

## **Senate Agenda**

**Friday, November 17, 2023**

**2:30 p.m. – Room F210**

**Zoom Conference:**

<https://us02web.zoom.us/j/88092461985?pwd=U0IreXJHWEk2NkphTzR6MFdmL1ZZUT09>

**Meeting ID: 880 9246 1985**

**Passcode: 194317**

### **1. Acknowledgement of the Traditional Territory**

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

### **2. Approval of the Agenda**

### **3. Adoption of the Minutes of the Senate Meeting of: October 13, 2023**

### **4. Business Arising From the Minutes**

- The Deputy Speaker will provide clarification of the process of the program merger vote.
- The Chair will provide a response regarding communication guidelines for issuing public statements.
- In response to a request for an update on the recommendations and responses to the Auditor General's report from November 2022, a presentation including the 2023-2024 Budget Report, the 2022-2023 Year End Review, the Semester Close Results as at August 31, 2023, and the Strategic Mandate Agreement 3 will be provided following the Senate Budget Advisory Committee Report.
- A communication regarding the suspension of enrollments/admissions was received and is included for response from the Provost.
- An election for four (4) tenured or tenure-track faculty members from either faculty to be elected by Senate to sit on the Chancellor's Selection Committee was included in the October 13, 2023 Senate agenda. Dr. Gillian McCann (A&S), Dr. David Tabachnick (A&S) and Dr. Rick Vanderlee (EPS) were acclaimed. Following the Senate meeting, an email was sent to Senators requesting nominations for one (1) tenured or tenure-track faculty member from either faculty. Dr. Kristin Lucas (A&S) was acclaimed.

**5. Reading and Disposing of Communications****6. Reports From Other Bodies**

- A.
- (1) President – oral report
  - (2) Provost and Vice-President Academic – oral report
  - (3) Vice-President Finance and Administration – no report
  - (4) Board of Governors – no report (next meeting November 30, 2023)
  - (5) Alumni Advisory Board – no report
  - (6) Council of Ontario Universities (Academic Colleague) – no report
  - (7) Joint Board/Senate Committee on Governance – no report
  - (8) NUSU – report attached
  - (9) Others
- B. Reports from Senate members

**7. Question Period****8. Reports of Standing Committees and Faculty Councils****Senate Executive Committee**

Motion 1: That the Report of the Senate Executive Committee dated November 9, 2023 be received.

**Academic Curriculum Committee**

Motion 1: That the Report of the Academic Curriculum Committee dated October 16, 2023 be received.

**Faculty of Arts and Science**

Motion 2: That Senate approve that the program requirements for the Spanish Minor be changed as outlined below:

**New Requirements:**

A Minor in Spanish consists of a minimum of 18 credits of Spanish, with a maximum of 6 credits at the 1000 level. Students must achieve a minimum 60% average in the 18 credits presented for the Minor in Spanish and a maximum of 6 credits at the 1000 level.

**Old Requirements:**

A Minor in Spanish consists of a minimum of 18 credits of upper year Spanish. Students must achieve a minimum 60% average in the 18 credits presented for the Minor in Spanish.

**Rationale:**

Currently students are not permitted to count first year Spanish courses toward a Spanish Minor, requiring some students to take 24 credits of Spanish to earn a Minor in Spanish. The Senate of February 2022 changed this requirement for the French Minor

but not for the Minor in Spanish. This change will eliminate this inconsistency and bring Spanish into line with requirements in other Minors at Nipissing University.

Motion 3: That Senate approve that the program requirements for the French Minor be changed as outlined below:

**New Requirements:**

A Minor in French consists of a minimum of 18 credits of French, with a maximum of 6 credits at the 1000 level. Students must achieve a minimum 60% average in the 18 credits presented for the Minor in French.

**Old Requirements:**

A Minor in French consists of a minimum of 18 credits of French, with a minimum 60% average in the 18 credits presented for the Minor in French.

**Rationale:**

When Senate changed the requirement for the French Minor to allow first year courses to count toward a French Minor it did not explicitly limit first year courses to a maximum of six credits. This change will make the French Minor consistent with Nipissing University's policy on Minors.

**Graduate Studies Committee**

Motion 1: That the Report of the Graduate Studies Committee dated September 25, 2023 be received.

Motion 2: That the Report of the Graduate Studies Committee dated October 18, 2023 be received.

**Research Committee**

Motion 1: That the Report of the Research Committee dated September 21, 2023 be received.

Motion 2: That the Report of the Research Committee dated October 23, 2023 be received.

**Senate Budget Advisory Committee**

Motion 1: That the Report of the Senate Budget Advisory Committee dated October 30, 2023 be received.

**9. Other Business**

**10. Amendment of By-Laws**

**11. Elections**

- Notice of election for a Deputy Speaker of Senate

12. **New Business**

13. **Announcements**

14. **Adjournment**

**Nipissing University**  
**Minutes of the Academic Senate Meeting**  
**October 13, 2023**  
**2:30 p.m.**  
**Room F210 & Zoom Videoconference**

**Members Present:**

K. Wamsley (Chair), A. Graff, C. Sutton, D. Walters, D. lafrate, N. Black

L. Chen, R. Davis, G. McCann, J. Murton, G. Phillips, S. Renshaw, S. Srigley, N. Stevens, D. Tabachnick, L. Thielen-Wilson, R. Vernescu, R. Wenghofer, S. Winters, H. Zhu

A. Adler, J. Barker, K. Ferguson, D. Hay (Deputy Speaker), T. McParland, P. Millar, J. Muterera, M. Sullivan, J. Thornborrow, R. Vanderlee, V. Williams

O. Pokorny, L. Sinclair

S. Fiddler

R. Hehn

E. Cooke, H. Panchal, B. Brown

**Absent With Regrets:**

B. Law, G. Raymer, H. Earl, R. Gendron, A. Hatef, S. O'Hagan, T. Smith, A. Weeks, C. Irwin, S. Cairns, C. Greco, T. Horton, A. Schinkel-Ivy, T. Sibbald, F. Couchie, R. McEntee, P. English, S. Greco

The Senate Deputy Speaker offered a Traditional Territory acknowledgement.

