Minutes of the February 9, 2023, 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 March 6, 2023;
 2. University Governance Committee – Minutes from April 17, 2023;
 3. Audit & Finance Committee – Minutes from March 6, 2023;
 4. Audit & Finance Committee – Minutes from April 17, 2023;
 5. Community Relations Committee – Minutes from March 6, 2023;
 6. Fundraising Committee – Minutes from March 6, 2023; and
 7. Plant & Property Committee – Minutes from March 6, 2023.
 - b) Reports from Other Committees/Bodies
 2. Nipissing University Student Union (NUSU)
 3. Nipissing University Indigenous Council on Education (NUICE)

Resolution 2023-04-01: ***That the items included “for adoption” on the April 27, 2023, consent agenda for the Open Session of the Board of Governors meeting be approved as circulated, while the items included on the consent agenda “for information only” be received.***

*Moved by Judy Koziol; seconded by Stacie Fiddler.
Carried.*

5. Adoption of the Regular Agenda

Resolution 2023-04-02: ***That the Board of Governors adopt the April 27, 2023, Open Session regular agenda as circulated.***

*Moved by Fran Couchie; seconded by Wenda Caswell.
Carried.*

6. Chair's Remarks

The Chair welcomed members to the Annual General Meeting and expressed her thanks for their dedication to Committees and Board meetings. She also spoke to her gratitude to the President, Vice-Presidents, and their teams for the extensive amount of work on the budget being presented at this meeting.

7. Chancellor's Remarks

No Report.

8. President's Remarks

The President provided an in-depth report on recent and upcoming events and activities on campus. The report, which is appended to these minutes, highlighted the ongoing Strategic Planning process and the completion of an extensive round of community stakeholder consultations. The preliminary findings from both internal and external communities will be circulated shortly and the Steering Committee will host focus group sessions to gather feedback. Dr. Wamsley also spoke to the newly established Equity Action Planning Task Force which will soon be seeking proposals from third parties to conduct an Equity Audit.

The President reported on the continued examination and analysis of academic offerings at Nipissing University, particularly with respect to student demand for, and enrolment in programs, as well as the cost of instruction as related to tuition revenues. As a result of these examinations, enrolment to the Scholar Practitioner Program in Toronto has been suspended, following a continued decline in enrolment, the loss of several hospital partnerships and a failure to meet the requirement of delivering the program in person.

9. Vice-President's Remarks

Provost and Vice-President, Academic & Research (Interim) provided a written report which is appended to these minutes.

Vice-President, Finance & Administration No Report.

10. Board Committee Reports

University Governance Committee

The Committee Chair spoke to significant changes within the policy, last updated in 2012, which included the addition of student representation in the composition of the search committee and the removal of the 'reappointment/renewal' process to better support recruitment and succession planning, which reflects best practices across the province and country.

Questions and comments were welcomed, and the following resolution was presented:

Resolution 2023-04-03: ***That the Board of Governors accept the recommendation of the University Governance Committee to approve the revisions to the Search & Appointment of Non-Academic Vice-Presidents policy as presented.***

*Moved by Patti Carr; seconded by Veronica Afonso.
Carried.*

Election of Board Officers

The Committee Chair explained that the University Governance Committee met to discuss the nominations received for the 2023-24 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**

David Smits confirmed he will allow his name to stand, questions and comments regarding the recommendations were invited, and the following resolution was presented:

Resolution 2023-04-04: ***That the Board of Governors accept the recommendation of the University Governance Committee to appoint David Smits to the position of Board Chair for a one-year period effective July 1, 2023.***

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

– **Board Vice-Chair**

John D'Agostino confirmed that he will allow his name to stand and was excused from the meeting. The Board Chair called for questions and comments regarding the recommendations and the following resolution was presented:

Resolution 2023-04-05: *That the Board of Governors accept the recommendation of the University Governance Committee to appoint John D’Agostino to the position of Board Vice-Chair for a one-year period effective July 1, 2023.*

*Moved by Marianne Berube; seconded by Fran Couchie.
2 Abstentions.
Carried.*

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

– **Board Vice-Chair Pro Tem**

Kathy Wilcox confirmed that she will allow her name to stand. Questions and comments regarding the recommendations were invited, and the following resolution was presented:

Resolution 2023-04-06: *That the Board of Governors accepts the recommendation of the University Governance Committee to appoint Kathy Wilcox to the position of Board Vice-Chair Pro Tem for a one-year period effective July 1, 2023.*

*Moved by John D’Agostino; seconded by Veronica Afonso.
2 Abstentions.
Carried.*

Audit & Finance Committee

The President provided preliminary remarks for the budget presentation, speaking to the initial projections of a consolidated deficit budget of \$3.2 million for fiscal 2022-23. The consequences of these projections, consistent with previous years of deficit results, manifested in a lack of confidence in our financial outlook on the part of many external parties.

In the Winter term of 2023, several shifts occurred in our financial projections for year end, including residual impacts of the Pandemic on domestic enrolment. However, these losses were countered by a January cohort of 85 international students and vacant positions on campus which resulted in savings.

In March 2023, through extensive advocacy efforts, Nipissing University received a one-time additional Northern Grant of \$3.7 million, along with additional grants to support Nursing and other programs. This funding was the major factor that resulted in balanced projected consolidated results for 2022-23. The President commended the Vice-President, Finance & Administration, the Provost and Vice-President, Academic & Research (PVPAR) (Interim), the Assistant Vice-President, Finance & Infrastructure, and the Director, Institutional Planning & Analysis and their teams for the significant work throughout the year. He also thanked all students, staff and faculty for their continued resilience in operating through a difficult financial environment. Dr. Wamsley spoke of the importance of continuing to work towards annual surpluses to build up reserves, and to invest in areas of academic and service needs as determined by the strategic planning process.

The President concluded his remarks by stating that, as a primarily undergraduate Northern university, and to ensure long-term sustainability of the institution, Nipissing University will require enhanced funding inclusive of annual inflationary increases, possibly realized through a reallocation of the Northern Grant. Because of this, a priority focus has been placed on completing an institutional financial analysis with the Province's *Blue Ribbon Panel on Sustainability in the Post-Secondary Education Sector*, and he advocated for a Provincial action plan that will see a strong partnership between the Province and Nipissing University to secure a sustainable future.

Renee Hacquard, Assistant Vice-President Finance and Infrastructure reviewed projected results for the 2022-23 fiscal year. Due to the increases in government grants, we are now projecting a consolidated surplus of approximately \$39,000. Updated projections show a positive variance in the Operating Fund of \$3.472M and a small negative variance of \$231k in Ancillary Fund. These projections do not include a transfer from the Schulich Fund, as was previously budgeted, to preserve the capital portion of the fund due to unfavorable market conditions. The AVP, Finance & Infrastructure indicated that even though we are projecting a surplus, it is likely we will be temporarily borrowing from internally restricted cash for a short period of time throughout the summer months.

The AVP then reviewed the budget package, which is appended to these minutes, in great detail. She highlighted projected increases in both domestic and international enrolment, as well as forecasted enrolment data for the 2024/25 academic year. In response to a question about enrolment risk management, the AVP spoke to the numerous scenarios to address projections and adjust spending where needed. Additionally, clarification around instructor expenses remaining constant amid increasing enrolment was requested, and Ms. Hacquard noted that many budget variances within instructor expenses are retirements and resignations and with those vacancies, resource decisions are based on the area of greatest demand.

The AVP provided a detailed overview of the Operating budget, speaking of government grants, domestic and international tuition, ancillary fees and other revenues. She highlighted expenses, which are budgeted at 2% higher than projected expenses for the 2022/23 fiscal year. Expenses include investments in four (4) tenure track positions, two Limited-Term Appointments, as well as investments in non-instructional staff positions in International Supports, Facilities, Institutional Planning, Athletics and University Technology Services. The draft budget for the Operating Fund result is a deficit of \$287,627 and work continues on the fund to achieve a balanced position.

The Ancillary budget was reviewed, with a budgeted surplus of \$1,969,134. The format of the budget has been updated to reflect the recommendations made within the Office of the Auditor General of Ontario's (OAGO) report. The AVP highlighted revenues from Extended Learning, third party services (i.e., campus bookstore, food services), and other ancillary activities on campus. She reviewed the budgeted revenue from residence, which accounts for an occupancy rate of approximately 94% to allow for turnover, vacancy, etc. While Residences make up the majority of the Ancillary services surplus, it is anticipated that the other ancillary services noted will generate additional surpluses. She also noted that included in the revenue budget is a 5% increase to residence rates. Several questions were addressed regarding the increase to residence rates, and the AVP noted that a 5% increase is comparable to prior year residence fee increases and overall residence costs remain relatively low when comparing among the sector.

The AVP reviewed the Capital Budget and spoke to the various funding sources that would be used for the planned capital expenditures for the year. The presentation of the Capital budget is also a recommendation made in the OAGO's report. Much of the funding is provided by the Facilities Renewal Program (FRP) received from the province. The list of expenditures includes various renovation and repair projects, as well as equipment purchases and all planned expenditures are covered by either grants, donations, or reserves.

The Assistant Vice-President presented the total consolidated budget and was pleased to note a consolidated surplus of \$7,435, and the first balanced budget at Nipissing University in ten years.

She then presented the impact of the projections and budget on the proposed Ministry Financial Accountability Ratios, originally reviewed in December 2022. While the University is still 'high risk' on two indicators, primary reserves and viability, the impact of the 22/23 projections and the 23/24 budget has made a positive impact on the ratios. To achieve medium or no risk on the indicators, the University will have to increase spendable net assets through surpluses in our Operating and Ancillary funds.

A Cash Flow chart was also reviewed. The AVP reiterated that we are projecting to be temporarily borrowing from internally restricted cash for a short period of time this summer.

The AVP concluded the presentation by presenting a three-year projected budget. She walked through the various assumptions used in preparing the projected budgets. Increases in international tuition enrolment, grant revenues, and cost containment measures were identified as levers to assist in securing a financially sustainable future. The forecasts presented include no increases in Government funding.

Many questions were addressed throughout the presentation, including clarification around an increase in administrative costs. The AVP spoke in detail to positions created specifically to address ancillary services and revenue generation, as per the recommendations of the AGO. There was additional discussion on risk management, and the continued advocacy regarding the inequity in the Northern Grant.

Following a lengthy discussion, the following resolutions were made:

Resolution 2023-04-07: ***That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2023/24 Nipissing University Ancillary Fees as presented.***

*Moved by Marianne Berube; seconded by Wenda Caswell.
Carried.*

Resolution 2023-04-08: ***That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2023/24 Nipissing University Student Union Ancillary Fees as presented.***

*Moved by Marianne Berube; seconded by Alisher Mansurov.
Carried.*

Resolution 2023-04-09:

That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2023/24 Domestic tuition rates as presented, pending approval from the Ministry of Colleges and Universities.

*Moved by Marianne Berube; seconded by Fran Couchie.
Riley McEntee and Harikesh Panchal Opposed.
Carried.*

Resolution 2023-04-10:

That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2023/24 Out-of-Province tuition rates as presented, pending approval from the Ministry of Colleges and Universities.

*Moved by Marianne Berube; seconded by Patti Carr.
Riley McEntee and Harikesh Panchal Opposed.
Carried.*

Resolution 2023-04-11:

That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2023/24 Budget as presented.

*Moved by Marianne Berube; seconded by Fran Couchie.
Carried.*

11. Board Representatives on Other Committees/Bodies

Nipissing University Student Union

In addition to the submitted report, President Riley McEntee presented an open letter on the effects of the cost-of-living on students, which is appended to these minutes. The letter focuses on concerns around student housing, and landlord-tenant relationships and will be shared on the NUSU social media channels in the coming days.

Academic Senate

No Report.

12. Question Period

A question was raised regarding the significant number of positions within Senior Administration currently being held by interim appointees and if there is a timeline to fill these positions with permanent appointments. The President reiterated that while we do seek to fill the positions as soon as possible, he wished to thank those senior leaders currently holding interim positions for their outstanding work.

13. Other Business

There was no other business.

14. Next Meeting/Adjournment

The next Committee Day is scheduled for Monday, May 29, 2023.

The next Board meeting is scheduled for Tuesday, June 27, 2023.

Resolution 2023-04-12: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

*Moved by Stacie Fiddler; seconded by Fran Couchie.
Carried.*

Open session adjourned at 8:18 p.m.

President & Vice-Chancellor/Secretary of the Board

Board Chair



President's Report to the Board of Governors: April 27, 2023

Good afternoon fellow Board members. We find ourselves near the end of the Winter term, heading into a traditional research and writing period, moving forward our ongoing processes of change towards planning and sustainability, solidifying our leadership team, and taking the time to congratulate all of our members for their successes in teaching, learning, research, service, athletics, and the arts – the celebrations of course culminate in our celebration of graduands in June. Congratulations to all of you for seeing the home stretch to the Winter term and anticipating celebrating the accomplishments of Nipissing University students during our Convocation ceremonies in June. All things considered, this have has been a very, very active year.

We have engaged in Strategic Planning, we have engaged in hiring processes, we are engaging in an Equity Audit, we have survived an Auditor General's extensive analysis, we have weathered shifts in enrolment based on the Pandemic, and continue to weather the issues that arise in teaching, learning, and research within the context of the Pandemic and the changes that it has brought to people's lives. We have been working on significant renovations, we have rebuilt our ancillary services and continue to work on alternative streams of revenue. We have brought back in-person recruitment, digital marketing, we are back in our communities making a difference in person, we are fundraising, and we have been advocating for government support with all of our energy.

With respect to Strategic Planning, we are finishing our extensive round of community stakeholder consultations and will move to focus group sessions next week. We will shortly distribute to you our preliminary findings. This document reports on exactly what we heard from internal and external communities and we would like you to provide feedback to us to make sure we heard correctly. In the coming weeks, we will continue to analyze and write and prepare drafts for our community to examine, including the Board. In June, you will receive a copy which we will discuss at our June Board meeting.

Our newly established Equity Action Planning Task Force has met will soon be sending out a request for proposals to third parties to conduct an Equity Audit and we will be encouraging full participation in this audit so that we may develop an action plan for the future.

We continue to work on the Auditor General's recommendations but have not heard back on our proposed schedule for these recommendations. As the Provost reports, our in-person recruiting, our events, and digital marketing campaign have been successful for both domestic and international students with significantly increased numbers of applications and confirmations to date – but we recognize that there is still much work to do before September.



President's Report to the Board of Governors: April 27, 2023

As mandated by the Price Waterhouse Coopers report, a President's Prioritization Report, a Treasure Board Report, and the Auditor General, we continue to examine and analyze our academic offerings, with respect to student demand for and enrolment in programs and the costs of instruction as they relate to tuition revenues. We have suspended enrolment in our SPP Nursing program in Toronto. We have been faced with the expiry of an MOU with our Toronto partners, a decline in enrolment, a loss of four hospital partners, and a failure to meet the requirement of delivering the program in person. Additionally, to continue the program, we would be required to invest more than a half million dollars to space that we do not own. Students in the program will be served until graduation and we will continue to expand our Nursing seats in North Bay where possible. We also remain open to new opportunities in Nursing which make good sense financially and in the service of our region.

We look forward to completing the renovations and building for new space in the Surtees Centre, in the new Centre for War Atrocities and Genocide and our new Simulation Centre. We will be hosting grand openings for each of these spaces, probably when our students arrive in September.

We continue to work through the RFP process for food services on campus. Chartwells will complete its work and we will continue to negotiate with Sodexo to land us in a new position for September.

Our process to hire a Provost continues and we will report as soon as we have news. Our process to hire an Associate Vice President Research, Innovation, and Graduate Studies has failed. We will be announcing plans for that position shortly.

I am very pleased to announce that we have received \$207,000 from the Province to purchase some of the equipment for the Simulation Centre. Government support of course is always welcome.



Provost and Vice-President Academic & Research - Board Report: April 27, 2023

PVPAR Report

1. Work continues to finalize the academic structure for the upcoming year.
 - The Dean of Arts and Science and the Dean of Education and Professional Studies positions will remain interim.
 - In the absence of Directors for Education and Nursing, we have extended the Interim Associate Dean of Bachelor of Education Concurrent and Consecutive Programs and created the Interim Associate Dean of the School of Nursing position for the 2023-24 academic year.
 - The search for the Associate Vice President of Research, Innovation and Graduate Studies has been unsuccessful. An announcement about filling the position is forthcoming.
2. A detailed presentation of data on our academic programs was made to the Academic Quality Assurance and Planning Committee and this data was also shared at Senate. Discussions about this data will be ongoing. Also shared at this meeting was the fact that admission into our BScN Scholar Practitioner Program (SPP) in Toronto has been suspended. Students currently in the program will continue to graduation.
3. Research Month
 - Congratulations to all who were involved in all the events for Research Month. The quality and variety of events was outstanding.
4. Recruitment, Applications and Offers
 - At this time of the year, our recruitment efforts are focusing on converting offers to acceptances. Our campus tours continue to be busy, this year we've seen an increase in local schools coming to campus. The admissions team continues to send offers out to applicants as quickly as possible. We're still accepting applications for September for all programs except our 4 year Bachelor of Nursing program.



Provost and Vice-President Academic & Research - Board Report: April 27, 2023

UNDERGRADUATE AND BACHELOR OF EDUCATION CONFIRMATIONS

On the domestic undergraduate side of things, our 101 and 105 confirmations are up 65% vs. same time last year (316 vs. 191). Confirmations in our BA programs have seen the most growth so far (up 87 confirmations) followed by our BPHE program which is up 23 confirmations from the same time last year.

On the BEd side of things, our Education numbers look strong and we anticipate an incoming cohort of approximately 520 students. In most years we have 80 or so concurrent education students continue into their BEd years, however this year we have a much stronger continuing cohort - approximately 120.

GRADUATE STUDIES APPLICATIONS

Committees are finalizing their decisions regarding offers into our graduate studies programs. What we can say is that applications are up overall (about 35%). The increased interest for Graduate studies this year can be attributed directly to international applicants. The graduate programs of highest interest amongst our international applicants are our MES and MEd with 15 applicants between both programs.

INTERNATIONAL APPLICATIONS

To date, we have received applications from approximately 675 International students. While we have interest in our full breadth of program offerings, our Post-Bacs are the major area of interest, capturing nearly 75% of our International applicants. At this time, things appear to be on track for us to meet our International admissions target of 160FTE for 2023/24.

NIPISSING

U N I V E R S I T Y

Budget Report

2023 - 2024

DRAFT

Presented to Board of
Governors - April 27, 2023



EXECUTIVE SUMMARY

The 2023-2024 budget is best characterized as a realization of significant operational changes invoked during the 2022-2023 fiscal year, positive shifts in enrolment projections, and successful advocacy towards the Provincial Government for additional grant support.

For fiscal 2022-23, we initially projected a consolidated budget deficit of \$3.2M. The real consequences of the 2022-23 projections, consistent with the previous nine years of deficit results manifested themselves in a lack of confidence in our financial outlook on the part of KPMG, our external auditor, and TD Bank, our primary lender. TD Bank requested we sign a General Securities Agreement and withdrew our \$5M line of credit. Subsequent to the audited financial statements for 2022-23 being released, our credit rating was also downgraded.

In the Winter term, 2023, several shifts occurred in our financial projections for year end. In the first instance, due to residual impacts of the Pandemic, our domestic enrolment missed projections by approximately 200 FTEs; however, these losses were countered by an entering class of 85 international students in the January cohort. Additionally, and not by preference, a failure to fill various vacant positions on campus resulted in some savings.

At the same time, we advocated for changes in the calculation of additional grants to support our Nursing programs and received additional funding that was not budgeted for. Most significantly, in March 2023, we learned that our advocacy efforts with the Province had been successful, leading directly to a one-time additional Northern Grant of \$3.7M. This one-time support was the major factor that enabled us to balance the projected consolidated results.

A balanced projection for 2022-2023 provided a baseline upon which to build the budget for 2023-2024.

As a result of significant improvements in performance across a number of university initiatives, additional government support in Nursing, and realized cost efficiencies and budget sacrifices absorbed across all of our units, we are presenting a balanced consolidated budget for the first time in ten years.

This balanced budget is the direct result of the tireless efforts of many to achieve performance goals in a number of areas previously outlined in budget and sustainability discussions with Audit & Finance, the Board, and the broader university community.

The largest forms of revenue generation at Nipissing University emanate from tuition revenues and government grants. The secondary, less significant but necessary forms of revenue generation are categorized as alternative revenues. In-person recruiting, a new digital marketing campaign, and targeted international recruitment have resulted in increased enrolment projections and incoming tuition forecasts for the Fall and Winter terms of 2023-24. Additionally, increased funding for Nursing expansion and support has also increased our revenue projections for the coming year.

At the same time, over the past 18 months, we have been creating the foundations for developing and increasing alternative revenues through initiatives related to ancillary services - including conference services, extended learning, event hosting, food services, bookstore revenues, as well as improved relations with Canadore College resulting in budget gains.

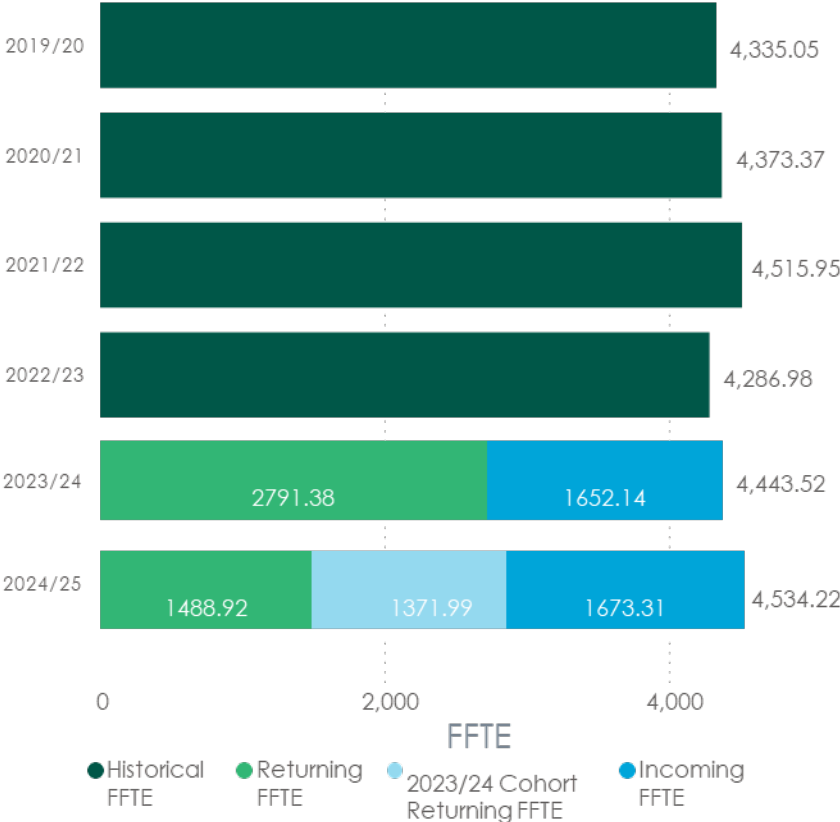
We are proud of the work that has been completed across our organization to achieve a balanced budget but, to be clear, we must work towards annual surpluses to build up our reserves, and to invest in areas of academic and service needs as determined by our strategic planning process. Our next task will be to develop operational plans to support these goals and to continue our extensive advocacy efforts with the Province.

As a primarily undergraduate Northern university, in order to ensure long-term sustainability of the institution, we will require enhanced funding inclusive of annual inflationary increases. This could be realized through a reallocation of the Northern Grant.

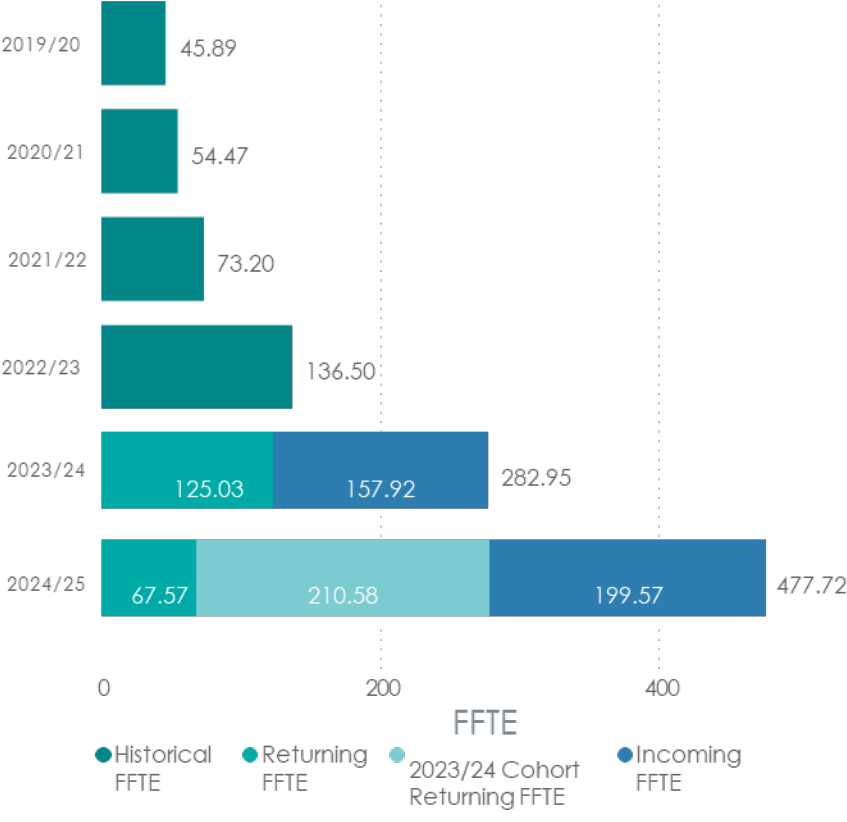
It is, therefore, of the highest priority that we place our completed institutional financial analysis before the Province's *Blue Ribbon Panel on Sustainability in the Post-Secondary Education Sector* and advocate for a Provincial action plan that will see the Province partner with us to secure a sustainable future for Nipissing University.

Overall Domestic & International FFTE Forecast

Domestic Fee Enrolment



International Fee Enrolment



NIPISSING UNIVERSITY
2023-2024 Draft Budget - Operating

| | 2023-2024 Draft Budget | 2022-2023 Projected Actuals | 2023-2024 Budget to 2022-2023 Projections Variance | % variance |
|--|------------------------|-----------------------------|--|-------------|
| Revenue | | | | |
| Government Grants | \$ 35,515,526 | \$ 40,184,992 | \$ (4,669,466) | -12% |
| Tuition - Domestic | \$ 26,853,274 | \$ 25,623,869 | \$ 1,229,405 | 5% |
| Tuition - International | \$ 6,447,952 | \$ 3,011,082 | \$ 3,436,870 | 114% |
| Student Fees - Ancillary & Other | \$ 3,539,868 | \$ 3,175,028 | \$ 364,840 | 11% |
| Other | \$ 2,088,838 | \$ 1,505,771 | \$ 583,067 | 39% |
| Revenue Total | \$ 74,445,458 | \$ 73,500,742 | \$ 944,716 | 1% |
| Expenses | | | | |
| Instructional Staff | \$ 30,059,296 | \$ 30,055,286 | \$ 4,010 | 0% |
| Non-Instructional Staff | \$ 18,814,070 | \$ 17,930,033 | \$ 884,037 | 5% |
| Benefits | \$ 9,765,991 | \$ 9,506,064 | \$ 259,927 | 3% |
| Salary recoveries | \$ (1,662,758) | \$ (1,518,541) | \$ (144,217) | 9% |
| Total salaries & benefits | \$ 56,976,599 | \$ 55,972,842 | \$ 1,003,757 | 2% |
| Non-staff expense | \$ 14,224,750 | \$ 13,663,236 | \$ 561,514 | 4% |
| Scholarships and Bursaries | \$ 3,282,385 | \$ 3,283,760 | \$ (1,375) | 0% |
| Expenses Total | \$ 74,483,734 | \$ 72,919,838 | \$ 1,563,896 | 2% |
| Surplus (Deficit) Before Undernoted | \$ (38,276) | \$ 580,904 | \$ (619,180) | |
| Transfers | | | | |
| Transfers (to) from other funds | \$ (370,982) | \$ (702,535) | \$ 331,553 | -47% |
| Transfers Total | \$ (370,982) | \$ (702,535) | \$ 331,553 | -47% |
| Total Operating Surplus /(Deficit) | \$ (409,258) | \$ (121,631) | \$ (287,627) | |

Nipissing University
2023-2024 Draft Budget - Ancillary

| | Extended Learning | Ancillary provided by 3rd parties (Food Services, Bookstore, Parking, etc..) | Other Ancillary (Lakers Shop, Varsity concessions, etc..) | Residences | Conference Services & Summer accommodations | 2023-2024 Draft Budget | 2022-2023 Projected Actuals | 2023-2024 Budget to 2022-2023 Projections Variance |
|--------------------------------------|-------------------|--|---|--------------|---|------------------------|-----------------------------|--|
| Revenue | | | | | | | | |
| Sales and Service, and other revenue | \$ 40,000 | \$ 6,994 | \$ 47,000 | \$ 6,448,243 | \$ 365,075 | \$ 6,907,312 | \$ 6,810,486 | \$ 96,826 |
| Revenue Total | \$ 40,000 | \$ 6,994 | \$ 47,000 | \$ 6,448,243 | \$ 365,075 | \$ 6,907,312 | \$ 6,810,486 | \$ 96,826 |
| Expenses | | | | | | | | |
| Salaries and Benefits | \$ 165,575 | \$ 115,008 | \$ 6,600 | \$ 1,786,746 | \$ 180,255 | \$ 2,254,184 | \$ 2,049,173 | \$ 205,011 |
| Operating | \$ 7,850 | \$ - | \$ 29,115 | \$ 564,583 | \$ 50,418 | \$ 651,966 | \$ 905,280 | \$ (253,314) |
| Occupancy | \$ - | \$ - | \$ - | \$ 857,300 | \$ - | \$ 857,300 | \$ 747,950 | \$ 109,350 |
| Long term debt | \$ - | \$ - | \$ - | \$ 1,174,728 | \$ - | \$ 1,174,728 | \$ 1,175,059 | \$ (331) |
| Expenses Total | \$ 173,425 | \$ 115,008 | \$ 35,715 | \$ 4,383,357 | \$ 230,673 | \$ 4,938,178 | \$ 4,877,462 | \$ 60,716 |
| Total Surplus / (Deficit) | \$ (133,425) | \$ (108,014) | \$ 11,285 | \$ 2,064,886 | \$ 134,402 | \$ 1,969,134 | \$ 1,933,024 | \$ 36,110 |
| Transfers | | | | | | | | |
| Transfers to (from) Other funds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfers Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total | \$ (133,425) | \$ (108,014) | \$ 11,285 | \$ 2,064,886 | \$ 134,402 | \$ 1,969,134 | \$ 1,933,024 | \$ 36,110 |

| | | |
|---------------------------------------|--|---------------------------|
| Nipissing University | | |
| Draft 2023-2024 Capital Budget | | |
| | | |
| | | Total Draft Budget |
| FUNDING SOURCES: | | |
| | Facilities Renewal Program | \$ 2,344,600 |
| | Campus Safety Grant | \$ 50,000 |
| | Ancillary | \$ 160,000 |
| | NUSU funds in trust | \$ 150,000 |
| | Donations and/or government grants | \$ 500,000 |
| | Research Funding | \$ 250,000 |
| | | <u>\$ 3,454,600</u> |
| | | |
| PLANNED EXPENDITURES: | | |
| | Campus Infrastructure | |
| | SHARED - Fire Annunciator Panel upgrades - Phase 3 | \$ 540,000 |
| | Pedestrian Pathway | \$ 62,000 |
| | SHARED - Overhead Electrical Feed from Monastery | \$ 75,000 |
| | Roof repairs | \$ 967,600 |
| | SHARED - Outdoor lights (parking lots) | \$ 50,000 |
| | NUSU Parking Lot Expansion | \$ 150,000 |
| | SHARED - New Parking Lot - Residence- 60 spots | \$ 60,000 |
| | Residence Building Repairs | \$ 100,000 |
| | | |
| | Renovation | |
| | Classroom Renovations | \$ 250,000 |
| | Other renovation projects | \$ 450,000 |
| | | |
| | Equipment | |
| | Research related equipment | \$ 250,000 |
| | Nursing SIM lab equipment | \$ 500,000 |
| | | |
| | | <u>\$ 3,454,600</u> |

Nipissing University
2023-2024 Draft Consolidated Budget

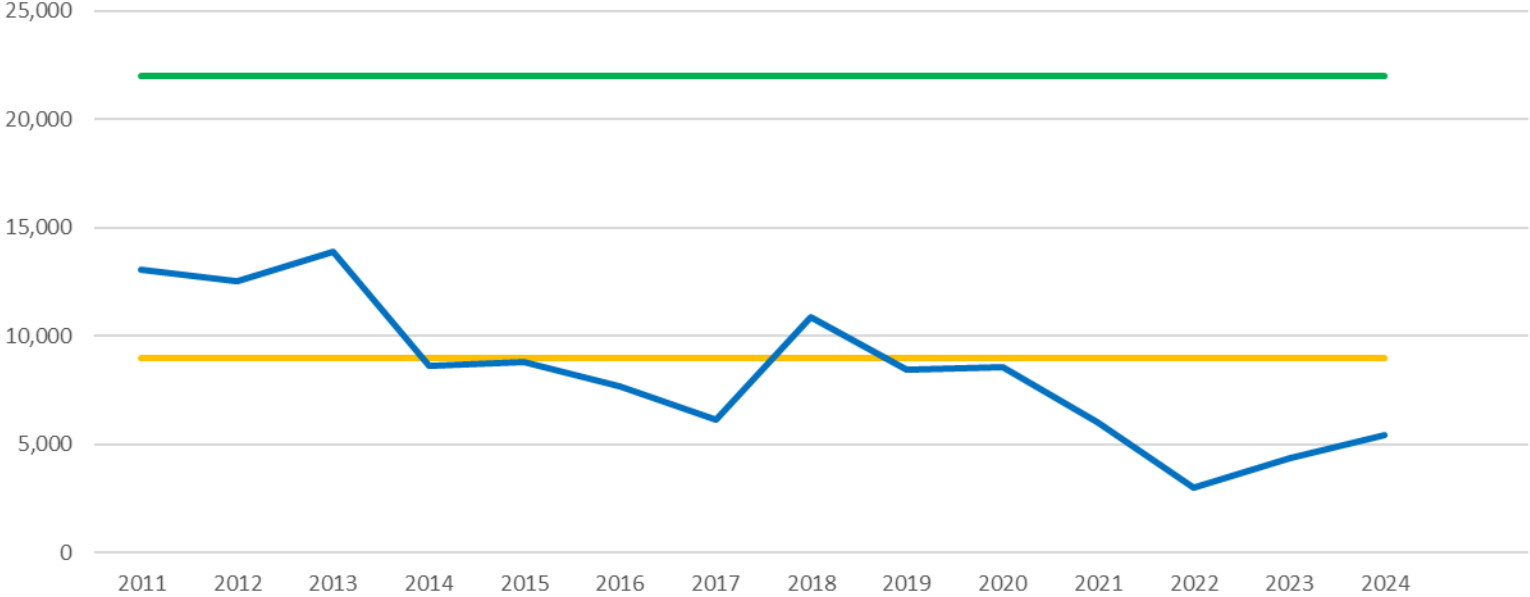
| | Operating Fund 10 | Internally Restricted 11 | Ancillary Fund 15 | Capital Fund 40 | Trust Fund (Non-Endowed) 50 | Research Fund 60 | Specifically Funded 70 | Endowed Funds 51,80 | Employee related | Total Consolidated Budget |
|---|----------------------|--------------------------------|----------------------|--------------------|-----------------------------------|------------------------|------------------------------|------------------------|---------------------|---------------------------------|
| REVENUE | | | | | | | | | | |
| Government Grants | 35,515,526 | | | | | 1,308,625 | 2,902,001 | | | 39,726,152 |
| Student Fees - Tuition | 33,301,226 | | | | | | - | | | 33,301,226 |
| Student Fees - Ancillary fees and other income | 3,539,868 | | | | | | | | | 3,539,868 |
| Sales (Accommodations, Corporate events, etc) | | | 6,411,243 | | | | | | | 6,411,243 |
| Other | 1,721,838 | | 496,069 | | | | 115,323 | | | 2,333,230 |
| Amortization of Deferred Capital Contributions | - | | | 1,550,000 | | | | | | 1,550,000 |
| Investment | 320,000 | | | | 890,511 | | | 245,500 | | 1,456,011 |
| Donations | 47,000 | | | | 272,000 | | | | | 319,000 |
| TOTAL REVENUE | 74,445,458 | - | 6,907,312 | 1,550,000 | 1,162,511 | 1,308,625 | 3,017,324 | 245,500 | - | 88,636,730 |
| EXPENSES | | | | | | | | | | |
| Salaries and Benefits | 56,976,599 | 35,000 | 2,254,184 | | | 1,647,425 | 632,641 | | 650,000 | 62,195,849 |
| Operating and Research | 9,500,879 | 532,158 | 1,509,266 | | 177,535 | 50,000 | | 5,500 | | 11,775,338 |
| Scholarships and Bursaries | 3,282,385 | | | | 400,000 | | | 240,000 | | 3,922,385 |
| Occupancy Costs | 3,717,962 | | | | | | 2,384,683 | | | 6,102,645 |
| Amortization of Capital Assets | - | | | 3,700,000 | | | | | | 3,700,000 |
| Principal and Interest on Long Term Debt | 1,005,909 | | 1,174,728 | (1,247,559) | | | | | | 933,078 |
| TOTAL EXPENSES | 74,483,734 | 567,158 | 4,938,178 | 2,452,441 | 577,535 | 1,697,425 | 3,017,324 | 245,500 | 650,000 | 88,629,295 |
| EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUE) BEFORE THE UNDERNOTED | (38,276) | (567,158) | 1,969,134 | (902,441) | 584,976 | (388,800) | - | - | (650,000) | 7,435 |
| TRANSFERS | | | | | | | | | | |
| Transfers from Schulich and other donations | 584,976 | | | | (584,976) | | | | | - |
| Transfer to Fund 11 for negotiated allowances | (567,158) | 567,158 | | | | | | | | - |
| Transfer to Research initiatives | (388,800) | | | | | 388,800 | | | | - |
| TOTAL IN YEAR TRANSFERS | (370,982) | 567,158 | - | - | (584,976) | 388,800 | - | - | - | - |
| TOTAL EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES | (409,258) | - | 1,969,134 | (902,441) | - | - | - | - | (650,000) | 7,435 |

| Ministry Financial Accountability ratios - | | | | | | | | | | | | |
|--|--|-------------|-----------|----------------|----------------|-------|------------|------------|------------|------------|------------|--|
| | | Thresholds | | 2024 Projected | 2023 Projected | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 | |
| Ratio definition | | Medium-risk | High-risk | | | | | | | | | |
| Liquidity Ratios: | | | | | | | | | | | | |
| Primary reserve (days): | Measures how many days (theoretically) an institution can function using only its unrestricted financial resources | < 90 | < 30 | 22.46 | 18.55 | 12.91 | 27.53 | 36.88 | 35.70 | 46.38 | 27.47 | |
| Working Capital | Measures the amount of liquid cash available to cover short-term obligations. | < 1.25 | < 1 | Note 1 | Note 1 | 1.13 | 1.37 | 1.62 | 1.77 | 1.95 | 1.23 | |
| Sustainability Ratios | | | | | | | | | | | | |
| Viability ratio | Measures the funds on hand that can be used should an institution be required to settle its long-term obligations. | < 60% | < 30% | 18% | 14% | 9% | 18% | 25% | 24% | 29% | 22% | |
| Debt ratio | Measures the percentage of an institution's assets that are covered by debt. | > 35% | > 70% | 27% | 28% | 30% | 29% | 30% | 30% | 29% | 22% | |
| Debt to revenue ratio | Measures how much debt an institution has relative to its income. | > 35% | > 50% | 34% | 36% | 42% | 46% | 43% | 45% | 46% | 39% | |
| Interest burden ratio | Measures the percentage of total expenses used to cover the cost of servicing debt. | > 2% | > 4% | 1% | 1% | 1% | 1% | 1% | 1% | 2% | 2% | |
| Performance | | | | | | | | | | | | |
| Net income / (loss) ratio | Measures how well an institution manages expenses relative to its revenue. | < 1.5% | < 0% | 0% | 1% | -6% | -5% | -2% | -5% | 1% | 0% | |
| Net operating revenue ratios | Indicates the extent to which institutions are generating positive cash. | < 7% | < 2% | Note 2 | Note 2 | -3% | 5% | 4% | -5% | -8% | 5% | |
| Credit rating | | | | | | | | | | | | |
| Third party credit rating | 3rd party forward looking opinion about credit risk | | | | | BBB | BBB (High) | BBB (High) | BBB (High) | BBB (High) | BBB (High) | |

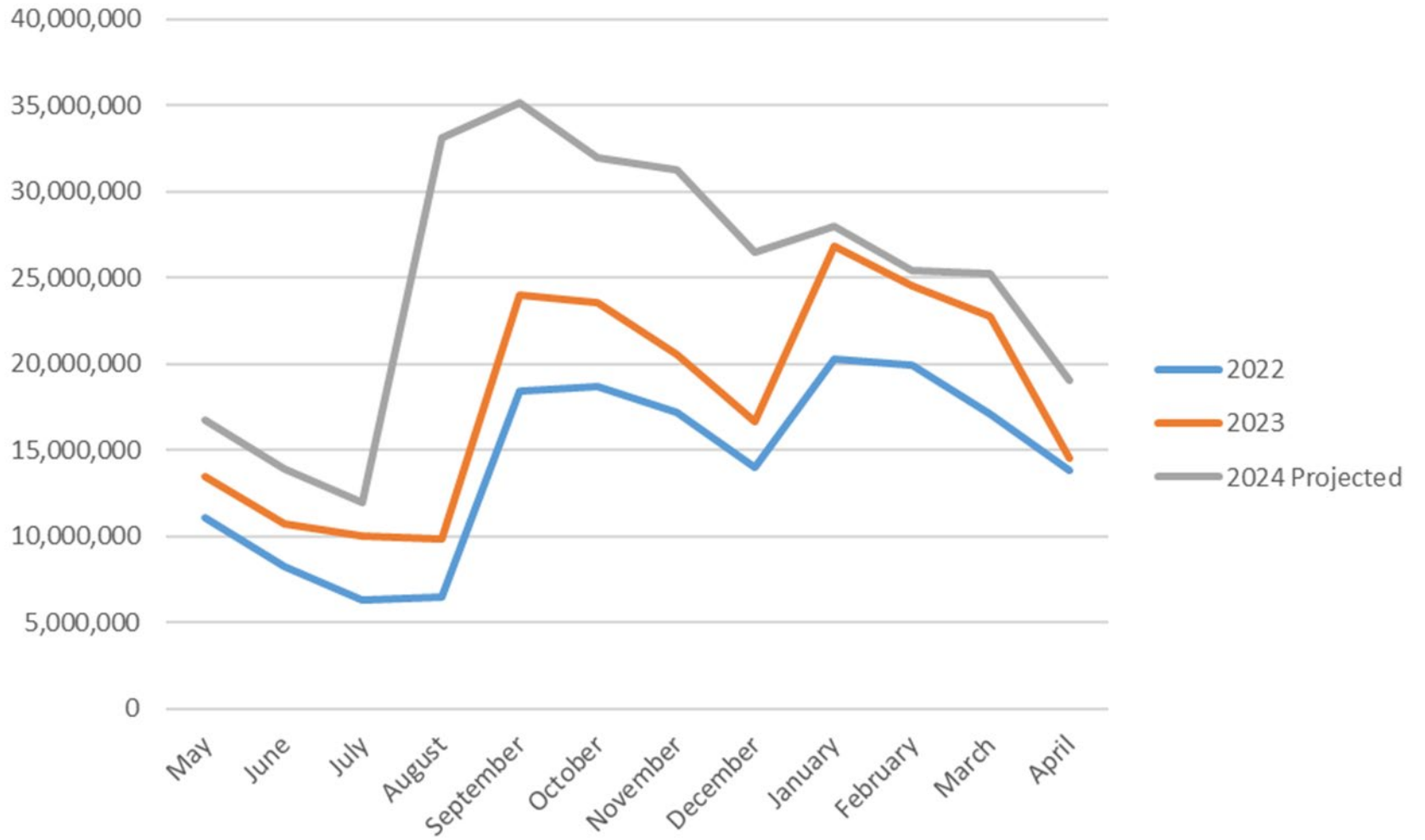
Note 1: This ratio difficult to project. Projecting "green" due to additional Ministry support going to unrestricted net assets

Note 2: This ratio difficult to project. Projecting "green" due to Ministry support contributing to Operating results

Spendable net expendable net assets



Cash Flows



NIPISSING UNIVERSITY
Draft Budget Projections

| | 2022-2023 Projections | 2023-2024 Draft Budget | 2024-2025 Projected Budget | 2025-2026 Projected Budget |
|--|----------------------------------|-----------------------------------|---|---|
| Revenue | | | | |
| Government Grants | \$ 40,184,992 | \$ 35,515,526 | \$ 35,515,526 | \$ 35,515,526 |
| Regulated Tuition | \$ 25,623,869 | \$ 26,853,274 | \$ 27,958,872 | \$ 29,097,638 |
| Unregulated Tuition | \$ 3,011,082 | \$ 6,447,952 | \$ 11,519,550 | \$ 12,095,528 |
| Student Fees - Ancillary & Other | \$ 3,175,028 | \$ 3,539,868 | \$ 3,853,504 | \$ 3,950,299 |
| Other | \$ 1,505,771 | \$ 2,088,838 | \$ 2,088,838 | \$ 2,088,838 |
| Revenue Total | \$ 73,500,742 | \$ 74,445,458 | \$ 80,936,290 | \$ 82,747,829 |
| Expenses | | | | |
| Instructional Staff | \$ 30,055,286 | \$ 30,059,296 | \$ 30,541,413 | \$ 31,763,069 |
| Non-Instructional Staff | \$ 17,930,033 | \$ 18,814,070 | \$ 19,716,633 | \$ 20,655,298 |
| Benefits | \$ 9,506,064 | \$ 9,765,991 | \$ 10,051,609 | \$ 10,483,673 |
| Salary recoveries | \$ (1,518,541) | \$ (1,662,758) | \$ (1,662,758) | \$ (1,662,758) |
| Total salaries & benefits | \$ 55,972,842 | \$ 56,976,599 | \$ 58,646,897 | \$ 61,239,283 |
| Non-staff expense | \$ 13,663,236 | \$ 14,224,750 | \$ 16,933,919 | \$ 17,561,471 |
| Scholarships and Bursaries | \$ 3,283,760 | \$ 3,282,385 | \$ 3,282,385 | \$ 3,282,385 |
| Expenses Total | \$ 72,919,838 | \$ 74,483,734 | \$ 78,863,200 | \$ 82,083,138 |
| Surplus (Deficit) Before Undernoted | \$ 580,904 | \$ (38,276) | \$ 2,073,090 | \$ 664,691 |
| Transfers | | | | |
| Transfers (to) from other funds - Schulich and other donations | \$ 152,851 | \$ 584,976 | \$ 350,000 | \$ 350,000 |
| Transfers (to) from other funds - Research initiatives | \$ (297,368) | \$ (388,800) | \$ (388,800) | \$ (388,800) |
| Transfers (to) from other funds - Internally restricted PD and PER | \$ (558,018) | \$ (567,158) | \$ (600,000) | \$ (600,000) |
| Transfers Total | \$ (702,535) | \$ (370,982) | \$ (638,800) | \$ (638,800) |
| Total Operating Deficit | \$ (121,631) | \$ (409,258) | \$ 1,434,290 | \$ 25,891 |
| | 2022-2023 Projections | 2023-2024 Draft Budget | 2024-2025 Projected Budget | 2025-2026 Projected Budget |
| Accommodations revenues | \$ 6,346,828 | \$ 6,448,243 | \$ 6,706,173 | \$ 6,974,420 |
| Conference services & events revenues | \$ 307,000 | \$ 365,075 | \$ 415,075 | \$ 465,075 |
| Extended Learning revenues | \$ 6,000 | \$ 40,000 | \$ 90,000 | \$ 140,000 |
| Other ancillary revenues | \$ 144,658 | \$ 47,000 | \$ 147,000 | \$ 147,000 |
| Other | \$ 6,000 | \$ 6,994 | \$ 16,994 | \$ 26,994 |
| Total Ancillary revenues | \$ 6,810,486 | \$ 6,907,312 | \$ 7,375,242 | \$ 7,753,489 |
| Staff expenses | \$ 2,049,173 | \$ 2,254,184 | \$ 2,494,351 | \$ 2,744,125 |
| Non-staff expenses | \$ 2,828,289 | \$ 2,683,994 | \$ 3,364,514 | \$ 2,865,449 |
| Total Ancillary expenses | \$ 4,877,462 | \$ 4,938,178 | \$ 5,858,865 | \$ 5,609,575 |
| Net Ancillary Surplus | \$ 1,933,024 | \$ 1,969,134 | \$ 1,516,377 | \$ 2,143,914 |
| Net Operating/Ancillary | \$ 1,811,393 | \$ 1,559,876 | \$ 2,950,667 | \$ 2,169,805 |
| Capital Fund | \$ (1,121,964) | \$ (902,441) | \$ (902,441) | \$ (902,441) |
| Employee Future benefits adjustment | \$ (650,000) | \$ (650,000) | \$ (650,000) | \$ (650,000) |
| Consolidated surplus/(deficit) | \$ 39,429 | \$ 7,435 | \$ 1,398,226 | \$ 617,364 |