**Approval of the Agenda of the Senate Meeting of:** October 13, 2023

Motion 1: Moved by R. Wenghofer, seconded by S. Winter that the agenda of the Senate meeting of October 13, 2023 be approved with an amendment that the Provost's report is included in the agenda.

CARRIED

**Adoption of the Minutes of the Senate Meeting of:** September 8, 2023

Motion 2: Moved by N. Black, seconded by G. Phillips that the minutes of the Senate meeting of September 8, 2023 be adopted with an amendment that G. McCann was present at the meeting.

CARRIED

## **Business Arising From the Minutes**

The PVPA's response to the question from the COU Academic Colleague regarding the collection of data and its use to build accountability:

The SDS office provides an annual report to MCU which substantiates our claim for the AFSD grant (G143). Other grants for mental health and supports for students are similarly reported on to the funder. OII completes an annual report for the ISSF grant (G141).

At the provincial table, there have been no sector wide data tables that are provided with respect to SDS services. With respect to OSAP data, this information is available in MCU's OPENSIMS platform.

As a university who receives funding we have an obligation to complete the AFSD and ISSF reports in order to maintain funding for the individuals these funds are established to support. We are not "collecting" data, we are tracking usage.

With respect to the OSAP default rates or any other OSAP participatory metrics, these values are computed by MCU and shared across the sector in OPEN SIMS.

There was a time that all these items (First Gen/Indigenous/Disabilities/OSAP default) were tied to an "accountability framework" with SMA 1 however none of these data points are part of the performance-based funding components in our current SMA metrics.

## **Reports From Other Bodies**

The President provided a report. The report is attached to the minutes.

The Provost and Vice-President Academic provided a report. The report is attached to the minutes. She also highlighted a conversation held earlier in the week with the Council on Quality Assurance advising that Nipissing University is scheduled for its full audit in 2024. A focused audit was held in 2019 with respect to QA processes and we are now back on the regular and full audit schedule every 8 years. The last full audit was held in 2014.

She also advised that we are now in a position to pilot test and soft launch the Student Course Experience Surveys that were the product of the Joint Committee on the Assessment of Teaching and Learning's recommendation and consultation. The NUFA President has been consulted and a test of the new survey software, Blue, is being proposed. The Experience Surveys will not be used for official use, but faculty members can choose to use the results for tenure & promotion applications. A formal announcement providing all the details will be sent out next week.

The Board of Governors provided a report. The report is attached to the minutes.

The President provided an oral report from the Joint Committee of the Board and Senate on Governance advising that the Joint Committee, Chaired by NUSU Senator McEntee, met on September 27, 2023. As requested by Senate, the Joint Committee met and addressed the departmental mergers in the Faculty of Arts and Science. The Joint Committee was focused on finding an amicable solution. A motion regarding the proposed program mergers is included under the Report of the Senate Executive Committee.

NUSU provided a written report. The report is attached to the minutes.

## **Question Period**

In response to concerns that suspension of enrolment in academic programs is at the sole prerogative and discretion of the Provost's office, and questions as to whether faculty and student Senate representatives will play a material role in crafting the guidelines, processes and language of the policies relating to the suspension of enrolment as well as the metrics and assessment of determining program viability, the Provost informed that the Quality Assurance Council of Ontario also has the power to suspend enrolment in programs. She advised that it is essential that Senate in its governance role understands the metrics and the trends and how they operate within the institution. Faculty, students, and Senate as a body will have a role with respect to recommendations. Processes and responsibilities will be assigned to Senate committees that will ultimately be responsible to shape recommendations.

Following a request for clarification of suspension of enrolment and program redundancy, the Provost advised that they are not synonymous. Suspension of enrolment can be used as a method to retool and resource a program, whereas program redundancy requires a motion and recommendation from Senate to the Board of Governors where the Board would have to convene, share, and support the motion. Her hope is that we don't get to this. Efforts in the interim need to be concerted and coordinated to reinforce the programs that are in jeopardy and get to an evidence driven more enlightened understanding through an annual review as to where the investment needs to happen, what that investment is and how it is measured. We need to ensure that over time there is a return on the investment as other programs are also seeking investment. The goal with the process of program review is to ensure that everyone understands where investment has happened, the expectations of the investment and when over time we need to find other sources of investment or creativity so we can shore up our programs.

In response to a question regarding whether there is a plan for the suspended Scholar Practitioner Program, the Provost advised that conversations have been held on how the SPP might be retooled with the goal of ensuring registration in a strong Nursing program. The program may not have to exist solely in Toronto as the program in itself wasn't dependent on its location. The Interim Associate Dean in the School of Nursing and the Interim Dean of EPS have been asked to reflect on how to improve programs as they currently exist to find opportunities to reignite interest in order to ensure successful graduates.

Following a question as to why an annual report is needed when we have IQAP, the Provost informed that IQAP reviews are conducted every 7-8 years and it is a snapshot analysis from the perspective of the degree program with an analysis of the strengths, weaknesses, opportunities, and potential threats. As there are eight years between reports, a monitoring report should come to Senate every 3-4 years from AQAPC to ensure that programs are on track with the recommendations and implementation plan that is articulated in the IQAP. The IQAP is for public consumption and is a high-level analysis for experts in programs in external reviews to assist and comment on design and improvements. The program review process is exclusively internal to the institution and it measures and tracks trends, the impact of program investment results, and measures viability. It is conducted annually and will be attached to the IQAP review documents as they are submitted and will demonstrate to the IQAP reviewers how we are analyzing our programs.

It was noted that an Academic Planning process with a convening group has been created by the Provost. A request was made for clarification as to how the convening group relates to Senate, the Nipissing Act, and the Academic Quality Assurance and Planning Committee. The Provost advised that the drafting of an Academic Plan requires broad consultation. Given

Senate's role is over-sight and governance, once the Plan is presented and adopted, Senate will administer over time a document that anticipates the demands of the institution and it will become the work of Senate to consider and manage the process.

### **Reports of Standing Committees and Faculty or University Councils**

#### **Senate Executive Committee**

Motion 3: Moved by K. Wamsley, seconded by M. Sullivan that the Report of the Senate Executive Committee dated October 5, 2023 be received.  
CARRIED

Several Senators expressed concerns noting they did not support the mergers, but as there were no alternatives, they would abstain from the vote. It was noted that the motions were forwarded by Senate to the Joint Committee of the Board and Senate on Governance and that the proper process had been followed.