Appendix 1: Expenses by department

NIPISSING UNIVERSITY Arts & Science

| | 2023-2024 Draft Budget | 2022-2023 Budget | Variance | % Variance |
|---------------------------------|---------------------------|----------------------|---------------------|---------------|
| Expenses | | | | |
| Salaries & Benefits | \$ 16,166,431 | \$ 16,375,966 | \$ (209,535) | -1.28% |
| Operating costs | \$ 107,155 | \$ 129,081 | \$ (21,926) | -16.99% |
| Expenses Total | \$ 16,273,586 | 16,505,047 | \$ (231,461) | |
| Transfers | | | | |
| Transfers (to) from other funds | -\$ 217,105 | \$ (211,360) | \$ (5,745) | 2.65% |
| Transfers Total | -\$ 217,105 | \$ (211,360) | \$ (5,745) | 2.65% |
| Net expenses | \$ 16,490,691 | \$ 16,716,407 | \$ (225,716) | -1.37% |

NIPISSING UNIVERSITY
Education and Professional Studies

| | 2023-2024 Draft Budget | 2022-2023 Budget | Variance | % Variance |
|---------------------------------|---------------------------|---------------------|--------------|---------------|
| Expenses | | | | |
| Salaries & benefits | \$ 21,000,003 | \$ 21,135,523 | \$ (135,520) | -0.64% |
| Operating costs | \$ 1,498,744 | \$ 1,490,725 | \$ 8,019 | 0.54% |
| Expenses Total | 22,498,747 | 22,626,248 | \$ (127,501) | -0.56% |
| Transfers | | | | |
| Transfers (to) from other funds | \$ (199,588) | \$ (197,575) | \$ (2,013) | 1.02% |
| Transfers Total | \$ (199,588) | \$ (197,575) | \$ (2,013) | 1.02% |
| Net expenses | \$ 22,698,335 | \$ 22,823,823 | \$ (125,488) | -0.55% |

NIPISSING UNIVERSITY
Academic Support & Library

| | 2023-2024 Draft Budget | 2022-2023 Budget | Variance | % Variance |
|---------------------------------|---------------------------|---------------------|--------------------|----------------|
| Expenses | | | | |
| Salaries & benefits | \$ 6,172,357 | \$ 5,844,463 | \$ 327,894 | 5.61% |
| Operating costs | \$ 2,468,642 | \$ 2,315,740 | \$ 152,902 | 6.60% |
| Expenses Total | 8,640,999 | 8,160,203 | \$ 480,796 | 5.89% |
| Transfers | | | | |
| Transfers (to) from other funds | \$ (527,800) | \$ (236,336) | \$ (291,464) | 123.33% |
| Transfers Total | \$ (527,800) | \$ (236,336) | \$(291,464) | 123.33% |
| Net expenses | \$ 9,168,799 | \$ 8,396,539 | \$ 772,260 | 9.20% |

NIPISSING UNIVERSITY
Office of Indigenous Initiatives

| | 2023-2024 Draft Budget | 2022-2023 Budget | Variance | % Variance |
|---------------------------------|-----------------------------------|-----------------------------|--------------------|-------------------|
| Expenses | | | | |
| Salaries & benefits | \$ 729,419 | \$ 724,687 | \$ 4,732 | 0.65% |
| Operating costs | \$ 98,090 | \$ 118,075 | \$ (19,985) | -16.93% |
| Expenses Total | 827,509 | 842,762 | \$ (15,253) | -1.81% |
| Transfers | | | | |
| Transfers (to) from other funds | \$ - | \$ - | \$ - | 0.00% |
| Transfers Total | \$ - | \$ - | \$ - | 0.00% |
| Net expenses | \$ 827,509 | \$ 842,762 | \$ (15,253) | -1.81% |

NIPISSING UNIVERSITY
Student Services

| | 2023-2024 Draft Budget | 2022-2023 Budget | Variance | % Variance |
|---------------------------------|---------------------------|---------------------|-------------------|----------------|
| Expenses | | | | |
| Salaries & benefits | \$ 3,818,623 | \$ 3,404,772 | \$ 413,851 | 12.16% |
| Operating costs | \$ 2,633,934 | \$ 3,087,064 | \$ (453,130) | -14.68% |
| Expenses Total | 6,452,557 | 6,491,836 | - 39,279 | -0.61% |
| Transfers | | | | |
| Transfers to (from) other funds | \$ (178,000) | \$ (285,692) | \$ 107,692 | -37.70% |
| Transfers Total | \$ (178,000) | \$ (285,692) | \$ 107,692 | -37.70% |
| Net expenses | \$ 6,274,557 | \$ 6,206,144 | \$ 68,413 | 1.10% |

NIPISSING UNIVERSITY

Athletics

| | 2023-2024 Draft Budget | 2022-2023 Budget | Variance | % Variance |
|---------------------------------|---------------------------|---------------------|-------------------|--------------|
| Expenses | | | | |
| Salaries & benefits | \$ 1,354,037 | \$ 1,231,490 | \$ 122,547 | 9.95% |
| Operating costs | \$ 1,261,767 | \$ 1,174,548 | \$ 87,219 | 7.43% |
| Expenses Total | \$ 2,615,804 | \$ 2,406,038 | \$ 209,766 | 8.72% |
| Transfers | | | | |
| Transfers to (from) other funds | \$ - | \$ - | \$ - | 0.00% |
| Transfers Total | \$ - | \$ - | \$ - | 0.00% |
| Net expenses | \$ 2,615,804 | \$ 2,406,038 | \$ 209,766 | 8.72% |

NIPISSING UNIVERSITY
Administration

| | 2023-2024 Draft Budget | 2022-2023 Budget | Variance | % Variance |
|---------------------------------|---------------------------|-----------------------|---------------------|----------------|
| Expenses | | | | |
| Salaries & benefits | \$ 7,735,729 | \$ 7,406,069 | \$ 329,660 | 4.45% |
| Operating costs | \$ 9,438,803 | \$ 8,045,473 | \$ 1,393,330 | 17.32% |
| Expenses Total | 17,174,532 | 15,451,542 | \$ 1,722,990 | 11.15% |
| Transfers | | | | |
| Transfers to (from) other funds | \$ (395,511) | \$ (1,122,970) | \$ 727,459 | -64.78% |
| Transfers Total | \$ (395,511) | \$ (1,122,970) | \$ 727,459 | -64.78% |
| Net expenses | \$ 16,779,021 | \$ 14,328,572 | \$ 2,450,449 | 17.10% |

Appendix 2: Fund descriptions

Separate funds are setup for activities, with each fund comprised of its own revenue and expenses. The following funds are used:

Operating Fund (Fund 10): Revenues and expenses that are directly related to the mission of the University, education and activities supporting research.

Internally restricted (Fund 11): This fund accounts for expenses that are funded from various allowances negotiated through the collective agreement and Appointment letters such as Personal Expense Reimbursement, Research Allowance, Professional Development allowance, etc.. Transfers from the Operating fund increase the funds available in internally restricted net assets. Expenses are accounted for when expenses are incurred (i.e. conference fees, travel, etc..). Amounts in this fund are carried forward annually until fully spent or no longer available for spending.

Ancillary Fund (Fund 15): Sales of goods and services by departments that are defined as being supplementary to the University's primary operating activities of education and research. Such sales may be made to the University community and/or to external clients.

Capital Fund (Fund 40): Funding and expenditures for capital projects.

Trust (Non-Endowed) Fund (Fund 50): Donations and fundraising revenues with internal or external restrictions are recorded in this fund. Income generated from investments is also recorded as revenue in this fund. Donation revenue is recorded when expenses are incurred.

Research Fund (Fund 60): Research-related funds externally restricted by an agreement or contract for specific research purposes. The use of these funds is restricted by the donor or granting agency.

Specifically Funded (Fund 70): Funding provided by an external entity, or internally restricted by an agreement outlining expenditure of the funds and a requirement to return unspent funds at the end of the term.

Endowments (Fund 51): Donations or bequests received by the University that have a non-expendable requirement as well as other legal requirements for use as agreed upon by the donor and the University. This fund also includes internal endowments which are unrestricted donations that have been endowed by action of the Board of Governors.

To Nipissing University and Canadore College,

The current cost of living crisis has impacted everyone all across Canada. This is especially true of post-secondary students who are facing a housing crisis on top of and exacerbated by this. As student union Executives, we have seen firsthand the struggles that many of our constituents are facing due to the high cost of living in North Bay.

When it comes to post-secondary student housing in North Bay, NUSU would like to raise three central areas of concern.

Our first concern directly pertains to students and their housing situation. There is a lack of affordable housing options in North Bay, with many apartments and rooms in houses being beyond what they could normally afford. There is also a limited availability of housing, causing what is currently available to be priced at a higher point. These two points contribute to the ever-present nature of competitiveness amongst student housing in North Bay. The high demand for housing and limited supply have contributed to hikes in rent, with rooms that were once ~\$400 in 2019 becoming \$700+ in 2023.

These three facets of student housing have culminated in overcrowding in some circumstances, where students are willing to live in housing that has too many renters; when their options are either this or no housing, it is understandable to see why they choose this. Furthermore, with students needing to look beyond the normal student housing situations, they are facing hurdles in accessing other forms of housing. Some apartments and condos in the community require credit scores, major security deposits, and landlord references; for a post-secondary student these are all substantial hurdles.

Our second area of concern focuses more directly on the students. For example, there is a general lack of knowledge among students about their rights as a tenant. Not knowing their rights, leads to increased potential for exploitation and mistreatment by landlords, i.e. increasing rent with inadequate notice, increasing rent by more than the allotted amount, and invasion of privacy. This concern also coincides with students entering into or being subjected to unsafe living conditions. Some students may enter into or gradually end up in housing that is in disrepair (i.e. leaky roof, faulty wiring, no smoke or fire detectors), posing threats to health and overall well-being.

NUSU has also seen increased vulnerability amongst our student population, especially those who are in lower income situations. Some students enter into precarious housing situations because it is all they can find and/or afford. These housing situations open up

students to exploitation two-fold, both in what was mentioned above and in human trafficking. With North Bay being a hub for trafficking, there are major concerns that students who have to enter into these conditions will become victims of this system.

Our final concern pertains to the external community in two areas. The first is discrimination by landlords to student tenants. Students have informed us of landlords who have discriminated against students based on their age, economic status, student status, religion, race, and so on. One of the most prevalent discriminatory practices seen has been in landlords who will not rent to international students; at times this is explicit on their housing postings, other times it is implicit in who they end up renting the room to. This, amongst all the other aforementioned points, is another undue burden placed upon renting students.

The other area is the distance of a student's housing from campus. Housing that is close to campus (i.e. Thibeault Terrace) and/or close to public transportation that connects to the main campus are in high demand. The limited amount of housing here leads to some students having to rent further away from campus, oftentimes beyond what would normally be a reasonable distance. This includes Callander and West Nipissing, and in some rare cases as far as Sudbury. Having to travel these distances makes it difficult (and at times unsafe) for students to attend classes, let alone extracurricular activities and student events.

We urge Nipissing University and Canadore College to take immediate action to address these issues. Furthermore, we urge Nipissing University and Canadore College to increase their communication between one another. Both institutions are central to the community, both in impact and influence. The more joint-messaging and initiatives there are, the greater the impact on our students as a whole.

It is our responsibility to ensure that our students have access to the resources they need to succeed academically and personally. The current cost of living and lack of affordable housing are hindering that goal, and I hope that we can work together to find a solution that benefits all members of our post-secondary community.

We thank you for your attention to this important matter.

Signed,

The NUSU Executive Team

NIPISSING UNIVERSITY BOARD OF GOVERNORS MEETING

OPEN SESSION

April 27, 2023

5:30 p.m. – President’s Boardroom (F303)

AGENDA

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 may be used. Disseminating any information during the meeting is prohibited.

4. Consent Agenda

i. For Adoption

(a) Minutes of the February 9, 2023, 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 March 6, 2023;
2. University Governance Committee – Minutes from April 17, 2023;
3. Audit & Finance Committee – Minutes from March 6, 2023;
4. Audit & Finance Committee – Minutes from April 17, 2023;
5. Community Relations Committee – Minutes from March 6, 2023;
6. Fundraising Committee – Minutes from March 6, 2023; and
7. Plant & Property Committee – Minutes from March 6, 2023.

(b) Reports from Other Committees/Bodies

1. Nipissing University Student Union (NUSU)

Resolution: *That the items included “for adoption” on the April 27, 2023, 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 April 27, 2023, Open Session regular agenda as circulated.*

6. Chair’s Remarks

7. Chancellor's Remarks

8. President's Remarks

9. Vice-President's Remarks

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

10. Board Committee Reports

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

Resolution: *That the Board of Governors accept the recommendation of the University Governance Committee to approve the revisions to the Search & Appointment of Non-Academic Vice-Presidents policy as presented.*

Election of Board Officers:

Resolution: *That the Board of Governors accept the recommendation of the University Governance Committee to appoint David Smits to the position of Board Chair for a one-year period effective July 1, 2023.*

Resolution: *That the Board of Governors accept the recommendation of the University Governance Committee to appoint John D'Agostino to the position of Board Vice-Chair for a one-year period effective July 1, 2023.*

Resolution: *That the Board of Governors accept the recommendation of the University Governance Committee to appoint Kathy Wilcox to the position of Board Vice-Chair Pro Tem for a one-year period effective July 1, 2023.*

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

Resolution: *That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2023/24 Nipissing University Ancillary Fees as presented.*

Resolution: *That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2023/24 Nipissing University Student Union Ancillary Fees as presented.*

Resolution: *That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2023/24 Domestic tuition rates as presented, pending approval from the Ministry of Colleges and Universities.*

Resolution: *That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2023/24 Out-of-Province tuition rates as presented, pending approval from the Ministry of Colleges and Universities.*

Resolution: *That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2023/24 Budget as presented.*

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

UNIVERSITY GOVERNANCE COMMITTEE MEETING

OPEN SESSION

March 6, 2023

The Governance Committee met on Monday, March 6, 2023, at 9:00 a.m. in the President's Boardroom (F303) and via Zoom remote video conferencing.

Members present: John D'Agostino, Committee Chair
Veronica Afonso
Marianne Berube
Cindy Karugia
Kathy Wilcox
Jamie Murton
Lisa Snider
Kevin Wamsley
Riley McEntee (Student Observer – non-voting)
Cheryl Sutton (VPFA – non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Paul Cook
Harikesh Panchal
Judy Koziol
Carole Richardson (Provost (Interim) – non-voting)

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

1. Call to Order/Call for Conflicts of Interest

The meeting was called to order at 9:04 a.m. The Committee Chair offered a traditional land acknowledgement and called for any conflicts of interest; no such declarations were made.

2. Committee Chair's Opening Remarks

The Committee Chair welcomed members and offered condolences to the family and friends of former Board member and Nipissing University advocate, Stuart Kidd, following his passing.

3. Board Term Completions/Vacancies

The University Secretary reviewed the vacancies on the board, including one (1) remaining LGIC appointment, and two (2) upcoming LGIC first-term completions. Recommendations for reappointment have been forwarded to the Ministry of Colleges and Universities for consideration.

4. Annual Board Evaluation: Initial Discussion

In contemplation of the year-end, a discussion was held concerning the annual board evaluation process. In order to improve response rate, the evaluation has been simplified over the past few years and last year, the evaluation was included as an agenda item in the closed session of the June 2022 Board meeting. Participation was adequate at eighteen (18) completed evaluations. Several suggestions and comments were raised, including condensing the survey questions as some committee members did find it time-consuming.

The 2022 Board Evaluation survey will be brought to the next meeting of the University Governance Committee for review.

5. Other Business

There was no other business.

The open meeting adjourned at 9:24 a.m.

Recording Secretary

Chair of University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

UNIVERSITY GOVERNANCE COMMITTEE MEETING

OPEN SESSION

April 17, 2023

The Governance Committee met on Monday, April 17, 2023, at 9:00 a.m. in the President's Boardroom (F303) and via Zoom remote video conferencing.

Members present: John D'Agostino, Committee Chair
Veronica Afonso
Marianne Berube
Cindy Karugia
Judy Koziol
Kathy Wilcox
Jamie Murton
Harikesh Panchal
Lisa Snider
Kevin Wamsley
Riley McEntee (Student Observer – non-voting)
Carole Richardson (Provost (Interim) – non-voting)
Cheryl Sutton (VPFA – non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Paul Cook

Guests: Em Cooke (NUSU)
Jenny Mackie (AVP, Human Resources and EDI)

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

1. Call for Conflicts of Interest/Traditional Land Acknowledgement

The meeting was called to order at 9:02 a.m. The Committee Chair offered a traditional land acknowledgement and called for any conflicts of interest; no such declarations were made.

2. Committee Chair's Opening Remarks

The Chair welcomed members and thanked them for attending the meeting of the University Governance Committee.

3. Search/Appointment/Renewal of Non-Academic Vice-Presidents Policy

The Search & Appointment of Non-Academic Vice-Presidents policy (previously the Search/Appointment/Reappointment of Senior Non-Academic Administrative Officers) was last updated in 2012 and was circulated for review with the Committee documentation. Significant updates to the policy include the removal of the ‘reappointment/renewal’ process to better support recruitment and succession planning, and additional updates to reflect other hiring policies at Nipissing University.

Questions and comments were welcomed, and discussion around clarifying language with respect to equal employment opportunity occurred. The Assistant Vice-President, Human Resources and Equity, Diversity & Inclusion noted that the current language reflects language contained within the Collective Agreement and spoke to the upcoming Equity Audit, which will lead to a review and potential update of all policy language at the University.

A request was made to include a Nipissing University Student Union (NUSU) representative on the Committee composition and the Committee was in agreement. Grammatical and formatting changes were highlighted, and following the discussion, a motion was made:

Motion: ***That the University Governance Committee recommend that the Board of Governors accept the revisions to the Search/Appointment/Renewal of Non-Academic Vice-Presidents policy as presented.***

*Moved by Kathy Wilcox ; seconded by Marianne Berube.
Carried.*

4. Other Business

There was no other business.

The open meeting adjourned at 9:19 a.m.

Recording Secretary

Chair of University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

March 6, 2023

The Audit and Finance Committee met on Monday, March 6, 2023, at 10:30 a.m. in the President's Boardroom (F303) and via Zoom remote conferencing.

Members Present: Dave Smits (Committee Chair)
Marianne Berube
Patti Carr
John D'Agostino
Stacie Fiddler
Alisher Mansurov
Riley McEntee
Wenda Caswell
Kevin Wamsley
Preston English (Student Observer – non-voting)
Carole Richardson (Provost – non-voting)
Cheryl Sutton (VP, Finance & Administration – non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Paul Cook

Guests: Renée Hacquard, AVP, Finance & Infrastructure

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

1. Welcoming Remarks

The meeting was called to order at 10:30 a.m., and a traditional land acknowledgement was offered.

2. Year to date Financial Results and Projections

The Assistant Vice-President, Finance & Infrastructure provided a review of the Year-to-date financial results as at December 31, 2022, noting a consolidated surplus of approximately \$10,200,000, while clarifying a surplus at year-end is not anticipated. She highlighted a number of areas of interest, including investment losses due to market fluctuations and an increase in endowment net assets.

The Statement of Financial Position as of December 31, 2022, was reviewed, with comparative figures as of April 30, 2022. Current assets have increased due to billing of tuition, residence fees and ancillary fees, as well as donation revenue received. The AVP highlighted year-to-date results when compared to budget, speaking to the operating fund. She noted that revenues are as

expected, even with projected deficits in domestic tuition, partly made up by an increase in international tuition. Expenses are slightly lower than expected with a surplus in salaries and benefits, which is offset by non-staff expense overages, including additional spending in student recruitment and a significant overage in utilities. She summarized by stating the Operating Fund is projected to be approximately \$715,000 better than budget, before transfers.

Ancillary revenues have surpassed budget, largely due to the success of Conference Services compared to budget. The University continues to see increased interest in corporate events, as well as wedding bookings. Revenues from Extended Learning are not projected to surpass budget and changes to departmental reporting, as well as assigned resources, will result in more solid projections for next fiscal year. Residence revenue is also better than budget as buildings are at full capacity. Ancillary revenues will not meet budget as there will be costs associated with the end of the Chartwells partnership.

The AVP summarized by noting the Operating and Ancillary budgets are projected to be positively impacted by approximately \$480,000. The consolidated budget for this fiscal year was a deficit of \$3.2 million. Due to the use of reserves not impacting the consolidated results, the updated consolidated budget is a deficit of approximately \$2.7 million. Without additional unrestricted revenue sources, such as additional support from the Ministry, the unrestricted cash balances will be negative by year-end.

3. Budget Update

As the budget process continues, work to date is showing approximately \$300,000 in additional tuition revenue, due to increases in both domestic and international enrolment, when comparing to the 2023-2024 budget projection, originally presented in the approved 2022-2023 budget package. The AVP spoke to the difficulties within the budget, including recent news of the continued tuition freeze. The Finance team continues to refine the 2023-24 budget and the full presentation will be brought to the Audit & Finance Committee at the April 17, 2023, meeting, at which all Board members will be encouraged to attend.

4. Enrolment Update

A fulsome enrolment update was provided and is appended to these minutes. The Vice-President, Finance & Administration spoke to both the current academic year, as well as projections for 2023-24. In year, our FTEs are down approximately 115 when compared to the prior year, largely due to a decline in undergraduate studies, and this was countered by growth within the Bachelor of Education program.

The University saw success in International recruitment this year, with an overall enrolment increase of 86.5% in International fee-paying students since 2021/22. The largest growth area for International students is in the Post-Baccalaureate programming, which have grown 284% since last year. Other areas of interest include the BBA and BSc in Computer Science programs.

The 2023-24 academic year has seen a decrease in domestic applicants by nearly 12%, though a large number of the applications are within the BScN programs and nearly half of the decline is due to the dissolution of the RPN-BScN program offered in collaboration with Canadore College. The

BScN program remains highly competitive and annual admission targets are not at risk. The VPFA was pleased to note that, with the exception of the decline in Nursing applications, we are showing increases in applications across almost all other undergraduate programs when compared to last year. To date, the largest increases in undergraduate domestic applicants are within Bachelor of Arts programs, while the largest proportional increase is in the BPHE program. First choice undergraduate applicants are also up by approximately 100 applications. We have also seen significant interest from International applicants, with an approximate 260% increase in applicants when compared to the same time last year.

Domestic undergraduate offers and acceptance data is trending well with respect to domestic enrolment targets for 2023/24. Increases in offers and acceptances are due to the return to in-person recruitment and investments in the office of the Registrar.

5. Auditor General Report Update

The VPFA and AVP continue to work on negotiating completion dates for implementation of the recommendations set out in the Auditor General's Annual Report. The Committee will be kept apprised as updates become available. A committee member requested that a concise list of the recommendation be created to assist with reporting on progress.

6. Financial Sustainability Plan Update

Discussions and advocacy with the Ministry are ongoing with respect to financial sustainability measures. Additionally, the Finance team continues to work on various analyses to present within the budget package.

7. Other Business

There was no further business.

The meeting adjourned at 11:27 a.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

April 17, 2023

The Audit and Finance Committee met on Monday, April 17, 2023, at 10:00 a.m. in the President's Boardroom (F303) and via Zoom remote conferencing.

Members Present: Dave Smits (Committee Chair)
Marianne Berube
Patti Carr
John D'Agostino
Stacie Fiddler
Alisher Mansurov
Riley McEntee
Wenda Caswell
Kevin Wamsley
Preston English (Student Observer – non-voting)
Carole Richardson (Provost – non-voting)
Cheryl Sutton (VP, Finance & Administration – non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Paul Cook

Guests: Em Cooke
Fran Couchie
Jamie Murton
Jonathan Muterara
Jeff Scott
Maurice Switzer
Kathy Wilcox
Renée Hacquard, AVP, Finance & Infrastructure
Stephen Tedesco, Director, Institutional Planning & Analysis
Tiffany Cecchetto, KPMG

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

1. Call to Order/Welcome/Land Acknowledgement

The meeting was called to order at 10:01 a.m. A traditional land acknowledgement was offered.

2. Call for Conflicts of Interest

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

3. Projections Update and 2023-2024 Draft Budget

The President provided preliminary remarks, speaking to the initial projections of a consolidated deficit budget of \$3.2 million for fiscal 2022-23. The consequences of these projections, consistent with previous years of deficit results, manifested in a lack of confidence in our financial outlook on the part of many external parties.

In the Winter term of 2023, several shifts occurred in our financial projections for year end, including residual impacts of the Pandemic on domestic enrolment. However, these losses were countered by a January cohort of 85 international students and vacant positions on campus which resulted in savings.

In March 2023, through extensive advocacy efforts, Nipissing University received a one-time additional Northern Grant of \$3.7 million, along with additional grants to support Nursing and other programs. This funding was the major factor that resulted in balanced projected consolidated results for 2022-23. The President commended the Vice-President, Finance & Administration, the Provost and Vice-President, Academic & Research (PVPAR) (Interim), the Assistant Vice-President, Finance & Infrastructure, and the Director, Institutional Planning & Analysis and their teams for the significant work throughout the year. He also spoke of the importance of continuing to work towards annual surpluses to build up reserves, and to invest in areas of academic and service needs as determined by the strategic planning process.

The President concluded his remarks by stating that, as a primarily undergraduate Northern university, and in order to ensure long-term sustainability of the institution, Nipissing University will require enhanced funding inclusive of annual inflationary increases, possibly realized through a reallocation of the Northern Grant. Because of this, a priority focus has been placed on completing an institutional financial analysis with the Province's *Blue Ribbon Panel on Sustainability in the Post-Secondary Education Sector*, and he advocated for a Provincial action plan that will see a strong partnership between the Province and Nipissing University to secure a sustainable future.

Cheryl Sutton, Vice-President, Finance & Administration (VPFA), reviewed projected results for the 2022-23 fiscal year. Due to the increases in government grants, we are now projecting a consolidated surplus of approximately \$39,000. Updated projections show a positive variance in the Operating Fund of \$3.472M and a small negative variance of \$231k in Ancillary Fund. These projections do not include a transfer from the Schulich Fund, as was previously budgeted, in order to preserve the capital portion of the fund due to unfavorable market conditions. The VPFA indicated that even though we are projecting a surplus, we are projecting to be temporarily borrowing from internally restricted cash for a short period of time.

The VPFA then reviewed the budget package, which is appended to these minutes, in great detail. She highlighted projected increases in both domestic and international enrolment, as well as forecasted enrolment data for the 2024/25 academic year. In response to several questions about international student supports, the VPFA noted that as international enrolment continues to grow,

so will resources in those areas, and work will continue on identifying and maintaining best practices.

The VPFA provided a detailed overview of the Operating budget, speaking to government grants, domestic and international tuition, ancillary fees and other revenues. She highlighted expenses, which are budgeted at 2% higher than projected expenses for the 2022/23 fiscal year. Expenses include investments in four (4) tenure track positions, two Limited-Term Appointments, as well as investments in non-instructional staff positions in International Supports, Facilities, Institutional Planning, Athletics and University Technology Services. The draft budget for the Operating Fund result is a deficit of \$287,627 and work continues on the fund to achieve a balanced position.

The Ancillary budget was reviewed, with a budgeted surplus of \$1,969,134. The format of the budget has been updated to reflect the recommendations made within the Office of the Auditor General of Ontario's (OAGO) report. The VPFA highlighted revenues from Extended Learning, third party services (i.e., campus bookstore, food services), and other ancillary activities on campus. She reviewed the budgeted revenue from residence, which accounts for an occupancy rate of approximately 94% to allow for turnover, vacancy, etc. While Residences make up the majority of the Ancillary services surplus, it is anticipated that the other ancillary services noted will generate additional surpluses. She also noted that included in the revenue budget is a 5% increase to residence rates.

The VPFA reviewed the Capital Budget and spoke to the various funding sources that would be used for the planned capital expenditures for the year. The presentation of the Capital budget is also a recommendation made in the OAGO's report. The majority of the funding is provided by the Facilities Renewal Program (FRP) received from the province. The list of expenditures includes various renovation and repair projects, as well as equipment purchases and all planned expenditures are covered by either grants, donations, or reserves.

Vice-President Sutton presented the total consolidated budget and was pleased to note a consolidated surplus of \$7,435, and the first balanced budget at Nipissing University in ten years.

She then presented the impact of the projections and budget on the proposed Ministry Financial Accountability Ratios, originally reviewed in December 2022. While the University is still 'high risk' on two indicators, primary reserves and viability, the impact of the 22/23 projections and the 23/24 budget has made a positive impact on the ratios. To achieve medium or no risk on the indicators, the University will have to increase net expendable net assets through surpluses in our Operating and Ancillary funds.

A Cash Flow chart was also reviewed. The VPFA reiterated that we are projecting to be temporarily borrowing from internally restricted cash for a short period of time this summer.

The VPFA concluded the presentation by presenting a three-year projected budget. She walked through the various assumptions used in preparing the projected budgets. Increases in international tuition enrolment, grant revenues, and cost containment measures were identified as levers to assist in securing a financially sustainable future. The forecasts presented include no increases in Government funding.

Throughout the presentation, questions were welcomed from both Committee and non-Committee members, and many clarifying questions were addressed. Following a robust discussion and a commitment to provide further clarification on additional items of interest to the Committee at the next meeting, a motion was put forward:

Motion: That the Audit & Finance Committee recommend to the Board of Governors that the 2023/24 Budget be approved as presented.

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

4. Tuition Rates

The Provost and Vice-President, Academic and Research (Interim) provided background on the 10% tuition freeze, imposed by the Ministry in 2019/20, which continues to the current academic year. The cut and freeze reduced tuition rates across the province without addressing existing gaps within the sector regarding anomalies between similar programs across the province. For the 2023/24 academic year, the Ministry of Colleges and Universities is considering a tuition fee increase over a multi-year time frame in the circumstance that tuition fees are lower than the sector average for comparable programs. Dr. Richardson noted these increases, subject to verification and approval of the Ministry, will only apply to students admitted for studies in the 2023/24 academic year and beyond.

Several questions were addressed, including how comparable programs were determined. When creating the presentation to the Ministry, both institution size and scale were assessed, as well as comparable programs in Business/Computer Science and Arts & Science. In response to a question the VPFA noted that these tuition increases were included in the 2023/24 budget and represent additional revenue of \$250,000 that does contribute to the balanced budget. Following further discussion, two motions were made:

Motion: That the Audit & Finance Committee recommend to the Board of Governors that the 2023/24 Domestic tuition rates be approved as presented, pending approval from the Ministry of Colleges and Universities.

*Moved by Marianne Berube; seconded by Wenda Caswell.
R. McEntee – Against.
Carried.*

Motion: That the Audit & Finance Committee recommend to the Board of Governors that the 2023/24 Out-of-province tuition rates be approved as presented, pending approval from the Ministry of Colleges and Universities.

*Moved by John D’Agostino; seconded by Marianne Berube.
R. McEntee – Against.
Carried.*

5. Ancillary Fees Report

The Assistant Vice-President, Finance & Infrastructure spoke to the Ancillary Fees report, noting the Compulsory Ancillary Fees Committee held several meetings to discuss the 2023/24 ancillary fees. She presented the breakdown of fees in detail, highlighting a proposed net reduction in ancillary fees of \$0.05 per three credit course, an increase in Student Health Plan of \$33, and an increase in Student Transit Passes of \$8.55.

Questions and comments were welcomed, and the following two motions were put forward:

Motion: ***That the Audit & Finance Committee recommend to the Board of Governors that the 2023/24 Nipissing University Ancillary Fees be approved as presented.***

*Moved by Riley McEntee; seconded by Wenda Caswell.
Carried.*

Motion: ***That the Audit & Finance Committee recommend to the Board of Governors that the 2023/24 Nipissing University Student Union Ancillary Fees be approved as presented.***

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

6. Audit Planning

Tiffany Cecchetto, KPMG, provided a high-level summary on the audit planning process, speaking to the audit quality, risks, and areas of focus. The audit process is expected to be completed in July 2023, and KPMG will report back to the Audit & Finance Committee in September. Ms. Cecchetto indicated that conversations have been ongoing with the AVP, Finance and Infrastructure throughout the Winter term regarding financial projections for the 2022/23 year-end. The risk of going concern was discussed but with the receipt of the one-time increase in Northern Grant funding, and the subsequent balanced budget for 2023/24, Tiffany indicated that she did not anticipate the requirement for a note in the financial statements.

7. Other Business

There was no further business.

The meeting adjourned at 12:53 p.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

COMMUNITY RELATIONS COMMITTEE MEETING

OPEN SESSION

March 6, 2023

The Community Relations Committee met on March 6, 2023, at 1:30 p.m. in the President's Boardroom (F303) and via Zoom remote conferencing.

Members Present: Marianne Berube (Board Chair)
Veronica Alfonso
Stacie Fiddler
Riley McEntee
Maurice Switzer
Lisa Snider
Kevin Wamsley
Cheryl Sutton (VPFA – non-voting)
Carole Richardson (Provost & VPAR (Interim) – non-voting)
Abby Blaszcyk (University Secretary – non-voting)

Regrets: Judy Smith
Fran Couchie (Committee Chair)
Paul Cook
Jamie Lowery
Bobby Ray

Guests: Cristin Talentino, Director, Advancement & External Relations

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

1. Welcome/Call for Conflicts of Interest

The meeting was called to order at 1:36 pm. Marianne Berube, Board Chair, filled the role of Committee Chair and called for any conflicts of interest; no such conflicts were declared. A traditional land acknowledgement was offered.

2. Community Relations Update

The President spoke to the Institution's heavy involvement in the surrounding community through avenues such as research, athletics and volunteerism. He highlighted recent community activities, including the playoff success of the Women's Hockey Team, Research Month and hosting First Robotics on campus March 24-26.

Dr. Wamsley also spoke to his direct connections within the community following his first year as President at Nipissing University. A fulsome annual report will be forthcoming to document faculty, staff and students community involvement in an effort to improve the function of Community Relations and assist in the President's accountability to the community and annual performance.

3. Strategic Planning: Community Relations Update

As the Strategic Planning process continues, there has been tremendous community outreach through website promotion, and public surveys which have seen over 200 responses to date. A number of various community engagement sessions have been completed and the Nipissing University Indigenous Council on Education (NUICE) continues to partner with First Nations communities to gather impressions on the University’s future endeavours. Additionally, the President will meet with local dignitaries to discuss priorities for the region and how they best intersect with the Institution.

In response to a question regarding how the survey is being marketed to the public, the Director, External Relations and Advancement confirmed that in addition to circulating it through the direct stakeholders (staff, faculty, students and alumni), a number of promoted ads have reached an audience of 22,000 with 2000 clicks through to the survey page. She noted that the survey was targeted specifically to the region and within 100 kilometers.

4. Other Business

There was no other business.

The meeting was adjourned at 1:57 p.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

FUNDRAISING COMMITTEE MEETING

OPEN SESSION

March 6, 2023

The Fundraising Committee met on March 6, 2023, at 2:30 p.m. in the President's Boardroom (F303) and via Zoom remote conferencing.

Members present: Kathy Wilcox, Committee Chair
Marianne Berube
Joe Sinicrope
Wenda Caswell
Kevin Wamsley (left at 2:50PM)
Riley McEntee
Preston English (non-voting)
Cheryl Sutton (VPFA – non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Paul Cook
Fran Couchie
Lisa Snider
Bobby Ray
Carole Richardson (Provost & VPAR– non-voting)

Guests: Cristin Talentino, Director, Advancement & External Relations

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

1. Opening Remarks/Welcome/Land Acknowledgement – Kathy Wilcox, Committee Chair

The meeting was called to order at 2:31 p.m. The Committee Chair called for any conflicts of interests; no such conflicts were declared. A traditional land acknowledgement was offered.

2. Advancement Report

Cristin Talentino, Director, Advancement & External Relations presented a detailed Fundraising report, which is appended to these minutes, and included a financial summary to February 2023. She highlighted Giving Tuesday, which raised a total of \$15,985 in support of Indigenous Scholarships and Bursaries. There is also substantial work underway with respect to Major Gifts and planned giving, and she spoke specifically to the development of key performance indicators (KPIs). KPIs will assist the advancement team with benchmark goals.

Several questions were raised, including why retention rates are lower when compared to other institutions. The Director noted this was a direct result of team size and with the addition of new staff, the team is able to work in a proactive manner rather than reactive. Additionally, a conversation took place around gift-giving with respect to will planning and research is underway to explore collaborative measures with the North Bay Regional Health Centre (NBRHC) to support financial planners in the future.

3. Workplan Review

The Committee Annual Workplan was reviewed.

4. Other Business

There was no other business.

The meeting was adjourned at 3:11 p.m.

Recording Secretary

Committee Chair

NIPISSING

U N I V E R S I T Y

Advancement Report

Fundraising Committee

March 6, 2023



Financial Summary

| | May - Jan 23' | Last Month's Numbers | 2021/2022 FY | FY Diff +/- |
|---|-----------------------|-----------------------|---------------------|----------------------|
| Capital Contributions | \$0.00 | \$0.00 | \$15,000.00 | -\$15,000.00 |
| Average gift | \$0.00 | \$0.00 | \$15,000.00 | |
| # of gifts | 0 | 0 | 1 | |
| Largest gift | \$0.00 | \$0.00 | \$15,000.00 | |
| Annual Fund | \$969,719.14 | \$953,953.21 | \$177,940.24 | \$791,778.90 |
| Average gift | \$1,561.54 | \$1,725.05 | \$236.31 | |
| # of gifts | 621 | 553 | 753 | |
| Largest gift | \$750,000.00 | \$750,000.00 | \$12,200.00 | |
| Foundation contributions | \$465.00 | \$445.00 | \$400,000.00 | -\$399,535.00 |
| Average gift | \$58.13 | \$74.17 | \$400,000.00 | |
| # of gifts | 8 | 6 | 1 | |
| Largest gift | \$200.00 | \$200.00 | \$400,000.00 | |
| Endowment 80 Cumulative Total | \$365,754.24 | \$364,508.04 | \$172,883.09 | \$192,871.15 |
| Average gift | \$3,657.54 | \$3,877.75 | \$1,184.13 | |
| # of gifts | 100 | 94 | 146 | |
| Largest gift | \$250,000.00 | \$250,000.00 | \$100,000.00 | |
| Planned Gift Pledge | \$0.00 | \$0.00 | \$68,000.00 | -\$68,000.00 |
| Average gift | \$0.00 | \$0.00 | \$68,000.00 | |
| # of gifts | 0 | 0 | 1 | |
| Largest gift | \$0.00 | \$0.00 | \$68,000.00 | |
| Cumulative (not incl planned gift) | \$1,335,938.38 | \$1,318,906.25 | \$765,823.33 | \$570,115.05 |

Advancement – Giving Tuesday and EOY Giving

Summary of Appeal

- Expanded annual Giving Tuesday appeal to include End of Year Giving.
- Focus of appeal was on support for Indigenous students through scholarships and bursaries.
- Appeal is a part of our annual fundraising efforts, with a focus on acquiring new donors into our donor pipeline.
- Two primary areas of focus:
 - Entrance Scholarships for Students from Nipissing First Nation.
 - Added funds to the Mino-Bimmadiziwin Cultural Development Bursary.

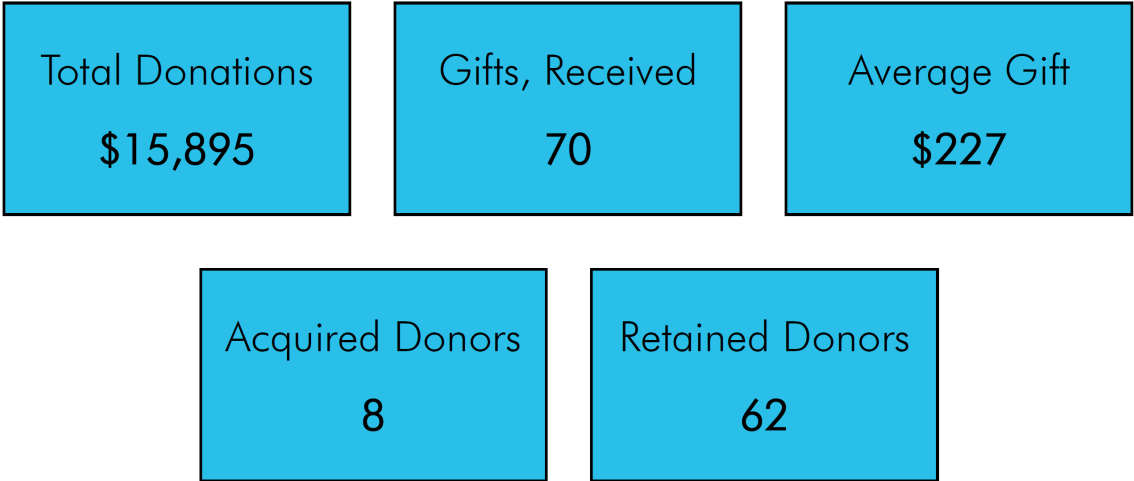
Advancement – Giving Tuesday and EOY Giving

Appeal Outcomes

During this appeal, we raised **\$15,895** in support of Indigenous Scholarships and Bursaries.

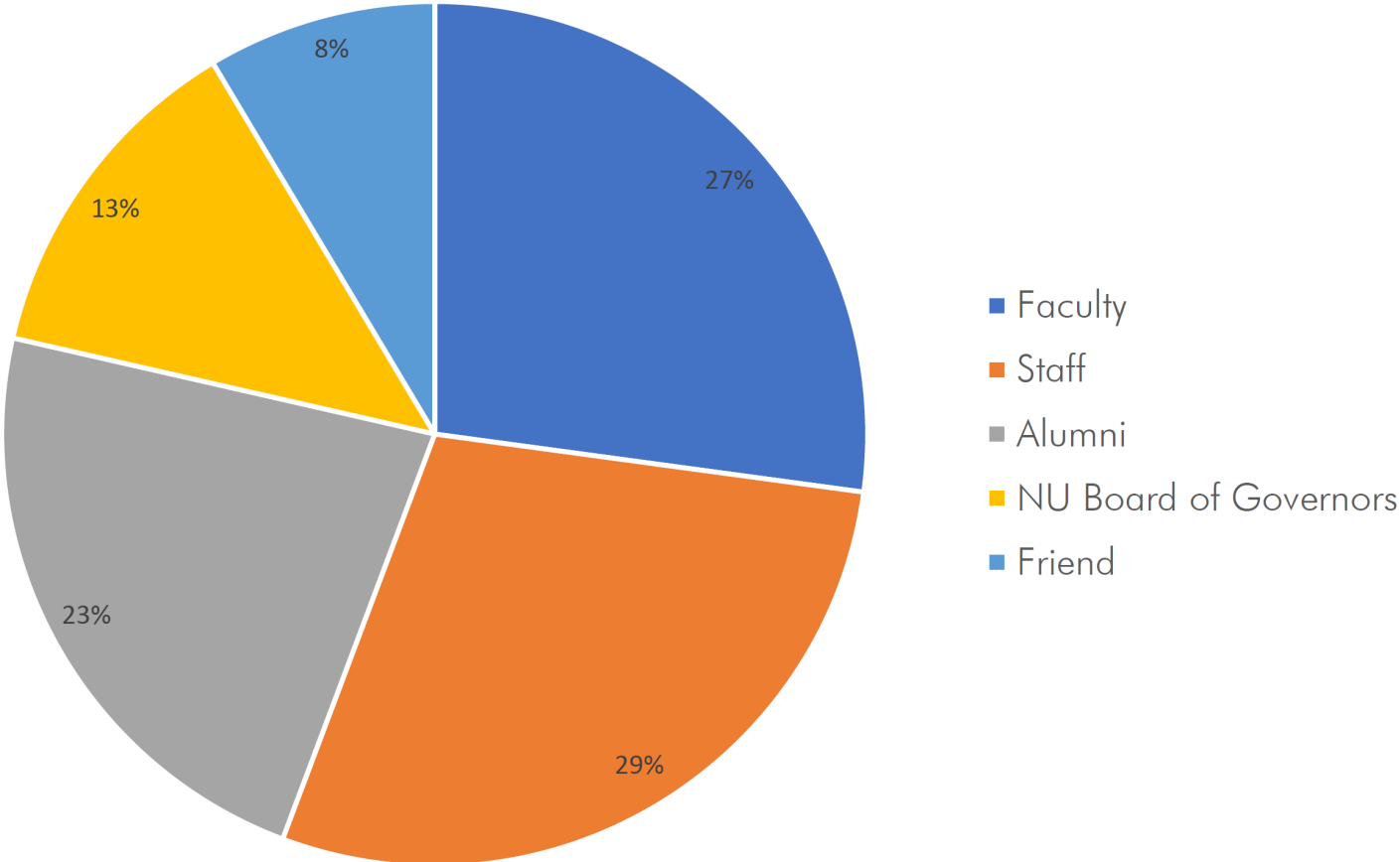
In total, we reached **3,443** people through Digital Marketing and Direct Mail Strategies.

Advancement Metrics



Advancement – Giving Tuesday and EOY Giving

Gifts by Constituent Group



Advancement – Giving Tuesday and EOY Giving

Key Takeaways

- Assessment of our digital performance year over year will allow us to determine the best path to acquiring folks to our website.
- Engage more deeply with our NU Champions to ensure the messaging gets out to their individual networks.
- Solidify appeal by late summer in order to organize and prepare the necessary content to support the appeal.
- Having a specific area of focus for Giving Tuesday assists in the narrative development required to have donors engage with the appeal.
- Introduce a visual campaign marker(thermometer, somethingelse?) that would allow us to track the appeal across both webpages.
- Arrange for necessary donor acknowledgement as part of appeal planning to ensure roll out is as seamless and timely as possible.