Motion 4: Moved by D. Walters, seconded by N. Black that Senate recommends to the Board of Governors the creation of the following academic units:

- History, Ancient Studies, and Anthropology
- Sociology, Psychology, and Child and Family Studies
- Gender Equality and Social Justice, Indigenous Studies, and Religions and Cultures
- Philosophy, Political Science and Economics, and Social Welfare and Social Development
- Computer Science, Mathematics and Physics
- English and Fine Arts

And that the following academic units shall amalgamate with a preferred unit by no later than 1 January 2024:

- Biology and Chemistry
- Geography and Geology

FOR: 13

AGAINST: 13

ABSTENTIONS: 13

Following a tie vote, the Chair voted in favour.

CARRIED

#### **Academic Quality Assurance and Planning Committee (AQAPC)**

Motion 5: Moved by A. Graff, seconded by D. Walters that the Report of the Academic Quality Assurance and Planning Committee dated September 22, 2023 be received.  
CARRIED

Motion 6: Moved by D. Walters, seconded by V. Williams that Senate approve the attached Biology and Chemistry IQAP Final Assessment Report and Implementation Plan.  
CARRIED

#### **Elections**

- Elect four (4) tenured or tenure-track faculty members with at least one (1) from each faculty to sit on the Chancellor's Selection Committee.



**ACCLAIMED: G. McCann, D. Tabachnick & R. Vanderlee**

**New Business**

Motion 7: Moved by D. Iafrate, seconded by A. Graff that Senate consider receipt of the Graduation Applicants dated October 9, 2023.  
CARRIED

Motion 8: Moved by D. Iafrate, seconded by R. Hehn that Senate receive the Report of Graduation Applicants dated October 9, 2023.  
CARRIED

Motion 9: Moved by D. Iafrate, seconded by R. Wenghofer that Senate grant approval to graduate the students listed in the Report on Graduation Applicants dated October 9, 2023.  
CARRIED

The Provost read out the October 9, 2023 graduands by faculty and degree and congratulated the students and faculty on their achievements.

**Announcements**

Senator Black was pleased to share a good news story announcing that the statistics for the month of September indicated that 20,000 Nipissing University and Canadore College students walked through the Library doors.

**Adjournment**

Senate was adjourned at 3:45 p.m.

.....  
K. Wamsley (Chair)

.....  
S. Landriault (Senate Secretary)

## **President's Senate Report 13 October 2023**

Good afternoon Senators, my apologies for not attending in person.

First, I would like to comment on the world events occurring presently. The university sent out a statement this week which was based in supporting our students, faculty, and staff. We have not seen tensions emerging on our campus to date; however, given the nature of these horrifying events and the heightened media activity, particularly social media, it is evident that these events are having an impact on our community. First and foremost, the university does not condone any attacks on civilians. There is no place for hate on our campus or in our community. Nipissing University must be a safe place to live and a safe place to learn. That is our commitment to our community members. Our role as scholars and as an academic community is to help students, faculty, and staff to understand what these issues mean for Israel and for Gaza. We must find ways to best support each other.

I have nothing to report on the Blue Ribbon Panel or government decisions on university funding. We will continue on with our academic terms and do our best to return a financial balance at the end of this fiscal year.

I would like to take a moment to thank all of the folks involved with recruiting at the university – whether it's the recruitment team itself, our marketing teams, our video and print material teams, our faculty members, our staff members, and our current students – all of you recruiting students for the next incoming class. In fact, it is the responsibility of all of us to recruit students to the next incoming class in some way and it is our responsibility to make sure that these students remain with us and graduate. We had a very good year in recruiting for the class of 2023. While we still remain significantly lower in our enrolment of students who live in North Bay compared to ten years ago, we have recruited very well in our year over year statistics. I wanted to raise this issue today, because our recruitment teams are on the road and many of us will join them next weekend at the Ontario Universities Fair and then at our Fall Open House on Saturday November 4<sup>th</sup>. We did see a number of students who attended the Fair, then attended the Open House and joined us in September.

The Provost has updates on planning in her report but we have started the first stages of creating an operational plan. Members of our management group have been charged with identifying activities in the Strategic Plan that we are already doing and some of you may be involved with this already. We are taking stock of the good work that we are already doing as we begin to determine what the gaps are and what we need to do to match our aspirations. More to come on these processes.

**Senate Report**  
**Provost and Vice-President, Academic**  
**October 13, 2023**

Thank you to all faculty, staff and students to a great start to the 2023-24 Academic Year. Congratulations to the victorious Women's Lakers hockey team who played that Chinese National team in an exhibition match at Memorial Gardens, to NUSU for on the successful launch of the On The Rocks social space, and to those faculty who have successfully submitted their SSHRC Insight Grants with the help of the Research Office team.

I would be remiss if I didn't share my support for students, staff and faculty who may be affected by the violence that has recently escalated. I am sure I speak for all of us when I express the wish that a peaceful resolution of conflict can be achieved.

**Academic Planning**

I am taking the opportunity of this report to ensure that all Senators are up to date on the academic and operational planning processes that we are undertaking in concert with the recently delivered Strategic Plan, **Pathways: Our Commitments to Water, Land, and People**.

First, I want to announce that that Vice-President, Finance and Administration and I have committed to harmonizing our planning processes, so that the hope is that we will be able to deliver one plan that addresses academic and operational ambitions. This means that we are convening an Academic and Operational Planning Convening Group of 40+ people who will be responsible for listening to and attending the conversations that are curated in support of the developing plan. Both Faculties have been asked to select 6 members to participate on the convening group. Staff, Students, Faculty, Alumni and Community Members will be invited to participate in the conversations in order that we can collectively learn from each other about our experiences, and define KPIs (Key Performance Indicators) that will allow us to measure our success against the plan.

I encourage everyone to attend to the schedule of conversations and attend (or submit feedback on the posted questions) as the process unfolds.

Senate's Academic Quality Assurance and Planning Committee will be regularly updated on the progress of the Academic and Operational Plan with the expectation that the final draft will be presented to Senate at its June meeting.