Advancement – what we've been up to

- 22/23 Work Plan
- Donor Recognition and Stewardship Program
- Nipissing Advancement Guide
- Major Gift Moves Management
- Developed Planned Giving Resources
- Establishing KPIs
- Donor Retention
- Donor Acquisition
- Solidifying Stewardship practices
- Focus on Indigenous Initiatives, Athletics, and Scholarships, Awards and Bursaries



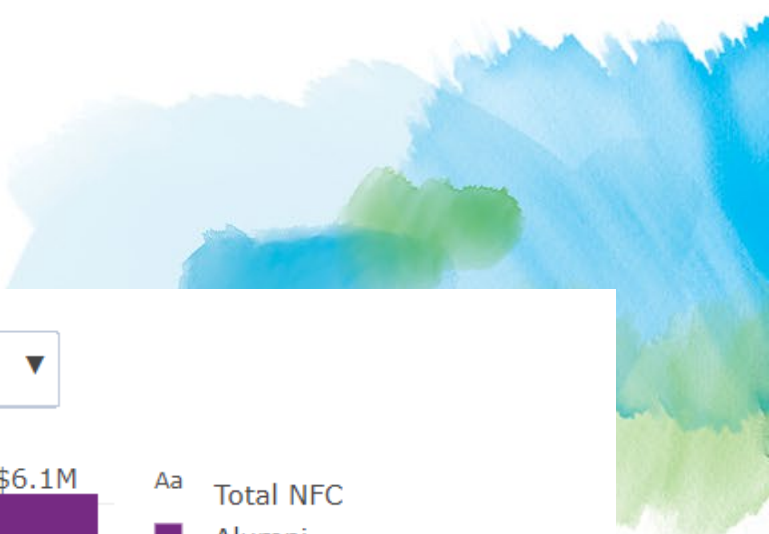
Advancement Report

Acquisition and Retention

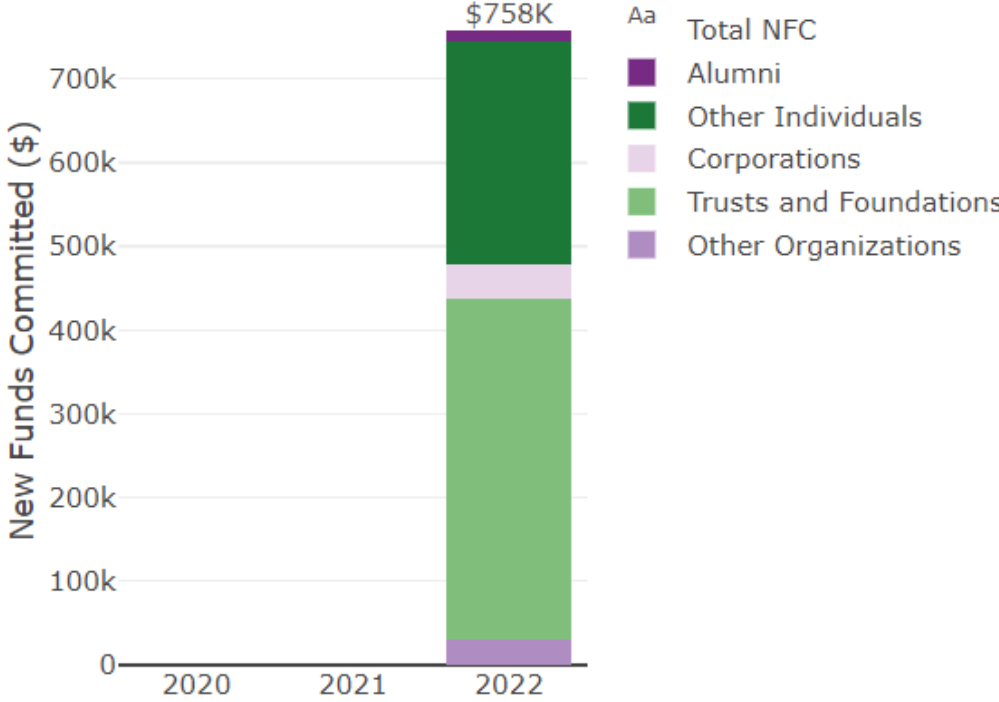
| KPI | Nipissing University | Average from Blackbaud |
|---|----------------------|------------------------|
| Retention Rate (gave this year and last year) | 14.49% | 28.76% |
| Recapture Rate (gave this year and 2 – 5 years prior) | 4.32% | 7.15% |
| Acquisition Rate (gave their first gift) | 11.89% | 7.03% |
| Revenue per donor | 3.00K | 1.19K |
| Recent Donors (gave in last five years) | 2.46K | 4.47K |
| Current Donors (gave within this year) | 477 | 942 |

Advancement Report

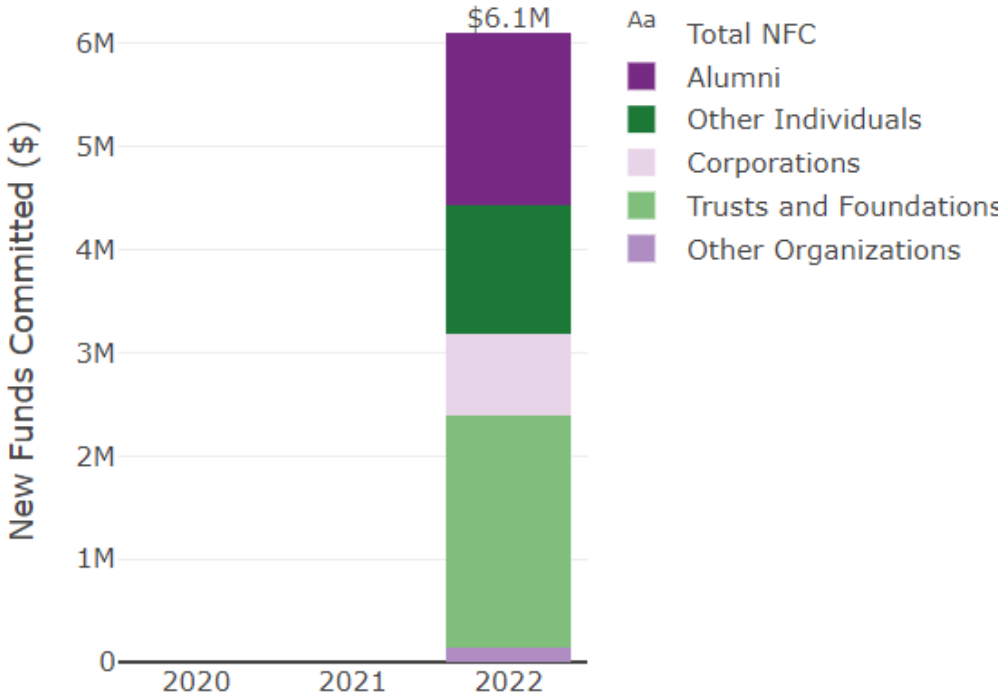
Canadian Council for the Advancement of Education Report



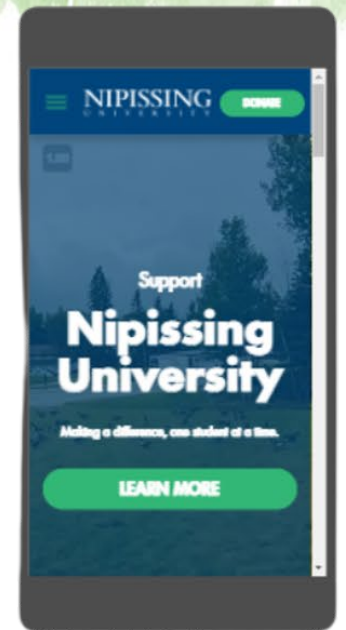
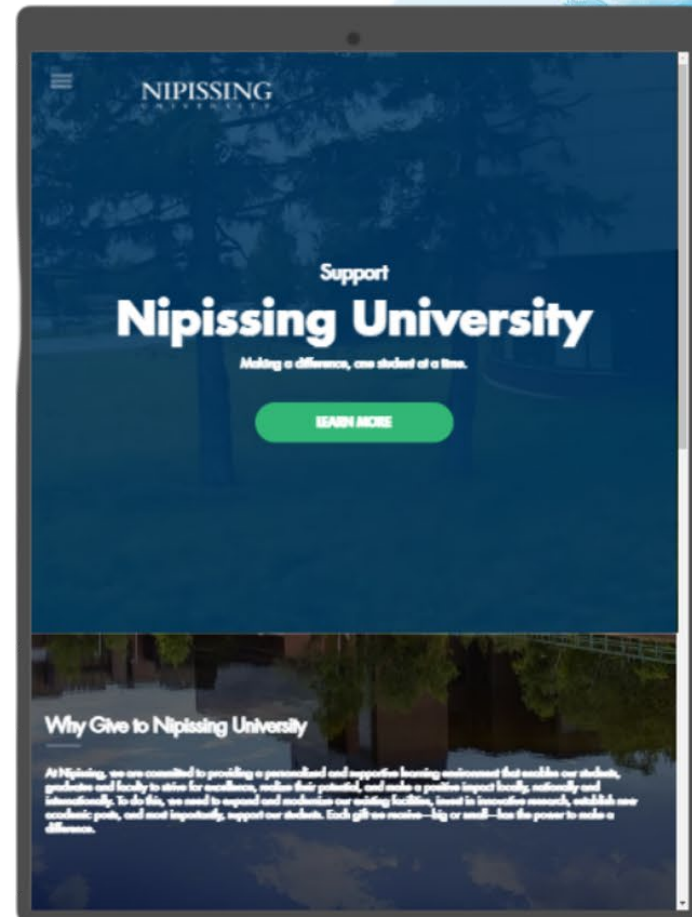
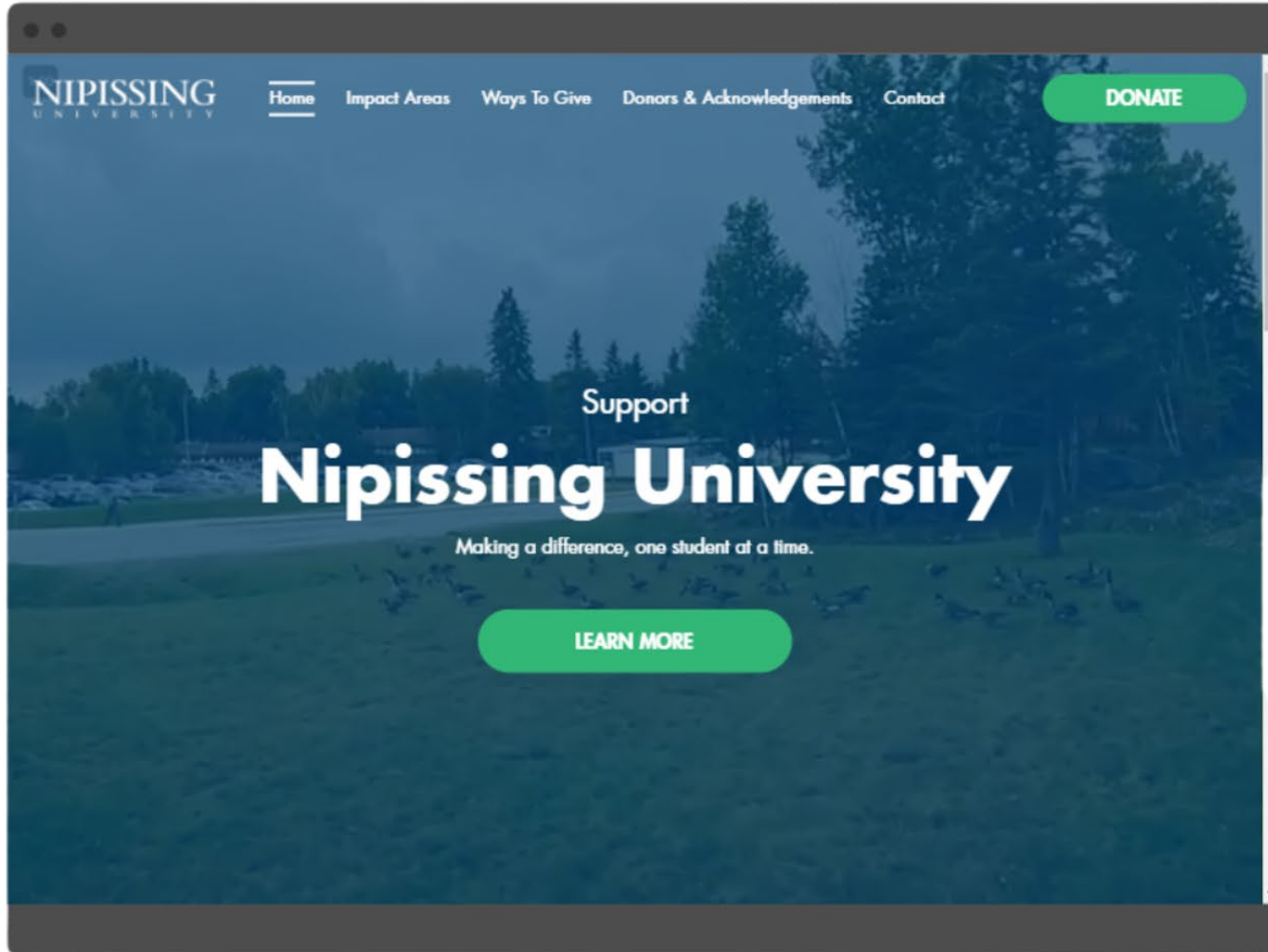
Nipissing University



CASE Peers



New website!



Advancement Report

Looking to the future:

- Formalizing Nipissing's Fundraising Cycle and Pipeline.
- Formalizing our stewardship practices.
- Formalizing reporting mechanisms.
- Implementing an annual impact report.
- Brining in more unrestricted donors to the University.
- Deepening relationships with existing donors.
- Responding to strategic priorities based on Strategic Plan.
- Articulating the full scope of Nipissing's Fundraising Program.



Other Business



NIPISSING UNIVERSITY BOARD OF GOVERNORS

PLANT & PROPERTY COMMITTEE MEETING

OPEN SESSION

March 6, 2023

The Plant & Property Committee met on Monday, March 6, 2023, at 3:30 p.m. in the President's Boardroom (F303) and via Zoom Remote Conferencing.

Members present: Patti Carr, Chair
Marianne Berube
Dave Smits
Joe Sinicrope
Veronica Afonso
Maurice Switzer
Preston English (non-voting)
Cheryl Sutton (non-voting)
Carole Richardson (non-voting)
Abby Blaszczyk, University Secretary (non-voting)

Regrets: Paul Cook
Judy Koziol
Riley McEntee
Kevin Wamsley

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

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

1. Opening Remarks/Call for Conflicts of Interest/Traditional Land Acknowledgement

The Committee Chair called the meeting to order at 3:30 p.m. She called for conflicts of interest regarding any of the agenda items; no such declarations were made. A traditional land acknowledgment was made.

2. 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 of Facilities reviewed major infrastructure and construction updates, speaking in detail to the Nursing Simulation Lab, renovations to the R.J. Surtees Athletics Centre, and the near completion of the Centre for War Atrocities and Genocide.

- **Facilities Renewal Program Projects**

The Director reviewed the status of projects covered under the Facilities Renewal Program (FRP) grant, of which Nipissing University received almost \$2.3 million in grant funding for the 2022-23 fiscal year. He highlighted a number of repairs made to the fabric and structure of buildings, repairs to building service equipment and electrical or mechanical systems, while also speaking to deferred projects, mainly due to supply issues.

- **Deferred Maintenance & Facility Condition Index**

The Director noted that deferred maintenance is classified as the postponement of building and equipment capital repairs and infrastructure renewal from an organization’s normal operating budget cycle due to a lack of funds while the current replacement value is the total cost of replacing an existing asset using current costs, standards and specifications for material, labour, engineering, installation and overhead. The Facility Condition Index is the cross-industry standard measure of condition that represents the percent ratio of deferred maintenance backlog cost to the current replacement value.

Mr. Drenth noted that, following the acquisition of a new provider to assess the Facility Condition Index, Nipissing holds a low rating due to the relative young age of our buildings. The index provides a reliable database to plan for immediate and future projects.

3. Other Business

The meeting adjourned at 4:13 p.m.

Recording Secretary

Committee Chair

NIPISSING

U N I V E R S I T Y

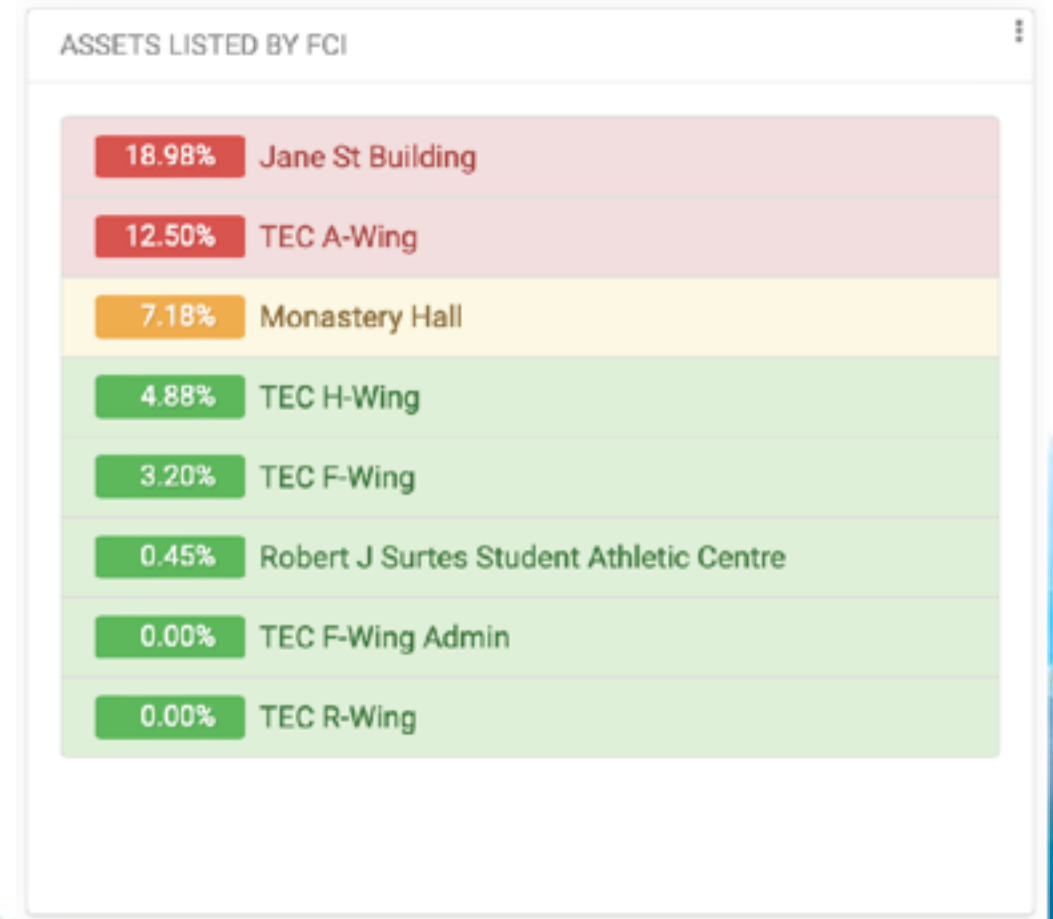


Plant and Property - February 2023

Plant and Property Committee Meeting

Capital and Construction

1. Infrastructure and Construction Project Update
2. FRP Projects
3. Deferred Maintenance & Facility Condition Index



Infrastructure and Construction Project Update

Planning and Funding

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



BPHE Renovation 'Groups for Youth Development'

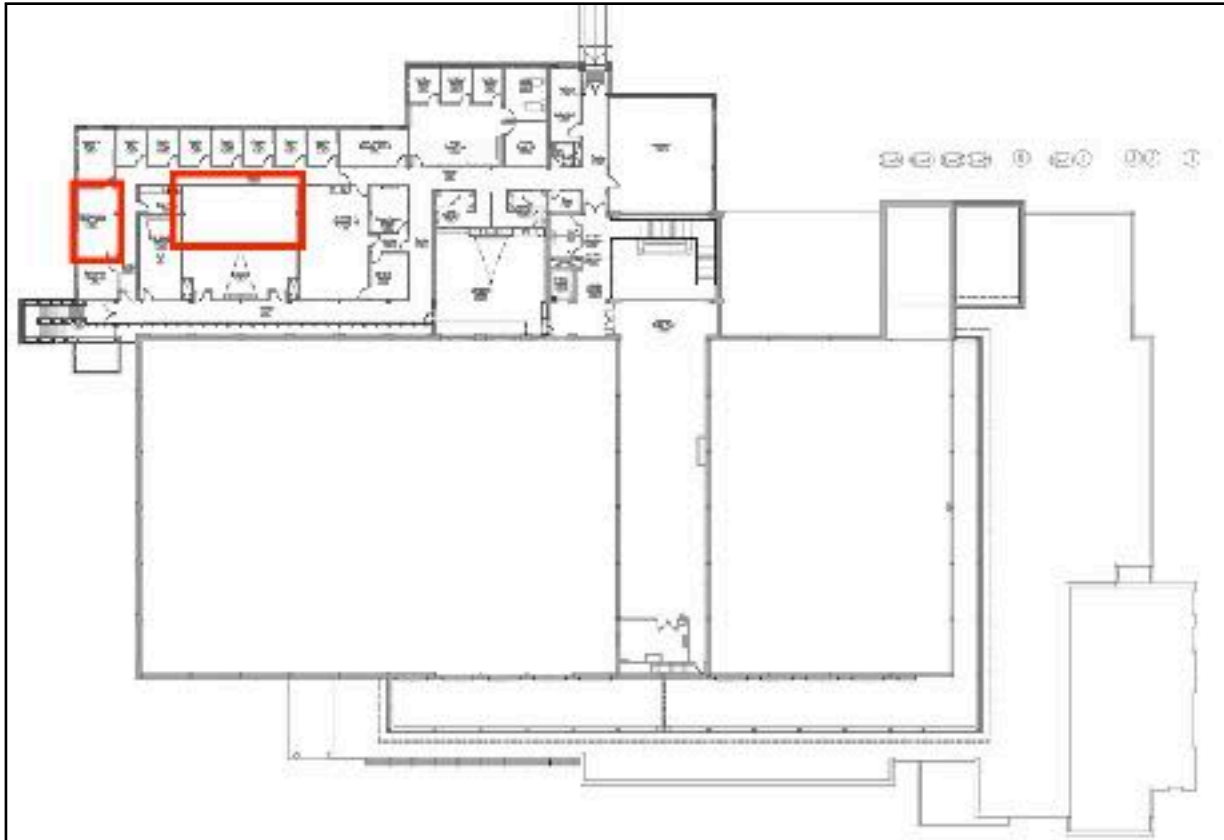
Renovation - existing space

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

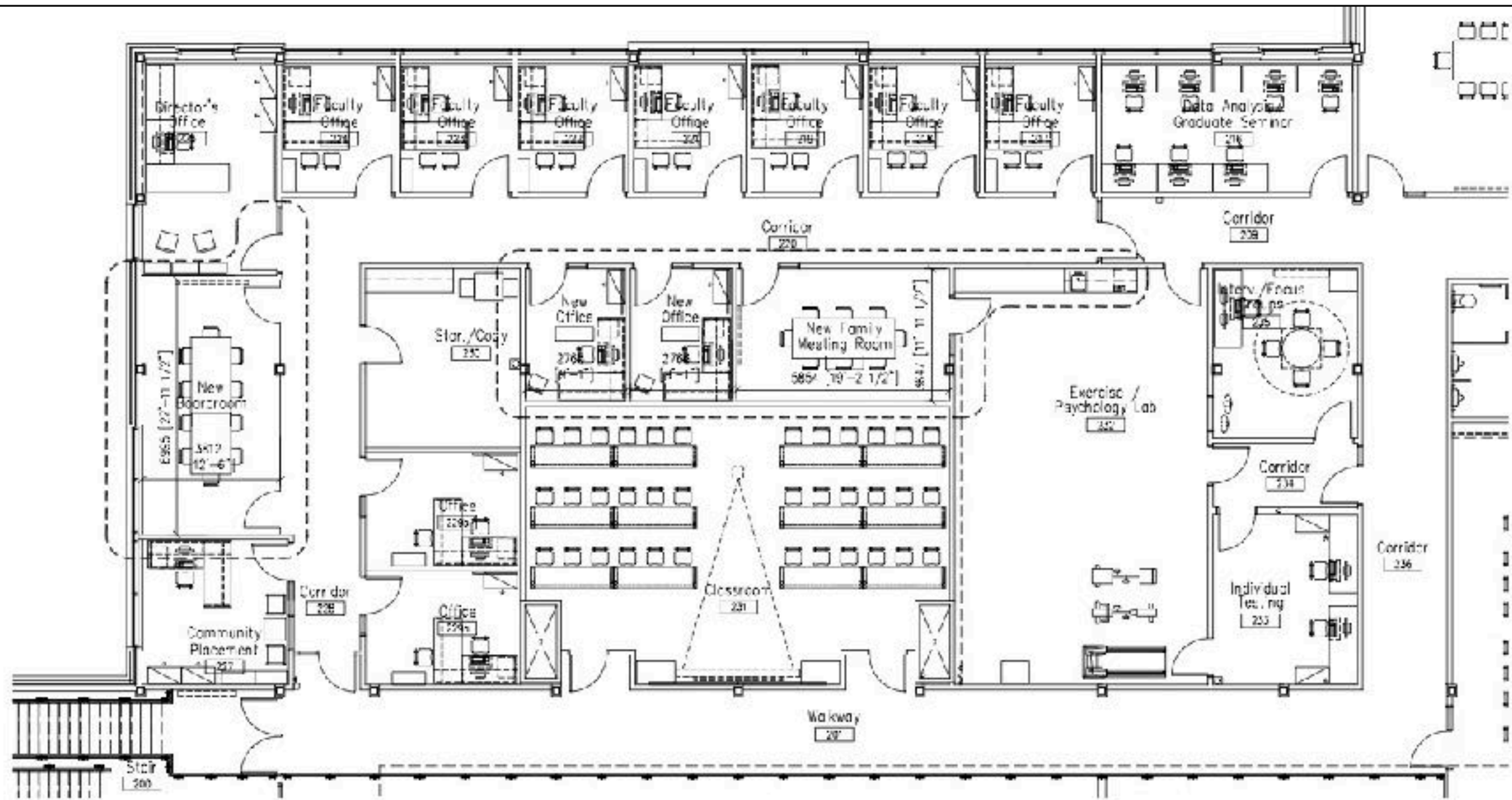


BPHE Renovation 'Groups for Youth Development'



Project Status Update

- Architect: Mitchell Jensen
- Contractor: Venasse Building Group
- Renovation Cost: \$275,000
- Funding Sources - Research, FRP
- Timing: Completion end of March '23
- Status: Flooring installed, Painting completed, only waiting on door hardware



MITCHELL
JENSEN
ARCHITECTS

BPHE Renovation
Nipissing University

October 22, 2021

CWAG - Centre for War Atrocities and Genocide

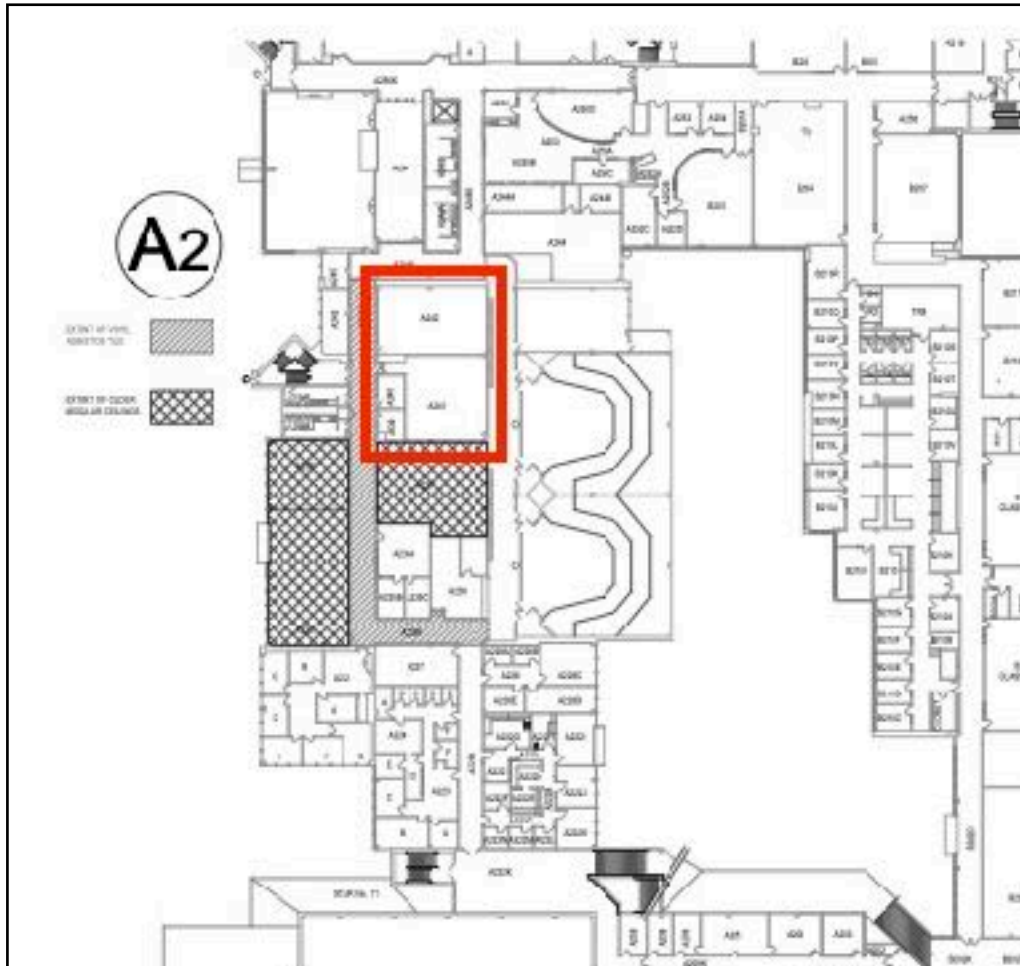
Renovation - existing space

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.

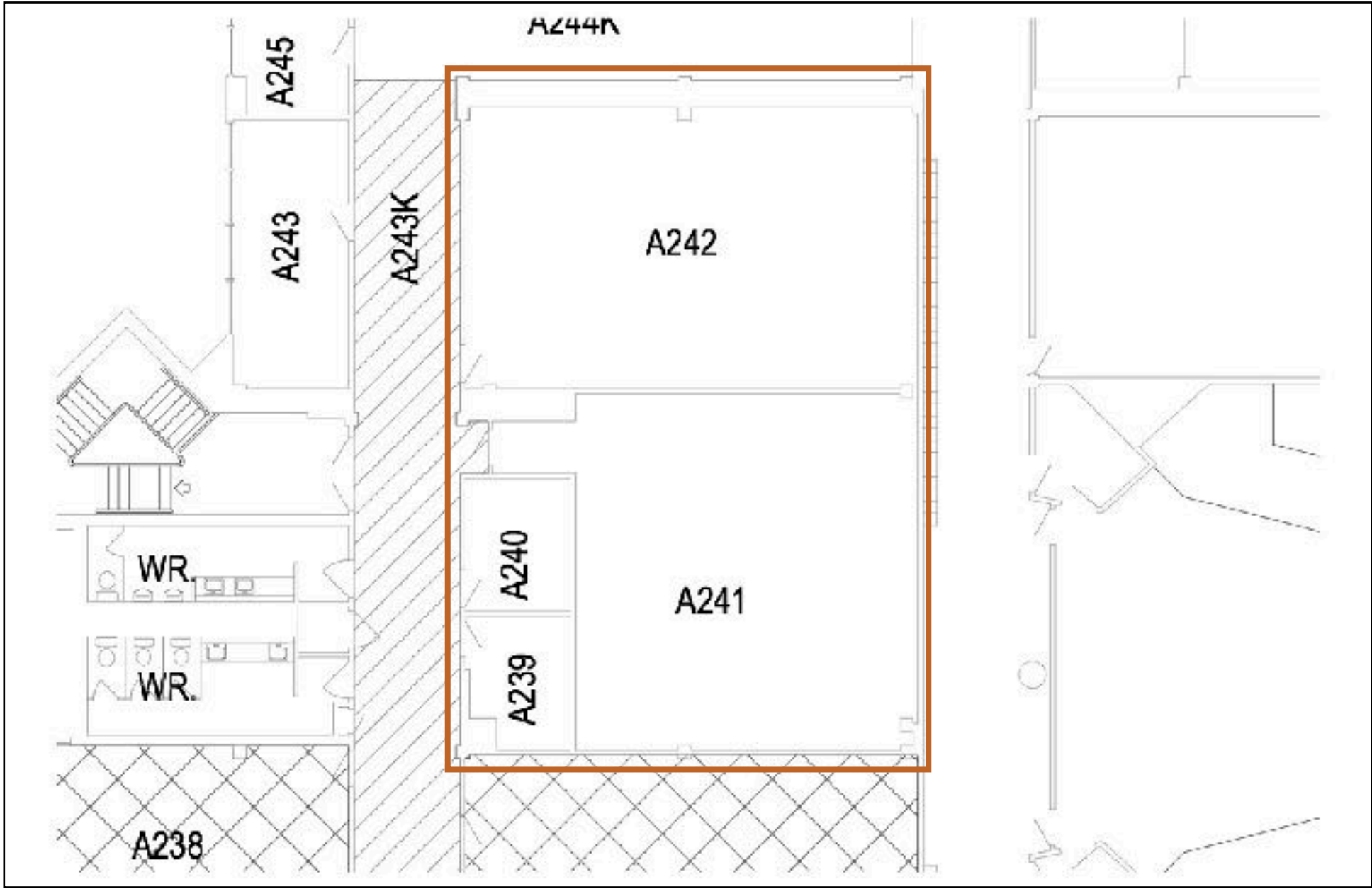


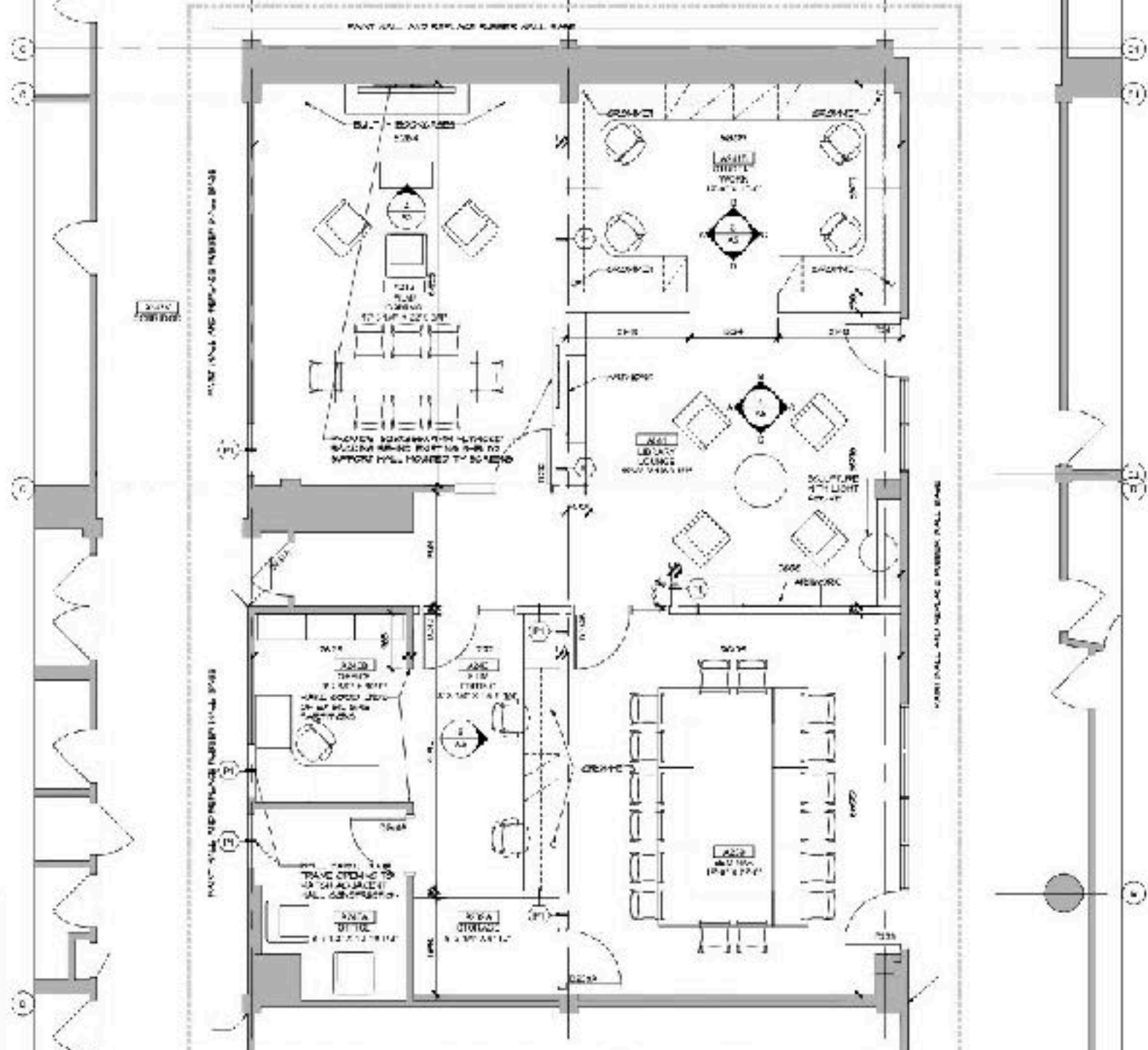
CWAG - Centre for War Atrocities and Genocide



Project Status Update

- Architect: Bertrand Wheeler Architects
- Contractor: Venasse Building Group
- Renovation Cost: \$435,000
- Funding Sources: Research, FRP
- Timing: End of March '23
- Status: Flooring installed, painting underway, millwork installation underway, waiting on doors and door hardware





114
 PROJECT: NEW BUILDING, FINAL DELIVERY
 CHANGING ROOMS, UTILITIES
 WASHINGTON, DISTRICT OF COLUMBIA
 HOUSTON, TEXAS, CHICAGO

FLORIAN HUBER

Bertrand Wheeler architecture inc.

874 Franklin Street
 North Bay, CA 94901-3257
 415.763.0210
 BERTRANDWHEELER.COM



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

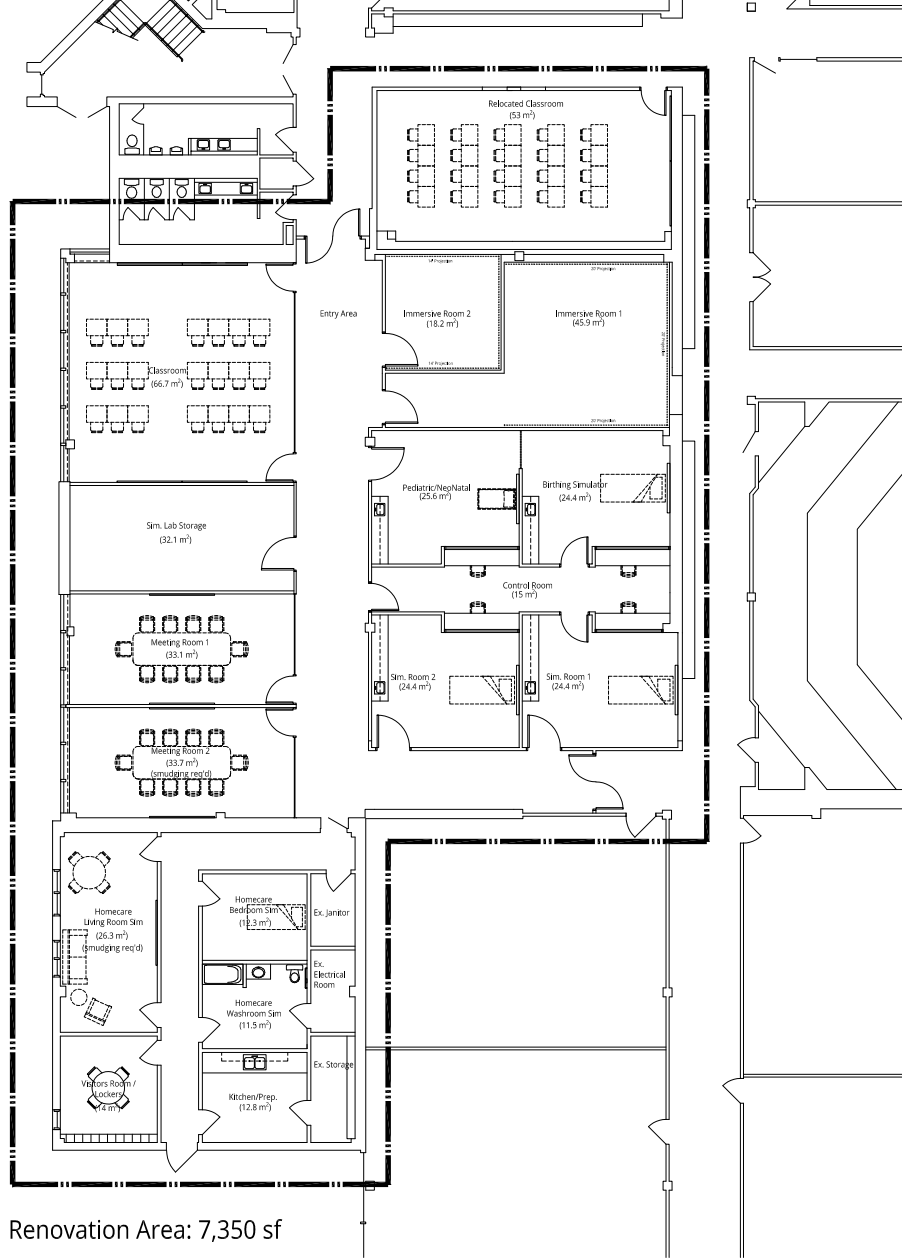


Nursing Simulation Lab



Project Status Update

- Architect: Mitchell Jensen Architects
- Contractor: Venasse Building Group
- Renovation Cost: \$1,520,000
- Funding Sources: FRP, Donations
- Timing: End of March '23
- Status:
 - Flooring installation nearly complete
 - Millwork installation nearly complete
 - Painting underway
 - Ceiling installation underway
 - Waiting on doors and door hardware



Total Renovation Area: 7,350 sf

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.
- 2022-23 Nipissing University has been allocated \$2,344,600
- 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

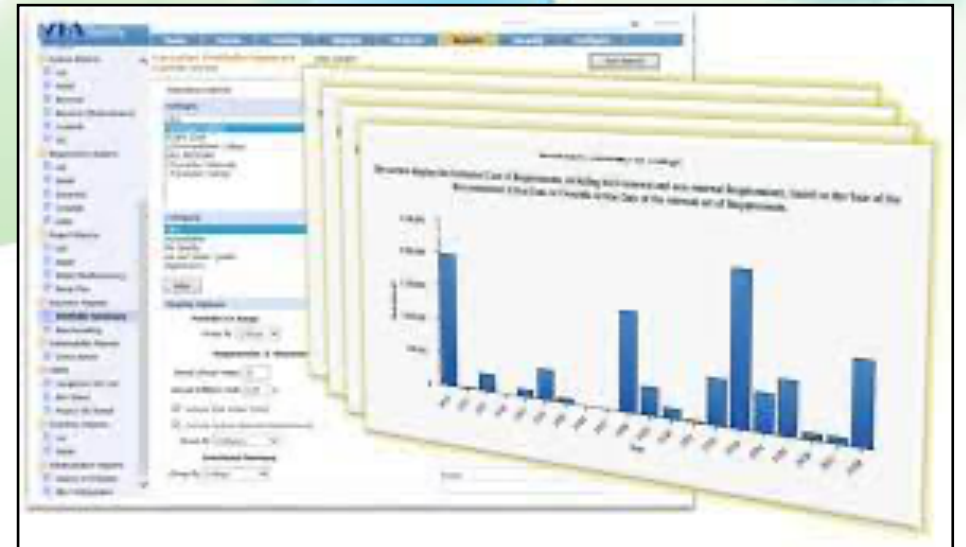
FRP Funding

Project Summary

- The following projects have been initiated for the 2022-23 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

- 2023 - Fire Annunciator Panel - \$225,000 - Safety Improvement
- 2023 - Substation Overhead Feed - \$75,000 - Infrastructure Planning
- 2023 - Pedestrian Pathway - \$50,000 - Safety Improvement
- 2023 - Substation Ground Grid - \$35,000 - Infrastructure Planning
- 2023 - Submetering - \$2,500 - Infrastructure Planning
- 2023 - Pond Restoration - \$35,000 - Safety Improvement
- 2023 - Sidewalk Removal - \$7,500 - Safety Improvement



FRP - Mechanical & Electrical

- 2023 - H-Wing Mechanical Condenser - \$10,000 - End of Life
- 2023 - Server Room Humidity Control - \$22,000 - Necessary Repair
- 2023 - Transformers Kirk Key Protection - \$12,000 - Safety Requirement
- 2023 - B-Wing Electrical Panel Replacements - \$35,000 - End of Life
- 2023 - Jane St Lighting Replacement - \$20,000 - End of Life
- 2023 - Server Room Power Upgrades - \$25,000 - Infrastructure Planning
- 2023 - Hallway and Classroom LED Lighting - \$120,000 - Energy Reduction
- 2022 - 6 Rooftop Units Replaced - \$144,000 - End of Life



FRP - Building Envelope

- 2023 - Jane St Roofing - \$100,000 - End of Life
- 2023 - OII Roofing - \$75,000 - End of Life
- 2023 - RJ Surtees Roofing - \$100,000 - End of Life
- 2023 - H-Wing Exterior - \$50,000 - End of Life



FRP - Renovation

- 2023 - Nursing Simulation Lab - \$1,000,000 - Program Requirement
- 2023 - Remove Library Compact Shelving - \$25,000 - Necessary Repair
- 2023 - Smudging Ventilation - \$50,000 - Safety Requirement
- 2023 - Facility Assessments - \$25,000 - Project Planning
- 2023 - Fencing and Gates - \$10,000 - Campus Planning
- 2023 - A-wing Classroom Renovations - \$40,000 - Building Renewal
- 2023 - BPHE Renovation - \$50,000 - Research Renovation
- 2023 - LED Lighting - \$120,000 - Energy Savings
- 2023 - CWAG - \$50,000 - Research Renovation



Deferred Maintenance & Facility Condition Index (FCI)

Deferred Maintenance: Key Definitions

| Term | Definition/Calculation |
|----------------------------------|---|
| FCAP | Facilities Condition Assessment Program |
| Deferred Maintenance (DM) | The postponement of building and equipment <u>capital repairs and infrastructure renewal</u> from an organization's normal operating budget cycle due to a lack of funds. DM is a time-based element and specific to a given span of time. According to the Ministry of Infrastructure definition, DM = backlog plus 3 years (Current Year Renewal Needs + Planning Year 1 Renewal Needs + Planning Year 2 Renewal Needs). |
| Current Replacement Value (CRV) | The cost of replacing an existing asset with another asset having <u>equivalent utility using current costs</u> , standards and specifications for material, labour, engineering, installation and overhead. |
| Facilities Condition Index (FCI) | The FCI is a cross-industry standard measure of condition that represents the percent <u>ratio of deferred maintenance backlog cost to the current replacement value</u> . |
| Action Year | Formerly known as Priorities, the Action Year drives the renewal need. |
| Requirement Index (RI) | The percent ratio of the total costs of requirements including cost related to upgrading for modern standards and specifications. (Note that the RI is not a requirement of data reported to MOI) |

Deferred Maintenance & Facility Condition Index (FCI)



Rating Report Nipissing University

Capital

Nipissing's capital program remains very limited because of past weakness in enrolment and ongoing budget pressures. The University is primarily reliant on provincial Facilities Renewal Program (FRP) funding to address deferred maintenance as there is no room in the operating budget for additional contributions. In 2021–22, capital expenditure (capex) was just \$0.5 million, compared with a five-year average of \$1.1 million. With annual capex running well short of amortization expense, this suggests that the University's asset base is being depleted.

In February 2022, the Province announced \$1.6 million in FRP funding to be used for a new Nursing Simulation space, roof, and HVAC replacements.

Despite being a relatively young institution, budgetary constraint and limited capital spending have resulted in growth in deferred maintenance. The most recent estimate for academic and ancillary operations was \$57.9 million, while the facilities condition index was 0.26. This is materially weaker than the provincial average.



Deferred Maintenance & Facility Condition Index (FCI)

Deferred Maintenance How Do Assessments Work?

FCAP

- The program begins with a facility condition assessment that audits and analyzes the physical state of facilities and building equipment.
- All assets should be assessed at least once every 5 years – some universities audit 20% of their assets per year, while others may audit all assets in one year, depending on the size and scale of the institution.
- Building condition audits are conducted by 3rd party assessors. Universities now use one assessor (FCAPx), in order to standardize assessments.
- The assessments consider many factors including age, design, physical state, and remaining life left in the system to identify deficiencies, cost to repair, risk of failure and urgency of repair.
- Assessment data is entered into a capital asset management software that is used by all Ontario universities for reporting and data analysis.