**Strategic Research Plan**

The University's Strategic Research Plan is up for renewal as of July 1, 2024. The AVP, Research, Innovation and Graduate Studies will be working with students, staff and faculty on a renewed plan. The process will start in January, as we hope to have convened a few conversations about research under the Academic and Operational Planning process to increase the likelihood of alignment between all plans, processes, and consultation. Senate's Research Committee will be kept up to date on the Strategic Research Plan, with the intention of presenting the finalized draft to Senate at its June meeting.

## **Decision Making Processes**

In my role as Provost, I have spent the last 3 months listening closely to the concerns of staff, faculty and students. At Senate, I have heard members express concerns about the transparency of decision making processes, especially in light of the possibility of the most serious declarations an Institution can make concerning program redundancy.

In order to address legitimate concerns about transparency and decision making, I am introducing a Program Review Process which is designed to be holistic, the results of which will be annually presented at Senate's Academic Quality Assurance and Planning Committee. The intention of the PRP is to help the University to identify satisfactory, satisfactory with conditions, and unsatisfactory programs with plans to ensure continuous improvement in every program and to measure the impact of investment.

While at Nipissing University, Suspension of Enrolment remains the purview of the Provost, and it is an instrument that may be necessary to support the retooling of a program, the goal of the Program Review Process is to find generative alternatives to even more dire realities.

Program Redundancy requires that Senate move that recommendation to the Board. My commitment is that, were we to come to a question of program redundancy, the rationale for such a recommendation would be objectively clear.

In summary, I am very much looking forward to working with everyone on the generative process of academic planning and to finding pathways forward to support and sustain dynamic academic programs and compelling research agenda.



## Board of Governors Report to Senate - October 2023

### **Board of Governors Meeting September 15, 2023**

The Board of Governors met on Friday, September 15, 2023, in the President's Boardroom (F303) and via Zoom remote conferencing.

The Board accepted the recommendation of the Audit & Finance Committee to approve the Consolidated Audited Financial Statements for the year ended April 30, 2023, as presented. The approved statements are posted on the website here:

[Finance | Nipissing University](#)

The President presented his Goals and Priorities for the 2023/24 academic year, which included a continued focus on the development of a long-term financial strategy, the development of the operational and academic plans, and the creation of a foundation for a Major Fundraising Campaign for the University. The Board of Governors moved to accept the Goals and Priorities as recommended by the Executive Committee.

As per the Appointment/Reappointment of Chancellor Policy, the Chancellor's selection process requires four (4) non-constituent members of the Board to be elected to the Selection Committee. Following a call for interest, Marianne Berube, Kathy Wilcox, Judy Smith and Judy Koziol were appointed to the Committee.



### **NUSU Food Bank**

The NUSU Student Food Bank has seen a tremendous increase in student usage with the start of the Academic Year. Due to this, we've had to make changes to the Food Bank. To focus on the sustainability of the food bank, students are now only able to take up to 1 bag of food from the food bank per week. The Food Bank continues to be available for emergency use for students. Food insecurity is at an all-time high for our community and we must come together to be there for those who need the support. NUSU is grateful for any and all monetary or physical donations. We need all the help we can get right now so we can support our student body.

### **Academic Trips**

NUSU is facilitating academic trips this fall to both Ottawa and Toronto. On November 11th, students have the opportunity to travel to Ottawa to attend the Remembrance Day ceremony and also visit the Canadian War Museum. On November 12th, students have the opportunity to travel to Toronto to visit the Toronto Holocaust Museum. These academic trips are a great opportunity for students to step out of the classroom setting to experience learning in a different way! Stay tuned for more information.

### **Academic Week**

Academic Week took place from September 25th-28th. We had a full slate of academic programming for all students. We appreciate the great work of the Nipissing University departments and services coming together to put on great events for the students. The entire week comprised of the following programming:

- Information Booths on NU services
- We Got Game! (E-sports event)
- The Amazing Academic Race (Students got to do a scavenger hunt of different NU services and learn where they are located)
- Are you smarter than a NUSU Exec?
- Plant n' Picasso (Paint your own plant pot, plant your own seed, and take it home to add to your home!)
- Paint & Sip Night (Thank you to Marriane for putting on a great event for our students)
- Anxie-Teas and Act Like A Kid (Drop by the student centre, enjoy a relaxing tea while you study, and take a break with some fun passive activities)
- Academic Societies Information Booths
- Wheel of Random Trivia



Feel free to reach out to NUSU if you have event ideas for Winter Semester Academic Week. We look forward to seeing all the students again for the Winter Semester Academic Week!

### **B.Ed Student Practicums**

Nipissing University Bachelor of Education Students will be going on their practicums starting next week. Students are placed around the province at different levels of schools to fulfill their degree requirements and to gain hands-on experience with teaching others. We wish the students all the best and hope they have a great experience. Good Luck Lakers!

### **Trivia**

OnTheRocks hosts Trivia nights every Thursday night at 6:30 pm and it is open to the community! Feel free to extend the invitation to all your friends, family, and peers. Come attend and showcase your competitive spirits! It's a great opportunity for staff, admin, and faculty to connect with the students!

### **Volunteer Week**

NUSU's Volunteer Week starts on October 16th! We have a full slate of volunteer opportunities set up for students. We look forward to connecting students with campus volunteering and community volunteer opportunities. Stay tuned for more information on Instagram @nusutalks.

## **Guidelines for Issuing Public Statements**

The purpose of these guidelines is to affirm the values and standards for issuing institutional Public Statements on local, regional, global, or national events, activities, or issues originating beyond Nipissing University.

The University, as an institution, may issue a Public Statement on political, social, or policy issues, or matters of individual rights, when the external issue/ event directly affects members of the Nipissing University community specifically in their role as students, faculty, and staff of the University, or when our immediate, local community is directly affected by issues/events.

In other, more indirect, circumstances of national or world events affecting segments of the Nipissing community, but falling outside of these criteria, the University shall exercise a personalized and discretionary approach to outreach and providing resources to members of the Nipissing community affected by those events.

Honouring the principles of academic freedom, faculty members may issue opinions or statements as individuals, and when doing so, these should not be represented as Public Statements made on behalf of the University or any of its units.

Administrative Units within Nipissing University, including non-academic divisions, departments, offices, programs, or other units are considered extensions of the University and expected to share University institution-level messages in circumstances where the Administrative Unit wishes to disseminate a Public Statement.

The following guidelines outline a set of factors to consider when determining Nipissing University's response to public, external tragedies or world events. While each situation should be considered individually, the purpose of these guidelines is to ensure a consistent set of criteria is applied when determining a response to a given scenario.

The following factors should be considered:

### **Relationship to Nipissing**

- Does the tragedy involve an individual, institution, or organization with official ties to Nipissing? Does it impact a peer or partner institution?

### **Impact on Nipissing Community**

- Have Nipissing students, staff or faculty expressed fear or emotional distress as a result of the tragedy? Does the university need to show support and provide information about available services?

### **Scale of Event**

- Is the event of particular regional, national or international significance? Does the extreme nature of the tragedy merit a response due to heightened media attention?

### **Relationship to Higher Education**

- Did the tragedy explicitly involve students, faculty, or institutions in higher education?



## **Proximity**

- Has the event occurred in North Bay? On a case-by-case basis, events occurring in Ontario and Canada may also be considered in “close proximity”.

## **Operational Steps**

The Director of Advancement & External Relations and/or the Sr. Manager, Marketing & Communications will:

- Identify any world events or tragedies that the university may wish to consider responding to in a public manner
- Use the above criteria to make a recommendation to the executive team regarding if and how to respond or communicate with the campus and/or broader community (e.g. a recommendation may include issuing a formal statement from the President via email, website, and social media)

The executive team will:

- Consider the recommendation from the Director of Advancement & External Relations and/or Sr. Manager, Marketing and Communications in order to arrive at a final decision on how to proceed
- Provide direction to the Director of Advancement & External Relations and/or Sr. Manager, Marketing & Communications on how to proceed

## **Suspension of Enrollments/Admissions November 2023 David Tabachnick**

The Provost claims authority to suspend admissions and/or enrollments for programs. Yet, Nipissing University does not have a policy, criteria or set process for such suspensions.

In turn, before moving forward with any such efforts, the Provost is obliged to introduce an official policy that engages Senate and conforms with Provincial policies, the *Nipissing University Act*, Senate By-laws, existent university policies, and the collective agreement.

### **I Provincial Policies**

At the October 2023 Senate, the Provost agreed that the suspension of admissions and/or enrollments at Nipissing University will follow the guidelines laid out by the Ontario Universities Council on Quality Assurance (OUCQA).

According to the OUCQA Quality Assurance Framework, the Evaluation Criteria (5.1.3.1) for the viability of an undergraduate program includes:

- 5.1.3.1.1 Program objectives
- 5.1.3.1.2 Program requirements
- 5.1.3.1.4 Assessment of teaching and learning
- 5.1.3.1.5 Admission requirements
- 5.1.3.1.6 Resources
- 5.1.3.1.8 Quality and other indicators <sup>1</sup>

**In turn, any effort to suspend admissions and/or enrollments *must first* include a report that provides an internal institutional evaluation of these criteria/indicators.**

According to the same Quality Assurance Framework, it then follows that a program can be subject to a suspension of admission “for a minimum of two years. The Quality Council will then specify the conditions to be met in the interim in order for admissions to the program to resume” (2.8.1c).

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<sup>1</sup> <https://oucqa.ca/framework/5-1-3-1-evaluation-criteria/>

**Therefore, if such a suspension is recommended or approved, it must include a *clear plan* on how the program will meet discrete conditions so that the admissions to the program can resume.**

## **II The Nipissing University Act**

According to the Act, any policy or process on the suspension of enrollments/admissions, must recognize the authority/power of the Senate. Senate powers include the requirement to:

make recommendations to the Board respecting the establishment, maintenance, modification or termination of organizational structures such as faculties, schools, institutes, departments or chairs within the University (22.2a).

Because a suspension would involve the modification or termination of an organizational structure, it would then require a recommendation from Senate. In turn, a Senate committee or subcommittee must offer such a recommendation, agreed to by Senate, and sent to the Board for approval.

## **III Senate By-laws**

Senate By-law 9.3 states that Academic Curriculum Committee has responsibility for:

to engage in on-going review of all academic curriculum matters related to undergraduate and graduate studies (including degree and program requirements) and to make recommendations to Senate, as necessary and appropriate;

to periodically review the criteria and policies with respect to admission of all students to the University and the transfer of credits from other educational institutions as necessary and appropriate, for conveyance to Senate;

Senate By-law 9.4 tasks the Academic Quality Assurance and Planning Committee:

to engage in an on-going process of long-range academic planning in accordance with the overall academic objectives of the University, and to make recommendations to Senate as necessary and appropriate;

to review and update on an annual basis for Senate approval, the Nipissing University Strategic Academic Plan, which includes the setting of priorities related to the introduction of new programs or adjustments to current offerings and associated recommendations for appropriate resources;

to review academic programs, regulations, policies, and standards and to make recommendations to Senate as necessary and appropriate;

to review and provide Senate the substantive outcomes of cyclical review of existing academic programs;

**In turn, the review of any program should be engaged through these committees, which would include any recommendation to suspend enrollments or admissions as Senate is empowered through 22.2a “Powers of Senate” in the Nipissing University Act referenced above.**

#### **IV Existent University Policies**

As noted in the preamble of this document, Nipissing University does not have a policy on the suspension of enrollments/admissions.

Note that other universities in Ontario have relevant and clear policies and procedures:

The Senate of Queen’s University has a Senate policy entitled "Recommended Procedures Concerning the Temporary Suspension of Admissions to Academic Programs." This policy requires working with and reporting to Senate over a period of years and, if the administration then seeks the "closure" of a program it must "consider closure of Programs in accordance with the Senate approved Policy and Procedures for the closure of Academic Programs (Undergraduate or Graduate)."<sup>2</sup>

As is clear from the Senate minutes of Carleton University, "[The Chair] noted that stopping enrolment does not mean de facto closure of the program; Senate has final authority" (Carleton University Senate Meeting of May 30, 2014).