Deferred Maintenance & Facility Condition Index (FCI)

Deferred Maintenance A Comparison of Changes over Time

2015

- Cost model of assessment used by universities
- Data includes academic, administrative and ancillary operations **only**
- Included only construction costs

2019- Change 1: Harmonization with College Sector

- Systems model of assessment used to harmonize with colleges and other BPS entities
- Data now includes site infrastructure (where assessed by the university)
- Includes total costs: Adding a standard 30% soft cost multiplier to all DM and CRV projections to align with colleges (and other sectors)
- Introduction of cost escalation and backlog deterioration of 2% per year
- Five-year audit cycle = changes from 2019-2024 for some universities

2020 - Change 2: Aligning with MOI

- Alignment of definitions with MOI for 3-Year FCI and Deferred Maintenance under the PAI MOU
- Inclusion of residence assets
- Other

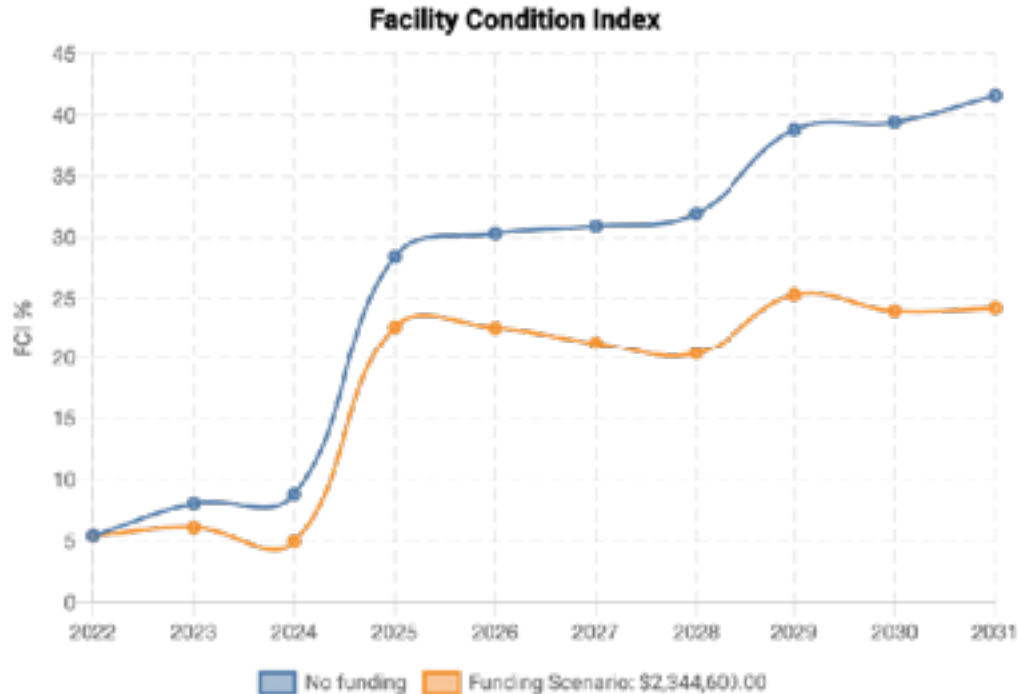
Deferred Maintenance & Facility Condition Index (FCI)

| Institution | 2015 COU FCAP REPORT Table 3 Data | | | 2019 OAPPA Data as of Sep 2019 HARMONIZED | | | | |
|-----------------------------------|--------------------------------------|----------------------|-------------|--|----------------------|------------------|-----------------------------------|-------------------------|
| | Current Replacement Value | Deferred Maintenance | FCI | Current Replacement Value | Deferred Maintenance | FCI ¹ | Weighted Average Age ² | Total Area ³ |
| Algoma | 29,424,470 | 3,287,603 | 0.11 | 69,673,983 | 7,084,921 | 0.10 | 26.5 | 14,852 |
| Brock | 335,045,354 | 50,879,172 | 0.15 | 757,219,003 | 123,195,281 | 0.16 | 36.2 | 119,649 |
| Carleton | 941,810,537 | 96,678,752 | 0.10 | 1,212,855,423 | 136,118,899 | 0.11 | 38.0 | 344,790 |
| Guelph | 1,347,651,881 | 181,858,075 | 0.13 | 1,782,319,259 | 354,243,632 | 0.20 | 51.3 | 436,330 |
| Lakehead | 450,012,654 | 83,971,866 | 0.19 | 543,308,947 | 130,671,156 | 0.24 | 44.6 | 141,976 |
| Laurentian | 468,472,002 | 34,158,416 | 0.07 | 609,956,687 | 176,491,666 | 0.29 | 42.9 | 153,783 |
| McMaster | 1,599,485,834 | 289,889,695 | 0.18 | 2,637,886,396 | 615,710,710 | 0.23 | 48.5 | 588,688 |
| Nipissing | 140,803,854 | 7,281,938 | 0.05 | 205,407,128 | 45,006,412 | 0.22 | 29.1 | 42,342 |
| OCSE | 8,123,788 | 1,121,185 | 0.02 | 121,588,833 | 15,588,517 | 0.12 | 38.0 | 85,747 |
| Ontario Tech | 304,528,578 | 3,490,431 | 0.01 | 451,645,780 | 34,662,058 | 0.08 | 22.7 | 86,194 |
| Ottawa | 1,574,043,520 | 211,163,050 | 0.13 | 1,632,639,538 | 306,121,581 | 0.19 | 36.9 | 543,601 |
| Queen's | 1,437,190,011 | 137,690,571 | 0.10 | 1,502,186,930 | 300,299,040 | 0.20 | 57.0 | 421,190 |
| Ryerson | 1,085,513,444 | 62,773,257 | 0.06 | 989,699,519 | 135,359,467 | 0.14 | 47.7 | 299,732 |
| Toronto: St. George Campus | 3,011,713,398 | 471,846,991 | 0.16 | 4,363,459,723 | 742,295,242 | 0.17 | 63.0 | 985,565 |
| Toronto: Scarborough Campus | 335,914,925 | 45,041,178 | 0.13 | 961,071,341 | 214,003,268 | 0.22 | 42.5 | 93,309 |
| Toronto: Mississauga Campus | 468,090,239 | 39,143,468 | 0.08 | 750,748,701 | 91,308,497 | 0.12 | 33.5 | 136,433 |
| Trent | 324,307,828 | 36,092,806 | 0.11 | 289,051,680 | 28,288,150 | 0.10 | 41.4 | 96,368 |
| Waterloo: Main Campus | 1,957,054,942 | 74,291,681 | 0.04 | 2,060,336,815 | 214,248,232 | 0.10 | 38.5 | 488,175 |
| Waterloo: Affiliates | 89,038,694 | 3,762,036 | 0.04 | 133,574,259 | 40,902,374 | 0.31 | 55.3 | 44,829 |
| Western: Main Campus + Affiliates | 1,969,656,160 | 194,615,471 | 0.10 | 2,667,127,149 | 496,654,531 | 0.19 | 39.5 | 707,404 |
| Wilfrid Laurier | 419,487,809 | 33,835,770 | 0.08 | 610,215,432 | 46,620,262 | 0.08 | 39.3 | 147,227 |
| Windsor | 834,309,595 | 97,849,552 | 0.12 | 1,253,483,945 | 96,102,776 | 0.08 | 37.5 | 243,574 |
| York: Keele Campus | 1,793,291,485 | 114,683,826 | 0.06 | 2,237,855,478 | 245,082,204 | 0.11 | 32.5 | 630,385 |
| York: Glendon Campus | 107,776,498 | 13,576,789 | 0.13 | 160,954,536 | 28,643,681 | 0.18 | 61.4 | 32,934 |
| Saint-Paul University | n/a | n/a | n/a | 79,338,257 | 12,362,905 | 0.16 | 52.6 | n/a |
| TOTAL | 21,108,458,569 | 2,288,294,439 | 0.11 | 28,073,874,484 | 4,671,040,865 | 0.17 | 44.4 | 6,860,986 |

| | | | |
|---|---------------|---------------|------|
| Change from 2015 COU FCAP Report | 6,965,415,915 | 2,382,746,426 | 0.06 |
|---|---------------|---------------|------|

Deferred Maintenance & Facility Condition Index (FCI)

Nipissing University - FCI Reporting Summary



- Heavily reliant of previous service provider (VFA)
- Harmonized Data process was flawed for NU data
- New assessments completed on all academic facilities as of 2022
- Current facility assessment data is more reliable and currently under development with RothIAMS
- Facilities more involved in data management

| Funding Scenarios | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|-------------------|------|------|------|------|------|------|------|------|------|------|
| No Funding | 5.44 | 8.06 | 8.82 | 28.4 | 30.3 | 30.9 | 31.9 | 38.8 | 39.4 | 41.6 |
| 2344600 | 5.44 | 6.13 | 4.97 | 22.7 | 22.6 | 21.3 | 20.4 | 25.3 | 24 | 24.2 |

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

End

Board of Governors Report

April 27th, 2023

Relay for Life

Congratulations to the Nipissing University Relay for Life Club which has raised almost \$25,000 for cancer research. This is their fifteenth (15) year as a club, and in that time they have raised over \$200,000!

Dave Marshall Leadership Awards

Congratulations to all twenty-five (25) Nipissing University students who were awarded the Dave Marshall Leadership Awards (DMLA) on March 9th, 2023. The NUSU President, Riley McEntee, co-MCed the event with the NU AVP Students. The three categories for the DMLA were Academic, Campus, and Community. A full list of the DMLA recipients, as well as their programs and biographies, can be found at <https://www.nipissingu.ca/departments/student-development-and-services/dmla>.

Research Month

Congratulations to the organizers of Research Month, including NU360, the 3MT Competition, and the Undergraduate Research Conference. It was NUSU's pleasure to facilitate NU360 and the Undergraduate Research Conference at the NUSU Student Centre. The attendance was wonderful, and we are excited for next year's events! Congratulations to all of the students who participated in the Undergraduate Research Conference!

Three Minute Thesis (3MT) Competition

On March 30th, 2023, the Office of Graduate Studies and Research facilitated the 2023 3MT Competition. VPSL Preston English and incoming VPFA Em Cooke co-hosted the event, as well as running trivia between rounds and engaging the crowd. A full list of the student presenters, their programs, and their presentation titles can be found at <https://www.nipissingu.ca/academics/school-graduate-studies/three-minute-thesis-competition> [sic]. Congratulations to all the students who participated in the 3MT!

Bay Bistro

The Bay Bistro will be open from 11:30am to 8:30pm from Monday to Friday. This is open also to the general public. The restaurant is located within the NUSU Student Centre. When entering through the front doors individuals head to the right hallway and go to the end. Reservations can be made by going to linktr.ee/baybistro.

**NUSU Student Centre**

221 College Drive, North Bay, ON P1B 0G1

Tel: (705) 474-3450 ext. 4801 Fax: (705) 474-7732

Web: www.nusu.com**Communities In Bloom**

North Bay is entering the Communities in Bloom competition, which will take place in July. NUSU is proud to announce that the NUSU Student Centre will be the first stop for the judges! We will be reaching out to different departments in the University to showcase their research regarding sustainability, environment studies and initiative, and the sort. It is our goal to proudly demonstrate all the amazing research that faculty and students are participating in here at Nipissing. If you or someone you know may be interested in this, please contact communications@nusu.com.

2023/2023 Executive Team

For the 2023/2024 Term, NUSU President Riley McEntee, Vice-President, Advocacy & Awareness Harikesh Panchal, and Vice-President, Student Life Preston English have all been re-elected for their positions. Em Cooke has been elected to be the Vice-President, Finance & Administration.

NIPISSING UNIVERSITY

| | |
|--------------------------------|--|
| Policy Category: | Human Resources |
| Policy Number: | 3.2.2012.B |
| Policy Name: | Search & Appointment of Non-Academic Vice-Presidents |
| Responsible Department: | Human Resources |
| Original Approval Date: | April 5, 2012 |
| Approval Authority: | Board of Governors |
| Last Updated: | <i>April 2023</i> |
| Next Review Date: | <i>April 2026</i> |

- A. Introduction**
- B. General**
- C. Basic Principles**
- D. Procedures & Rules for Operation of the Search Committee**
- E. Composition of Search Committees**
- F. Role of the Search Firm**

A. INTRODUCTION

The Nipissing University Act (1992) empowers the Board of Governors to appoint Non-Academic Vice-Presidents to the University. The President & Vice-Chancellor is authorized to make such appointments on behalf of the Board and will be in accordance with this Search & Appointment of Non-Academic Vice-Presidents policy as set out below.

B. GENERAL

This policy applies to all appointments of non-academic Vice-Presidents.

The process by which appointments of Non-Academic Vice-Presidents are made should be publicized widely within the University community. The individuals charged with making decisions on appointments should be accountable and therefore provide a rationale for their decisions.

The composition and terms of reference for the respective Search Committees are set out in this policy.

C. BASIC PRINCIPLES

The following principles should apply to the Search Committee:

1. The President or designate shall lead the selection of the Vice-President; and
2. The constituencies most directly involved should be represented; and
3. The confidentiality of the search process shall be maintained and respected by all involved. Confidentiality requirements for Search Committee members extend beyond the conclusion of the search process; they are deemed to be permanent.

The committee structure and search process shall reflect the values represented within Nipissing University's culture, ensure equity, and preserve the dignity and rights of all individuals as outlined in Nipissing University's Respectful Workplace and Learning Environments policy. All Search Committee members will be provided with a copy of this policy.

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

Nipissing University will undertake positive steps to promote the full participation and integration of women, visible minorities, Indigenous people and persons with disabilities in the search process.

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

Where applicable, a majority of the Search Committee shall be composed of persons elected to the committee. In order to maintain the integrity of the confidentiality requirements, individuals elected to

represent a specific constituency will not confer with their constituents but, rather, it is understood that, by virtue of their election, their opinions and decisions are deemed to be a reflection of their constituency.

D. PROCEDURES & RULES FOR OPERATION OF THE SEARCH COMMITTEE

1. Except in situations where an incumbent is reappointed under section F of this policy, wherever possible, the appropriate Search Committee (also referred to as “the committee”) shall be established no less than six (6) months prior to the end of the term of office, resignation, or retirement of the current member.
2. Where a body such as the Board of Governors, Senate, non-academic employees or Faculty is responsible for the election of persons to a Search Committee, that body shall determine the method of electing its representatives with the goal to work expeditiously.
3. Initiatives leading to the formation of a Search Committee shall be taken by the President, who shall be the Chair of the Search Committee and will be a full participating member. This includes ensuring that elections of members of search committees are properly conducted. With the exception of the Board of Governors members, all elected members of the Search Committee shall be full-time Nipissing University employees who have completed their probationary period. Faculty members shall be tenured members.
4. All elections shall be held simultaneously or as close to each other as practically possible. In any event, none of the election results shall be announced until all elections have been held.
5. The Chair of the Search Committee shall ensure that all committee members are familiar with the process and materials under consideration. The Chair shall provide to each of the committee members a copy of this policy. The Chair will also work to create an environment in which any and all concerns can be fully addressed.
6. Following the first meeting of the Search Committee, the Chair shall notify the University community of the names of the members of the committee for informational purposes.
7. Where a member of a Search Committee decides to be a candidate for the position under consideration, they must declare their candidacy in advance of receiving any relevant materials and, in any case, prior to the first meeting of the committee.
8. Where a member of the Search Committee ceases to be a member of the committee for any reason, a successor shall be chosen in the same manner as the person withdrawing, unless the first interview has been conducted, in which case the seat shall remain vacant.
9. For all senior Non-Academic Vice-President openings, the proper placement of internal and/or external advertising will be the responsibility of the Chair of the Search Committee in consultation with the Assistant Vice-President, Human Resources & Equity, Diversity & Inclusion or designate.
10. Once applications have been received, members of the Search Committee shall declare all possible conflicts of interest. In the event of a perceived, potential or actual conflict of interest that could compromise or be seen to compromise the member’s judgment of the candidates, the member shall disclose the nature of that conflict to the Search Committee in sufficient detail to enable the committee to determine whether the member must resign from the committee.

11. All applications shall be reviewed and considered under a set of criteria established by the Search Committee, and a short list of candidates shall be interviewed.
12. The Search Committee shall meet in camera and their deliberations shall be strictly confidential. A person who has breached confidentiality shall be subject to sanction by the Chair up to and including dismissal from the committee and forfeiture of constituency representation. There is no appeal to the sanction imposed by the Chair.
13. All members of the Search Committee shall have one vote, not including the Chair. The ex-officio member of the Search Committee (Assistant Vice-President, Human Resources & Equity, Diversity & Inclusion or designate) shall be non-voting. If a member of the Search Committee is absent for an interview of one of the candidates, the member shall not participate in the voting or deliberation process as each voting committee member must be in a position to weigh the merits of each candidate prior to making a recommendation. However, if the search process involves other rounds of interviews and voting, the member may participate in the voting or deliberation for those subsequent rounds.
14. The Search Committee shall ensure that interview questions are based on pre-established job-related criteria (including core competencies). The committee shall acquaint itself with the requirements of the position and shall establish criteria on which the candidates will be judged.
15. The Search Committee shall select one person for the appointment. The decision may go forward only with the agreement of the majority of the committee.
16. If the Search Committee fails to select a candidate, or if the Chair of the Search Committee does not agree with the selection of the majority of the committee and subsequent agreement proves impossible, the search will be deemed a failed search and a new search may be initiated. In the event a new search is initiated, the Chair will decide if a new committee shall be struck or if the new search will be conducted with the original search committee.
17. The results of the search will be reported by the President to the Board of Governors in a closed session meeting for information.
18. Documentation, including the Search Committee's written report describing the procedures followed, the number of candidates considered and decision for appointment, shall be kept in the Human Resources office for twelve (12) months.
19. On those matters not set out above, the Search Committee shall establish its own procedures.

E. COMPOSITION OF SEARCH COMMITTEE

The composition of the Search Committee shall be as follows:

- a) The President & Vice-Chancellor (or designate) who shall be Chair;
- b) Two (2) non-constituent members of the Board of Governors (elected by the Board of Governors);

- c) One (1) Vice President (appointed by the President);
- d) One (1) Dean or Associate Dean (appointed by the President);
- e) Two (2) tenured faculty members with one from each faculty (elected by the Senate);
- f) Two (2) regular full-time administrative employees with at least one being a direct report to the position (elected by the administrative staff);
- g) Two (2) regular full-time support staff (elected by the support staff); and
- h) One (1) student (elected by the Nipissing University Student Union).

Total: 12 Committee Members/11 Voting Members

The Assistant Vice-President, Human Resources & Equity, Diversity & Inclusion (or designate) will be an ex-officio, non-voting member of the Search Committee.

F. ROLE OF THE SEARCH FIRM

The President will determine, on a per search basis, whether a search firm/consultant shall be retained for the search and may seek advice from the Search Committee on this matter.

If a search firm is deemed warranted, the Assistant Vice-President, Human Resources & Equity, Diversity & Inclusion will work closely with the Search Committee and the lead search consultant to determine the role and responsibilities of the search firm.

The consultant and/or the Assistant Vice-President, Human Resources & Equity, Diversity & Inclusion will speak with all individuals the Search Committee wishes or deems appropriate to contact to ensure that all relevant information regarding the candidates is received by the Search Committee. The feedback/references received shall be in the form of a written report.

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

NIPISSING UNIVERSITY

Policy Category: Human Resources
Policy Number: 3.2.2012.B
Policy Name: ~~Search/Appointment/Renewal~~ Search & of Appointment of Non-Academic
Vice-Presidents
Responsible Department: Human Resources
Original Approval Date: April 5, 2012
Approval Authority: Board of Governors
Last Updated: *Date approved by Board*
Next Review Date: *Three years from date approved*

- A. Introduction
- B. General
- C. Basic Principles
- D. Procedures & Rules for Operation of the Search Committee
- E. Composition of Search Committees
- F. ~~Length of Term of Office/Renewal~~
- G. F. Role of the Search Firm

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A. INTRODUCTION

The Nipissing University Act (1992) empowers the Board of Governors to appoint Non-Academic Vice-Presidents to the University. The President & Vice-Chancellor is authorized to make such appointments on behalf of the Board and will be in accordance with this Search ~~&~~/Appointment/~~Renewal~~ of Non-Academic Vice-Presidents policy as set out below.

B. GENERAL

This policy applies to all appointments of non-academic Vice-Presidents.

The process by which appointments of Non-Academic Vice-Presidents are made should be publicized widely within the University community. The individuals charged with making decisions on appointments/~~renewals~~ should be accountable and therefore provide a rationale for their decisions.

The composition and terms of reference for the respective Search Committees are set out in this policy.

C. BASIC PRINCIPLES

The following principles should apply to the Search Committee:

1. The President or designate shall lead the selection of the Vice-President; and
2. The constituencies most directly involved should be represented; and
3. The confidentiality of the search process shall be maintained and respected by all involved. Confidentiality requirements for Search Committee members extend beyond the conclusion of the search process; they are deemed to be permanent.

The committee structure and search process shall reflect the values represented within Nipissing University's culture, ensure equity, and preserve the dignity and rights of all individuals as outlined in Nipissing University's Respectful Workplace and Learning Environments policy. All Search Committee members will be provided with a copy of this policy.

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

Nipissing University will undertake positive steps to promote the full participation and integration of women, visible minorities, Indigenous people and persons with disabilities in the search process.

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

Where applicable, a majority of the Search Committee shall be composed of persons elected to the committee. In order to maintain the integrity of the confidentiality requirements, individuals elected to

represent a specific constituency will not confer with their constituents but, rather, it is understood that, by virtue of their election, their opinions and decisions are deemed to be a reflection of their constituency.

D. PROCEDURES & RULES FOR OPERATION OF THE SEARCH COMMITTEE

1. Except in situations where an incumbent is reappointed under section F of this policy, wherever possible, the appropriate Search Committee (also referred to as “the committee”) shall be established no less than six (6) months prior to the end of the term of office, resignation, or retirement of the current member.
2. Where a body such as the Board of Governors, Senate, non-academic employees or Faculty is responsible for the election of persons to a Search Committee, that body shall determine the method of electing its representatives with the goal to work expeditiously.
3. Initiatives leading to the formation of a Search Committee shall be taken by the President, who shall be the Chair of the Search Committee and will be a full participating member. This includes ensuring that elections of members of search committees are properly conducted. With the exception of the Board of Governors members, all elected members of the Search Committee shall be full-time Nipissing University employees who have completed their probationary period. Faculty members shall be tenured members.
4. All elections shall be held simultaneously or as close to each other as practically possible. In any event, none of the election results shall be announced until all elections have been held.
5. The Chair of the Search Committee shall ensure that all committee members are familiar with the process and materials under consideration. The Chair shall provide to each of the committee members a copy of this policy. The Chair will also work to create an environment in which any and all concerns can be fully addressed.
6. Following the first meeting of the Search Committee, the Chair shall notify the University community of the names of the members of the committee for informational purposes.
7. Where a member of a Search Committee decides to be a candidate for the position under consideration, they must declare their candidacy in advance of receiving any relevant materials and, in any case, prior to the first meeting of the committee.
8. Where a member of the Search Committee ceases to be a member of the committee for any reason, a successor shall be chosen in the same manner as the person withdrawing, unless the first interview has been conducted, in which case the seat shall remain vacant.
9. For all ~~senior~~ Non-Academic Vice-President openings, the proper placement of internal and/or external advertising will be the responsibility of the Chair of the Search Committee in consultation with the Assistant Vice-President, Human Resources & Equity, Diversity & Inclusion or designate.
10. Once applications have been received, members of the Search Committee shall declare all possible conflicts of interest. In the event of a perceived, potential or actual conflict of interest that could compromise or be seen to compromise the member’s judgment of the candidates, the member shall disclose the nature of that conflict to the Search Committee in sufficient detail to enable the committee to determine whether the member must resign from the committee.

11. All applications shall be reviewed and considered under a set of criteria established by the Search Committee, and a short list of candidates shall be interviewed.
12. The Search Committee shall meet in camera and their deliberations shall be strictly confidential. A person who has breached confidentiality shall be subject to sanction by the Chair up to and including dismissal from the committee and forfeiture of constituency representation. There is no appeal to the sanction imposed by the Chair.
13. All members of the Search Committee shall have one vote, not including the Chair. The ex-officio member of the Search Committee (Assistant Vice-President, Human Resources & Equity, Diversity & Inclusion or designate) shall be non-voting. If a member of the Search Committee is absent for an interview of one of the candidates, the member shall not participate in the voting or deliberation process as each voting committee member must be in a position to weigh the merits of each candidate prior to making a recommendation. However, if the search process involves other rounds of interviews and voting, the member may participate in the voting or deliberation for those subsequent rounds.
14. The Search Committee shall ensure that interview questions are based on pre-established job-related criteria (including core competencies). The committee shall acquaint itself with the requirements of the position and shall establish criteria on which the candidates will be judged.
15. The Search Committee shall select one person for the appointment. The decision may go forward only with the agreement of the majority of the committee.
16. If the Search Committee fails to select a candidate, or if the Chair of the Search Committee does not agree with the selection of the majority of the committee and subsequent agreement proves impossible, the search will be deemed a failed search and a new search may be initiated. In the event a new search is initiated, the Chair will decide if a new committee shall be struck or if the new search will be conducted with the original search committee.
17. The results of the search will be reported by the President to the Board of Governors in a closed session meeting for information.
18. Documentation, including the Search Committee's written report describing the procedures followed, the number of candidates considered and decision for appointment, shall be kept in the Human Resources office for twelve (12) months.
19. On those matters not set out above, the Search Committee shall establish its own procedures.

E. COMPOSITION OF SEARCH COMMITTEE

The composition of the Search Committee shall be as follows:

- a) The President & Vice-Chancellor (or designate) who shall be Chair;
- b) Two (2) non-constituent members of the Board of Governors (elected by the Board of Governors);

- c) One (1) Vice President (appointed by the President);
- d) One (1) Dean or Associate Dean (appointed by the President);
- e) Two (2) tenured faculty members with one from each faculty (elected by the Senate);
- f) Two (2) regular full-time administrative employees with at least one being a direct report to the position (elected by the administrative staff); and

~~g)~~ g) Two (2) regular full-time support staff (elected by the support staff).