**And, as already noted, before any such suspension is implemented, the administration is obliged to develop said policy, which must include Senate approval in conformity with 22.2a of the Act and By-laws 9.3 and 9.4 listed above.**

#### **V The Collective Agreement**

Article 45 of the Collective Agreement, lists three questions that must be answered before any recommendation for program termination:

- (a) Does the program currently meet acceptable minimum standards for academic quality?
- (b) Is there evidence, provincially, nationally, or regionally, of societal need for programs similar to the program under consideration?

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<sup>2</sup> <https://www.queensu.ca/secretariat/policies/senate/recommended-procedures-concerning-temporary-suspension-admissions-academic-programs>

(c) Have relevant course enrolments in either the current year or previous year been viable?

**If the suspension of admissions/enrollment is implemented as a step toward such a termination, then the administration and Senate should first consider whether the program subject to such a suspension, meets or falls below these qualitative and quantitative criteria.**

## **Conclusion**

If Procedural Integrity is a core element of Academic Planning, the Provost cannot implement the suspension of enrollments/admissions of a program without first establishing a Senate approved policy that conforms to existent external and internal governance/oversight structures. To do so would violate the principles and practices of collegial governance. Nipissing University's Statement on Collegial Governance reads:

We believe collegiality is essential to the structure and practice of university governance. Given the diversity of its constituent groups and its mission of advancing truth and knowledge, Nipissing University is best served by the open expression of ideas and opinions; encouraging thoughtful dissenting views. Successful collegial governance depends on all participants acting in good faith and having access to relevant information to offer sound opinions. In the same spirit, we must strive for inclusiveness, equality, transparency, and broad participation in our decision making. Recognizing the obligations, responsibilities and jurisdictions of the Senate and the Board of Governors, collegial governance requires interdependence and the highest standards of mutual respect and good relationships. The shared governance and mission of the University is best served when the principles of collegiality are respected. All of us must do our part to uphold the ideals of academic freedom and democratic practice inherent in our system of collegial governance.

Finally, in the specific case of smaller programs under the threat of suspension, the lack of investment and support by the University has resulted in what amounts to Constructive Dismissal of a Program through the actions of the employer.

So, while Senate has approved programs, the administration in some instances has undermined the ability to have viable course enrolments in these programs due to a lack of investment.

### **Thank you NUFA and NU Faculty**

NUSU is grateful for the recent monetary and physical donations provided by NUFA and Nipissing University Faculty for our emergency Student Food Bank. Their continued support is helping students across our campus battle food insecurity. NUSU continues to work hard to provide an emergency Student Food Bank service. NUSU accepts physical and monetary donations, please visit the front desk at NUSU to make a donation, we appreciate all support!

### **NUSU Day of Action Discussion Panel**

Wednesday, November 8, 2023

2:00pm - 4:00pm EST

NUSU Student Centre, 221 College Dr., North Bay, ON, P1B 0G1

Open to everyone!

NUSU is hosting a Discussion Panel during the Canadian Federation of Students' National Day of Action on November 8, 2023. The panel is to discuss free and accessible education for all and why post-secondary students need it *now*. The panelists are Dr. Kevin Wamsley, Nipissing University President & Vice-Chancellor; Dr. Natalya Brown, NUFA President and Professor in Economics; Rob Boulet, OPSEU L608 President; and Riley McEntee, NUSU President.

For more information on NUSU's Day of Action Discussion Panel, please reach out to Riley McEntee at [president@nusu.com](mailto:president@nusu.com).

For more information on the Canadian Federation of Students' National Day of Action, please go to <https://www.cfs-fcee.ca/fight-the-fees>.

### **Wellness Week**

NUSU's Wellness Week takes place on November 27th - December 1st. This is a full slate of programming promoting student wellness and health during their academic studies. A few events we have on are handing out goodie bags, running yoga, trivia, video game tournament, karaoke, and much more! We hope that students get an opportunity to unwind and practice mindfulness as they start their preparations for finals.

### **Canadian Federation of Students (CFS) National General Meeting**

CFS will be hosting their National General Meeting from November 24th-27th in Toronto. NUSU will be representing the Nipissing University student body at this meeting. This meeting will review the events that have taken place this past year and talk about next steps from the National Day of Action that took place on November 8th, 2023.

# NIPISSING UNIVERSITY

## REPORT OF THE SENATE EXECUTIVE COMMITTEE

November 9, 2023

A meeting of the Senate Executive Committee took place in person and by Zoom conference on November 9, 2023.

The following members participated:

K. Wamsley (Chair), G. Raymer, D. Walters, D. lafrate, T. Sibbald (Speaker), A. Adler, D. Hay, S. Landriault (Recording Secretary, n-v)

Regrets: A. Graff, B. Law, S. Renshaw, H. Panchal

The purpose of the meeting was to set the agenda for the November 17, 2023 Senate meeting.

Under Business Arising from the Minutes, the following business will be addressed:

- The Deputy Speaker will provide clarification of the process of the program merger vote.
- The Chair will provide a response regarding communication guidelines for issuing public statements.
- In response to a request for an update on the recommendations and responses to the Auditor General's report from November 2022, a presentation including the 2023-2024 Budget Report, the 2022-2023 Year End Review, the Semester Close Results as at August 31, 2023, and the Strategic Mandate Agreement 3 will be provided following the Senate Budget Advisory Committee Report.
- A communication regarding the suspension of enrollments/admissions was received and will be included in the Senate agenda for response from the Provost.
- Following the email sent to Senators requesting nominations for one (1) tenured or tenure-track faculty member elected by Senate to sit on the Chancellor's Selection Committee, Dr. Kristin Lucas (A&S) was acclaimed.

The Report of the Academic Curriculum Committee dated October 16, 2023 was provided to the Senate Executive for inclusion in the Senate agenda

Reports of the Graduate Studies Committee dated September 25, 2023 and October 18, 2023 were provided to the Senate Executive for inclusion in the Senate agenda.

Reports of the Senate Research Committee dated September 21, 2023 and October 23, 2023 were provided to the Senate Executive for inclusion in the Senate agenda.

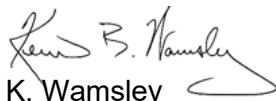
It was advised that following approval the Report of the Senate Budget Advisory Committee dated October 30, 2023 will be provided for inclusion in the Senate agenda.

A notice of election for a Deputy Speaker of Senate will be included in the Senate agenda.

Moved by K. Wamsley, seconded by D. Walters that the Senate Executive Committee approves the November 17, 2023 Senate agenda.

CARRIED

Respectfully submitted,



K. Wamsley  
Chair, Senate Executive Committee

Motion 1: That Senate receive the Report of the Senate Executive Committee dated November 9, 2023.

**Report of the  
Academic Curriculum Committee**

**October 16, 2023**

The meeting of the Academic Curriculum Committee was held electronically.

Members:

Ann-Barbara Graff  
Nancy Black  
Alex Karassev  
Jamie Murton  
Sam Greco

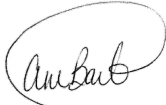
Graydon Raymer  
Debra lafrate  
Tammie McParland  
Roxana Vernescu  
Harikesh Panchal

Dan Walters  
Blaine Hatt  
Paul Millar  
Ping Zou

Jane Hughes, Recording Secretary

The Academic Curriculum Committee received and reviewed changes for the Faculty of Arts and Science. The outcomes are reflected in the recommendations to Senate contained in the motions below.

Respectfully submitted,



Dr. Ann-Barbara Graff  
Provost & Vice-President, Academic

**Motion 1:** That Senate receive the Report of the Academic Curriculum Committee, dated October 16, 2023.

**Faculty of Arts and Science**

**Motion 2:** That Senate approve that the program requirements for the Spanish Minor be changed as outlined below:

New Requirements:

A Minor in Spanish consists of a minimum of 18 credits of Spanish, with a maximum of 6 credits at the 1000 level. Students must achieve a minimum 60% average in the 18 credits presented for the Minor in Spanish and a maximum of 6 credits at the 1000 level.

Old Requirements:

A Minor in Spanish consists of a minimum of 18 credits of upper year Spanish. Students must achieve a minimum 60% average in the 18 credits presented for the Minor in Spanish.

Rationale:

Currently students are not permitted to count first year Spanish courses toward a Spanish Minor, requiring some students to take 24 credits of Spanish to earn a Minor in Spanish. The Senate of February 2022 changed this requirement for the French Minor but not for the Minor in Spanish. This change will eliminate this inconsistency and bring Spanish into line with requirements in other Minors at Nipissing University.



**Motion 3:** That Senate approve that the program requirements for the French Minor be changed as outlined below:

New Requirements:

A Minor in French consists of a minimum of 18 credits of French, with a maximum of 6 credits at the 1000 level. Students must achieve a minimum 60% average in the 18 credits presented for the Minor in French.

Old Requirements:

A Minor in French consists of a minimum of 18 credits of French, with a minimum 60% average in the 18 credits presented for the Minor in French.

Rationale:

When Senate changed the requirement for the French Minor to allow first year courses to count toward a French Minor it did not explicitly limit first year courses to a maximum of six credits. This change will make the French Minor consistent with Nipissing University's policy on Minors.

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**Nipissing University**  
**Graduate Studies Committee Report**  
**September 25, 2023**

The Graduate Studies Committee met on September 25, 2023.

Members in attendance: B. Law (Chair), B. Hatt, A. James, H. Earl, B. Kelly, A. Karassev, N. Black, A. McCarthy, D. Iafrate, H. Brown, G. Raymer. Regrets: A. Kociolek. Recording Secretary: L. Snoddon


The committee discussed on-going business related to the Thesis Template Working Group, OCGS two-thirds requirement (QAF 2.1.2.3 and 5.13.1.3), HR reporting processes if concerns arise between Graduate Teaching Assistants (GTA) and Course Instructors, and the Graduate Faculty Membership Policy.

Reports from the Associate Vice-President, Research, Innovation, and Graduate Studies (Interim) and Graduate Studies Coordinator were given verbally. Updates included:

- Gratitude expressed to out-going Graduate Program Coordinators and to incoming Coordinators and other new members to GSC.
- Appreciation to the Graduate Studies Coordinator for organizing graduate student orientation and to NUSU for hosting a welcome BBQ for graduate faculty and students.
- Graduate Student Travel Fund is reinstated for 2023-2024. Application information is available on the SGS website. Application deadlines are October 15 and February 15.
- The Graduate Student Awards and Funding Review Committee requires faculty representation from graduate faculty from Education and Professional Studies.

The committee discussed the need for a software solution for submission and tracking of graduate student progress reports.

Respectfully submitted,



B. Law  
Chair, Graduate Studies Committee

MOTION: That Senate receives the report of the Graduate Studies Committee, dated September 25, 2023.

**Nipissing University**  
**Graduate Studies Committee Report**  
**October 18, 2023**

The Graduate Studies Committee met on October 18, 2023.

Members in attendance: B. Law (Chair), B. Hatt, A. James, H. Earl, B. Kelly, A. Karassev, A. Kociolek, A. McCarthy, D. Iafrate, H. Brown, G. Raymer, D. Walters. Regrets: N. Black. Recording Secretary: L. Snoddon

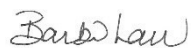
The committee discussed ongoing business related to Graduate Faculty Membership, OCGS Principles of Graduate Supervision, OCGS Regulation for Undergraduate Courses, and Visiting Graduate Student Researcher Policy.

Reports from the Associate Vice-President, Research, Innovation, and Graduate Studies (Interim) and Graduate Studies Coordinator were given verbally. Updates included:

- After a call for new members Graduate Awards & Funding Committee membership is now full.
- Acknowledgment of Amber McCarthy's last GSC meeting before leave, update that the short-term Graduate Studies Coordinator position has been posted.

The committee discussed Graduate Studies Admission and Funding Deadlines/Funding Model for 2024/2025. Based upon this discussion's feedback, a proposed model will be drafted for consideration at the November Graduate Studies Committee meeting.

Respectfully submitted,



B. Law  
Chair, Graduate Studies Committee

MOTION: That Senate receives the report of the Graduate Studies Committee, dated October 18, 2023.

**Nipissing University**  
**Senate Research Committee Report**  
**September 21<sup>st</sup>, 2023**

The SRC met on September 21<sup>st</sup>, 2023.