~~g)h)~~ g)h) One (1) student (elected by the Nipissing University Student Union)

Total: ~~124~~ Committee Members/~~110~~ Voting Members

The Assistant Vice-President, Human Resources & Equity, Diversity & Inclusion (or designate) will be an ex-officio, non-voting member of the Search Committee.

~~F.~~ **F. LENGTH OF TERM OF OFFICE/RENEWAL**

~~The term of appointment shall normally be five (5) years. No less than six (6) months before the completion of the term, the President shall determine whether or not they support renewal of the incumbent. If, after reviewing the qualifications and performance of the incumbent in the context of the job description, the President supports renewal, the incumbent, if in agreement, will be renewed for a subsequent term. There is no limit to the number of terms.~~

~~If the President does not support renewal, the incumbent shall be advised as soon as possible, and a search will be conducted.~~

~~G.F.~~ **G.F. ROLE OF THE SEARCH FIRM**

The President will determine, on a per search basis, whether a search firm/consultant shall be retained for the search and may seek advice from the Search Committee on this matter.

If a search firm is deemed warranted, the Assistant Vice-President, Human Resources & Equity, Diversity & Inclusion will work closely with the Search Committee and the lead search consultant to determine the role and responsibilities of the search firm.

The consultant and/or the Assistant Vice-President, Human Resources & Equity, Diversity & Inclusion will speak with all individuals the Search Committee wishes or deems appropriate to contact to ensure that all relevant information regarding the candidates is received by the Search Committee. The feedback/references received shall be in the form of a written report.

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

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| Search ~~&~~/Appointment/~~Renewal~~ of Non-Academic Vice-Presidents
Board of Governors Policy

Full-Time Graduate Students per term 2022 - 2023

| | | | |
|-------------------------------------|----------------|------------------------|--|
| Non-Essential Fees | | | |
| Equity Centre | \$0.67 | | |
| Student Development Fund | \$0.67 | | |
| eSports | \$1.67 | | |
| Arts and Culture Initiatives | \$3.33 | Decrease fee by \$3.33 | |
| NUSU Clubs and Groups Support | \$6.50 | | |
| NUSU Campus Recreational Activities | \$2.67 | | |
| NUSU Campus Safety Initiatives | \$2.00 | | |
| NUSU Academic Peer Support | \$5.83 | | |
| TOTAL | \$23.34 | | |
| Nipissing Total | \$6.34 | | |
| NUSU Total | \$17.00 | | |

Essential Fees

| | | | |
|---|-----------------|------------------------|--|
| Student buildings | | | |
| Athletics Complex | \$17.50 | | |
| NUSU Student Centre Fee | \$106.67 | | |
| Athletics and Recreation | | | |
| Athletics Fee | \$70.00 | | |
| Health and Counselling | | | |
| Health Services | \$8.00 | | |
| Student Intervention Support | \$7.16 | | |
| Counselling Support and Outreach | \$23.66 | Increase fee by \$2.00 | |
| Students ID Cards | | | |
| Student ID Card | \$2.50 | | |
| Academic Support | | | |
| Student Learning & Transition Support | \$16.33 | Increase fee by \$1.33 | |
| Career Services | | | |
| Career Resources and Services | \$6.00 | | |
| Student Achievement and Records | | | |
| Record of Student Development | \$5.33 | | |
| Campus Safety | | | |
| Sexual Violence Education and Outreach | \$7.17 | | |
| Campus Programming and Initiatives | | | |
| Student Initiatives Fund | \$2.00 | | |
| World University Service of Canada | \$1.67 | Decrease by \$0.50 | |
| NUSU Society Fee | \$1.83 | | |
| NUSU - Canadian Federation of Students | \$6.07 | Increase by \$0.33 | |
| NUSU Central Administrative Support | \$16.67 | Increase fee by \$0.50 | |
| NUSU World University Service of Canada | \$1.67 | Decrease by \$0.50 | |
| NUSU Government Advocacy Fee | \$1.83 | | |
| NUSU Awareness Campaigns and Initiatives | \$7.50 | | |
| NUSU Programming and Services Fee | \$18.83 | | |
| NUSU Membership Fee | \$3.83 | | |
| NUSU Orientation and Transition Support | \$2.50 | | |
| TOTAL | \$334.72 | | |
| Nipissing Total | \$167.32 | | |
| NUSU Total | \$167.40 | | |

| | | | |
|-----------------------|-----------------|--|--|
| GRAND TOTAL | \$358.06 | | |
| Nipissing GRAND TOTAL | \$173.66 | | |
| NUSU GRAND TOTAL | \$184.40 | | |

| | | | |
|--|----------|---------------------|--|
| Health and Dental Plan (Charged once in F/W Term) | | | |
| Student Health Plan | \$309.99 | Increase by \$33.00 | |

| | | | |
|---|----------|--------------------|--|
| Student Transit Passes * NORTH BAY ONLY (Charged once in F/W term) | | | |
| Bus Pass | \$214.45 | Increase by \$8.55 | |

Full-Time Graduate Students per term 2023 - 2024

| | | |
|-------------------------------------|----------------|--|
| Non-Essential Fees | | |
| Equity Centre | \$0.67 | |
| Student Development Fund | \$0.67 | |
| eSports | \$1.67 | |
| Arts and Culture Initiatives | \$0.00 | |
| NUSU Clubs and Groups Support | \$6.50 | |
| NUSU Campus Recreational Activities | \$2.67 | |
| NUSU Campus Safety Initiatives | \$2.00 | |
| NUSU Academic Peer Support | \$5.83 | |
| TOTAL | \$20.01 | |
| Nipissing Total | \$3.01 | |
| NUSU Total | \$17.00 | |

Essential Fees

| | | |
|---|-----------------|--|
| Student buildings | | |
| Athletics Complex | \$17.50 | |
| NUSU Student Centre Fee | \$106.67 | |
| Athletics and Recreation | | |
| Athletics Fee | \$70.00 | |
| Health and Counselling | | |
| Health Services | \$8.00 | |
| Student Intervention Support | \$7.16 | |
| Counselling Support and Outreach | \$25.66 | |
| Students ID Cards | | |
| Student ID Card | \$2.50 | |
| Academic Support | | |
| Student Learning & Transition Support | \$17.66 | |
| Career Services | | |
| Career Resources and Services | \$6.00 | |
| Student Achievement and Records | | |
| Record of Student Development | \$5.33 | |
| Campus Safety | | |
| Sexual Violence Education and Outreach | \$7.17 | |
| Campus Programming and Initiatives | | |
| Student Initiatives Fund | \$2.00 | |
| World University Service of Canada | \$1.17 | |
| NUSU Society Fee | \$1.83 | |
| NUSU - Canadian Federation of Students | \$6.40 | |
| NUSU Central Administrative Support | \$17.17 | |
| NUSU World University Service of Canada | \$1.17 | |
| NUSU Government Advocacy Fee | \$1.83 | |
| NUSU Awareness Campaigns and Initiatives | \$7.50 | |
| NUSU Programming and Services Fee | \$18.83 | |
| NUSU Membership Fee | \$3.83 | |
| NUSU Orientation and Transition Support | \$2.50 | |
| TOTAL | \$337.88 | |
| Nipissing Total | \$170.15 | |
| NUSU Total | \$167.73 | |

| | | |
|-----------------------|-----------------|-----------------|
| GRAND TOTAL | \$357.89 | (\$0.17) |
| Nipissing GRAND TOTAL | \$173.16 | (\$0.50) |
| NUSU GRAND TOTAL | \$184.73 | \$0.33 |

| | | |
|--|----------|---------|
| Health and Dental Plan (Charged once in F/W Term) | | |
| Student Health Plan | \$342.99 | \$33.00 |

| | | |
|---|----------|--------|
| Student Transit Passes * NORTH BAY ONLY (Charged once in F/W term) | | |
| Bus Pass | \$223.00 | \$8.55 |

Undergraduate and Part-Time Graduate Students per 3 credit course 2022 - 2023

| | | | |
|-------------------------------------|---------------|--------------------|--|
| Non-Essential Fees | | | |
| Equity Centre | \$0.20 | | |
| Student Development Fund | \$0.20 | | |
| eSports | \$0.50 | | |
| Arts and Culture Initiatives | \$1.00 | Decrease by \$1.00 | |
| NUSU Clubs and Groups Support | \$1.95 | | |
| NUSU Campus Recreational Activities | \$0.80 | | |
| NUSU Campus Safety Initiatives | \$0.60 | | |
| NUSU Academic Peer Support | \$1.75 | | |
| TOTAL | \$7.00 | | |
| Nipissing Total | \$1.90 | | |
| NUSU Total | \$5.10 | | |

Essential Fees

| | | | |
|---|-----------------|------------------------|--|
| Student buildings | | | |
| Athletics Complex | \$5.25 | | |
| NUSU Student Centre Fee | \$32.00 | | |
| Athletics and Recreation | | | |
| Athletics Fee | \$21.00 | | |
| Health and Counselling | | | |
| Health Services | \$2.40 | | |
| Student Intervention Support | \$2.15 | | |
| Counselling Support and Outreach | \$7.10 | Increase fee by \$0.60 | |
| Students ID Cards | | | |
| Student ID Card | \$0.75 | | |
| Academic Support | | | |
| Student Learning & Transition Support | \$4.90 | Increase fee by \$0.40 | |
| Career Services | | | |
| Career Resources and Services | \$1.80 | | |
| Student Achievement and Records | | | |
| Record of Student Development | \$1.60 | | |
| Campus Safety | | | |
| Sexual Violence Education and Outreach | \$2.15 | | |
| Campus Programming and Initiatives | | | |
| Student Initiatives Fund | \$0.60 | | |
| World University Service of Canada | \$0.50 | Decrease by \$0.15 | |
| NUSU Society Fee | \$0.55 | | |
| NUSU - Canadian Federation of Students | \$1.82 | Increase fee by \$0.10 | |
| NUSU Central Administrative Support | \$5.00 | Increase fee by \$0.15 | |
| NUSU World University Service of Canada | \$0.50 | Decrease by \$0.15 | |
| NUSU Government Advocacy Fee | \$0.55 | | |
| NUSU Awareness Campaigns and Initiatives | \$2.25 | | |
| NUSU Programming and Services Fee | \$5.65 | | |
| NUSU Membership Fee | \$1.15 | | |
| NUSU Orientation and Transition Support | \$0.75 | | |
| TOTAL | \$100.42 | | |
| Nipissing Total | \$50.20 | | |
| NUSU Total | \$50.22 | | |

GRAND TOTAL

| | | | |
|-----------------------|---------|--|--|
| Nipissing GRAND TOTAL | \$52.10 | | |
| NUSU GRAND TOTAL | \$55.32 | | |

Health and Dental Plan (Charged once in F/W Term)

| | | | |
|---------------------|----------|---------------------|--|
| Student Health Plan | \$309.99 | Increase by \$33.00 | |
|---------------------|----------|---------------------|--|

Student Transit Passes * NORTH BAY ONLY (Charged once in F/W term)

| | | | |
|----------|----------|--------------------|--|
| Bus Pass | \$214.45 | Increase by \$8.55 | |
|----------|----------|--------------------|--|

Undergraduate and Part-Time Graduate Students per 3 credit course 2023 - 2024

| | | | |
|-------------------------------------|---------------|--|--|
| Non-Essential Fees | | | |
| Equity Centre | \$0.20 | | |
| Student Development Fund | \$0.20 | | |
| eSports | \$0.50 | | |
| Arts and Culture Initiatives | \$0.00 | | |
| NUSU Clubs and Groups Support | \$1.95 | | |
| NUSU Campus Recreational Activities | \$0.80 | | |
| NUSU Campus Safety Initiatives | \$0.60 | | |
| NUSU Academic Peer Support | \$1.75 | | |
| TOTAL | \$6.00 | | |
| Nipissing Total | \$0.90 | | |
| NUSU Total | \$5.10 | | |

Essential Fees

| | | | |
|---|-----------------|--|---------------|
| Student buildings | | | |
| Athletics Complex | \$5.25 | | |
| NUSU Student Centre Fee | \$32.00 | | |
| Athletics and Recreation | | | |
| Athletics Fee | \$21.00 | | |
| Health and Counselling | | | |
| Health Services | \$2.40 | | |
| Student Intervention Support | \$2.15 | | |
| Counselling Support and Outreach | \$7.70 | | |
| Students ID Cards | | | |
| Student ID Card | \$0.75 | | |
| Academic Support | | | |
| Student Learning & Transition Support | \$5.30 | | |
| Career Services | | | |
| Career Resources and Services | \$1.80 | | |
| Student Achievement and Records | | | |
| Record of Student Development | \$1.60 | | |
| Campus Safety | | | |
| Sexual Violence Education and Outreach | \$2.15 | | |
| Campus Programming and Initiatives | | | |
| Student Initiatives Fund | \$0.60 | | |
| World University Service of Canada | \$0.35 | | |
| NUSU Society Fee | \$0.55 | | |
| NUSU - Canadian Federation of Students | \$1.92 | | |
| NUSU Central Administrative Support | \$5.15 | | |
| NUSU World University Service of Canada | \$0.35 | | |
| NUSU Government Advocacy Fee | \$0.55 | | |
| NUSU Awareness Campaigns and Initiatives | \$2.25 | | |
| NUSU Programming and Services Fee | \$5.65 | | |
| NUSU Membership Fee | \$1.15 | | |
| NUSU Orientation and Transition Support | \$0.75 | | |
| TOTAL | \$101.37 | | \$0.00 |
| Nipissing Total | \$51.05 | | \$0.95 |
| NUSU Total | \$50.32 | | \$0.85 |

GRAND TOTAL

| | | | |
|-----------------------|---------|--|-----------------|
| Nipissing GRAND TOTAL | \$51.95 | | (\$0.15) |
| NUSU GRAND TOTAL | \$55.42 | | \$0.10 |

Health and Dental Plan (Charged once in F/W Term)

| | | | |
|---------------------|----------|--|----------------|
| Student Health Plan | \$342.99 | | \$33.00 |
|---------------------|----------|--|----------------|

Student Transit Passes * NORTH BAY ONLY (Charged once in F/W term)

| | | | |
|----------|----------|--|---------------|
| Bus Pass | \$223.00 | | \$8.55 |
|----------|----------|--|---------------|

Compulsory Ancillary Fees Committee Nipissing University Ancillary Fees

At the March 30th, 2023 meeting of Nipissing University's Compulsory Ancillary Fees Committee, the following Nipissing University Ancillary Fees for 2023/24 were approved for formal recommendation to the Board of Governors of Nipissing University.

Undergraduate and Part-Time Graduate Students per 3 credit course

Non - Essential Fees

| | |
|--------------------------|--------|
| Equity Centre | \$0.20 |
| Student Development Fund | \$0.20 |
| eSports | \$0.50 |

Essential Fees

Student buildings

| | |
|-------------------|--------|
| Athletics Complex | \$5.25 |
|-------------------|--------|

Athletics and Recreation

| | |
|---------------|---------|
| Athletics Fee | \$21.00 |
|---------------|---------|

Health and Counselling

| | |
|----------------------------------|--------|
| Health Services | \$2.40 |
| Student Intervention Support | \$2.15 |
| Counselling Support and Outreach | \$7.70 |

Student ID cards

| | |
|-----------------|--------|
| Student ID Card | \$0.75 |
|-----------------|--------|

Academic Support

| | |
|---|--------|
| Student Learning and Transition Support | \$5.30 |
|---|--------|

Career Services

| | |
|-------------------------------|--------|
| Career Resources and Services | \$1.80 |
|-------------------------------|--------|

Student Achievement and Records

| | |
|-------------------------------|--------|
| Record of Student Development | \$1.60 |
|-------------------------------|--------|

Campus Safety

| | |
|--|--------|
| Sexual Violence Education and Outreach | \$2.15 |
|--|--------|

Campus Programming and Initiatives

| | |
|------------------------------------|--------|
| Student Initiatives Fund | \$0.60 |
| World University Service of Canada | \$0.35 |

*Student Transit Passes * NORTH BAY ONLY*

| | |
|----------|----------|
| Bus Pass | \$223.00 |
|----------|----------|

Full-Time Graduate Students per term

Non - Essential Fees

| | |
|--------------------------|--------|
| Equity Centre | \$0.67 |
| Student Development Fund | \$0.67 |
| eSports | \$1.67 |

Essential Fees

Student buildings

Athletics Complex \$17.50

Athletics and Recreation

Athletics Fee \$70.00

Health and Counselling

Health Services \$8.00

Student Intervention Support \$7.16

Counselling Support and Outreach \$25.66

Student ID cards

Student ID Card \$2.50

Academic Support

Student Learning and Transition Support \$17.66

Career Services

Career Resources and Services \$6.00

Student Achievement and Records

Record of Student Development \$5.33

Campus Safety

Sexual Violence Education and Outreach \$7.17

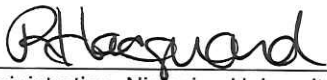



Campus Programming and Initiatives

Student Initiatives Fund \$2.00

World University Service of Canada \$1.17

We, the Committee Members of Nipissing University's Compulsory Ancillary Fees Committee as named in the University's Compulsory Ancillary Fees Protocol Agreement, have participated in the review process and support the formal recommendation of the Compulsory Ancillary Fees Committee for the Nipissing University Ancillary Fees for 2023/24 as described above.

Representative

| Name | Signature | Supported (Y/N) | Date |
|--|---|-----------------|---------------|
| Renee Hacquard Representative, Administration, Nipissing University |  | Y | April 4/23 |
| Dana Mackfall Representative, Administration, Nipissing University |  | Y | April 4/23 |
| Riley McEntee Representative, Nipissing University Student Union |  | Y | April 04/2023 |
| Preston English Representative, Nipissing University Student Union |  | Y | Apr 4/23 |

**Compulsory Ancillary Fees Committee
Nipissing University Student Union Ancillary Fees**

At the March 30th, 2023 meeting of Nipissing University's Compulsory Ancillary Fees Committee, the following Nipissing University Student Union Ancillary Fees for 2023/2024 were approved for formal recommendation to the Board of Governors of Nipissing University.

Undergraduate and Part-Time Graduate Students per 3 credit course

Non-Essential Fees

| | |
|---|--------|
| NUSU Clubs and Groups Support | \$1.95 |
| NUSU Campus Recreational Activities | \$0.80 |
| NUSU Campus Safety Outreach and Wellbeing | \$0.60 |
| NUSU Academic Peer Support | \$1.75 |

Essential Fees

Student buildings

| | |
|-------------------------|---------|
| NUSU Student Centre Fee | \$32.00 |
|-------------------------|---------|

Campus Programming and Initiatives

| | |
|--|--------|
| NUSU Membership | \$1.15 |
| NUSU Orientation and Transition Support | \$0.75 |
| NUSU Society Fee | \$0.55 |
| NUSU - Canadian Federation of Students | \$1.92 |
| NUSU Central Administrative Support | \$5.15 |
| NUSU World University Service of Canada | \$0.35 |
| NUSU Government Advocacy Fee | \$0.55 |
| NUSU Awareness Campaigns and Initiatives | \$2.25 |
| NUSU Programming and Services Fee | \$5.65 |

Health and Dental Plan (charged one-time in Fall / Winter term)

| | |
|---------------------|----------|
| Student Health Plan | \$342.99 |
|---------------------|----------|

Full-Time Graduate Students per term

Non - Essential Fees

| | |
|---|--------|
| NUSU Clubs and Groups Support | \$6.50 |
| NUSU Campus Recreational Activities | \$2.67 |
| NUSU Campus Safety Outreach and Wellbeing | \$2.00 |
| NUSU Academic Peer Support | \$5.83 |

Essential Fees

Student buildings

| | |
|-------------------------|----------|
| NUSU Student Centre Fee | \$106.67 |
|-------------------------|----------|

Campus Programming and Initiatives

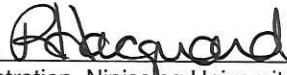



| | |
|--|---------|
| NUSU Membership | \$3.83 |
| NUSU Orientation and Transition Support | \$2.50 |
| NUSU Society Fee | \$1.83 |
| NUSU - Canadian Federation of Students | \$6.40 |
| NUSU Central Administrative Support | \$17.17 |
| NUSU World University Service of Canada | \$1.17 |
| NUSU Government Advocacy Fee | \$1.83 |
| NUSU Awareness Campaigns and Initiatives | \$7.50 |
| NUSU Programming and Services Fee | \$18.83 |

Health and Dental Plan (charged one-time in Fall / Winter term)

| | |
|---------------------|----------|
| Student Health Plan | \$342.99 |
|---------------------|----------|

We, the Committee Members of Nipissing University's Compulsory Ancillary Fees Committee as named in the University's Compulsory Ancillary Fees Protocol Agreement, have participated in the review process and support the formal recommendation of the Compulsory Ancillary Fees Committee for the Nipissing University Student Union Ancillary Fees for 2023/24 as described above.

Representative

| Name | Signature | Supported (Y/N) | Date |
|--|---|-----------------|----------------------|
| Renee Hacquard Representative, Administration, Nipissing University |  | <u>Y</u> | <u>April 4/23</u> |
| Dana Mackfall Representative, Administration, Nipissing University |  | <u>Y</u> | <u>April 4/23</u> |
| Riley McEntee Representative, Nipissing University Student Union |  | <u>Y</u> | <u>April 04/2023</u> |
| Preston English Representative, Nipissing University Student Union |  | <u>Y</u> | <u>Apr 4/23</u> |

2023/24 Domestic & Out-of-Province Tuition Rates

In 2019/20 the Ministry cut tuition by 10% and then froze these tuition rates through to 2022/23. The cut and freeze reduced tuition rates across the province but didn't close any of the gaps that existed within the sector regarding anomalies between similar programs offered across the province.

For the 2023/24 academic year, MCU is considering allowing tuition fee increases over a multi-year timeframe in the circumstance that tuition fees are lower than the sector average for comparable programs. **Subject to verification and approval of the Ministry, these rate changes will only apply to students admitted for studies in the 2023/24 academic year and beyond.**

At this time the Ministry is in the process of reviewing our submission and we anticipate a response from them in the coming weeks. **We have been told that every university in Ontario has applied to the Ministry for tuition anomaly consideration.**

| Proposed Tuition Rates for 2023/24 | | | | | | |
|--|--------------------|-----------------------------|--|---|---|--|
| | Ontario Residents | | Canadian Citizens/PR not residing in Ontario | | International Students | |
| | 22/23 Rates (30cr) | Proposed 23/24 Rates (30cr) | 22/23 Out of Province Rate (30cr/Full Time) | 2023/24 Out of Province Rate (30cr/Full Time) | 22/23 International Rate (30cr/Program Fee) | Approved 23/24 International Rate (30cr/Program Fee) |
| Undergraduate Studies | | | | | | |
| Business and Computer Science (students admitted prior to 2023/24) | \$7,275.70 | \$7,275.70 | \$7,639.50 | \$8,021.48 | \$21,000.00 | \$23,000.00 |
| All other programs (students admitted prior to 2023/24) | \$5,781.00 | \$5,781.00 | \$6,070.10 | \$6,373.61 | \$21,000.00 | \$23,000.00 |
| Business and Computer Science (students admitted in 2023/24) | | \$7,821.70 | | \$8,021.48 | | \$23,000.00 |
| All other programs (students admitted in 2023/24) | | \$6,118.00 | | \$6,373.61 | | \$23,000.00 |
| Graduate Studies | | | | | | |
| Masters (All Programs) | \$8,506.08 | \$8,506.08 | \$8,931.38 | \$9,377.95 | \$21,000.00 | \$23,000.00 |
| PhD in Education | \$7,896.15 | \$7,896.15 | \$8,290.96 | \$8,705.51 | \$21,000.00 | \$23,000.00 |
| Bachelor of Education | | | | | | |
| Year 1/2 Consecutive & Year 5/6 Concurrent | \$6,620.94 | \$6,620.94 | \$6,951.99 | \$7,299.59 | \$21,000.00 | \$23,000.00 |

To summarize:

1. Ontario Residents – admitted before 2023/24 – no rate changes
Ontario Residents – admitted after 2023/24 – increase to the amount that MCU approves (values in table are what we proposed and are under review)

There are no proposed changes to Grad/BEEd rates for Ontario residents.

2. Out of province students (but still Canadian Citizens or Permanent Residents) – applying 5% increase
3. International Students – increase by \$2000, to \$23,000 (this was already approved)