Members in attendance: B. Law (Chair), J. Muterera (Vice-Chair), A. Baregheh, D. Zarifa, C. Byers, K. Sarginson, N. Black. Regrets: E. Cooke, AB. Graff. Recording Secretary: L. Snoddon

Reports from the Office of Graduate Studies and Research were distributed prior to the meeting. Updates included:

- Nipissing University's Institutional Research Data Management Strategy was submitted to the Tri-Agency by the September 1, 2023 deadline and is available on the website. The goal for 2023-2024 is to develop a timeline and begin the steps required for implementation. A RDM LibGuide is available on the Learning Library website.
- The Government of Canada has created a *Safeguarding Your [Research](#)* website and resources. With the launch of the [National Security Guidelines for Research Partnerships](#) and integration into some NSERC programs, information will continue to be shared with the NU community through the monthly Research Newsletter.
- The ARSCA awards competition is open, with a deadline of October 1.

New business:

The committee considered the revised SRC terms of reference and the terms of reference for both the Internal Awards Review Committee and the Training Awards Review Committee.

Moved by J. Muterera, seconded by D. Zarifa, the revised SRC terms of reference were recommended to the Senate Bylaws Committee. The terms of reference will be forwarded to Senate Bylaws for consideration at the next meeting.

Moved by N. Black, seconded by A. Baregheh, the terms of reference for the Internal Grant review committee were approved as amended.

Moved by N. Black, seconded by J. Muterera, the terms of reference for the Training Awards committee were approved. The terms of reference for the awards review committees will be incorporated into the research office grant management procedures.

The SRC discussed offering one versus two SSHRC SIG competitions annually. The total annual budget available for the SSHRC SIG awards is the same regardless of the number of competitions held. For 2023-2024, one SSHRC SIG competition will be held for the Explore, Exchange, and Capacity Building grants.

Respectfully submitted,

*B. Law*

B. Law

Chair, Senate Research Committee

MOTION: That Senate receives the report of the Senate Research Committee, dated September 21, 2023.

**Nipissing University**  
**Senate Research Committee Report**  
**October 23, 2023**

The SRC met on October 23, 2023.

Members in attendance: B. Law (Chair), J. Muterera (Vice-Chair), A. Baregheh, D. Zarifa, C. Byers, K. Sarginson, N. Black. Regrets: E. Cooke, AB. Graff. Recording Secretary: L. Snoddon

Reports from the Office of Graduate Studies and Research were distributed prior to the meeting. The AVP Research, Innovation, and Graduate Studies report was delivered verbally. Updates included:

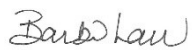
- Further details are expected within the next few months on the annual reporting metrics required by MCU as part of the Commercialization Mandate Policy Framework and as part of the risk assessment process for the Ontario Research Fund and Early Researcher Awards.
- Tri-Agency grant applications this Fall included one Insight Grant application, four Discovery Grant applications, and one Connection Grant application.

New business:

The committee met *in camera* to discuss the recommendations for the Awards in Support of Research, Scholarly, and/or Creative Activities. The recommendations passed *in camera*. In accordance with the Collective Agreement, the AVP RIGS or Provost will announce the recipients in Senate.

The committee discussed ongoing business related to research communications, Internal Research Grant eligibility criteria, and AI in Research.

Respectfully submitted,



B. Law  
Chair, Senate Research Committee

MOTION: That Senate receives the report of the Senate Research Committee, dated October 23, 2023.

**Minutes of the  
SENATE BUDGET ADVISORY COMMITTEE  
Academic Year 2023-2024**

October 30, 2023

A meeting of the Senate Budget Advisory Committee was held on Monday, October 30, 2023, at 3:00 p.m. in F307. The following members attended:

**Committee Members:**

Ann-Barbara Graff (Chair) Cheryl Sutton Renee Hacquard Dan Walters	Robin Gendron Richard Wenghofer Em Cooke
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Regrets: J. Muterera

Guest: S. Tedesco

Recording Secretary: S. Landriault

The meeting was called to order.

Motion 1: Moved by D. Walters, seconded by R. Gendron that the agenda of the Senate Budget Advisory Committee of October 30, 2023 be approved.  
CARRIED

The minutes of the January 10, 2023 Senate Budget Advisory Committee meeting were approved.

Under Business Arising from the Report, it was noted that the proposed new Terms of Reference for the Senate Budget Advisory Committee, created by the Ad Hoc Senate Committee for Redrafting the Terms of Reference of the Senate Budget Advisory Committee, will be forwarded on to the Senate Secretary for inclusion in the agenda for the November 14, 2023 Senate By-laws and Elections Committee meeting. Once approved, the revised Terms of Reference will be included as a Notice of Motion in the December Senate agenda.

Strategic Mandate Agreement Update

The Director of Institutional Planning and Analysis provided a presentation on the current Strategic Mandate Agreement 3, which is appended to these minutes. Highlights of the presentation included the allocation and forecasting of at risk funding, enrolment, performance/student success and evaluating our 2023/24 performance metrics. It was noted that the Council of Ontario Universities (COU) has done a lot of work advocating towards accountability funding and that we are moving away from enrollment as the main form of revenue and moving towards a performance and student success model.

## Budget Presentation

The Assistant Vice-President, Finance & Infrastructure provided an overview of the 2023-2024 budget. She advised that the budget package can be found on the University's website. An operating budget deficit of \$409,258 is being projected, with a total consolidated budget surplus of \$7,435. Highlights of the presentation included four new tenure-track positions in this budget, and that Canadore College has agreed to pay 50% of the Library operating costs moving forward. We are striving for a balanced operating budget so we can reinvest in the University. We have been consistently reducing the deficit, and now it is time to reinvest in our people and our buildings.

## 2023 Audited Financial Statements Review

The Audited Financial Statements were reviewed in detail. Highlights included a consolidated surplus of \$1,678,000 which was due to a one time addition to the Northern Grant.

## 2024 Fiscal Year-to-Date Review – August Semester Close

The Assistant Vice-President, Finance & Infrastructure presented the Semester Close results as at August 31, 2023, highlighting areas of interest including a surplus within both the Operating fund and Ancillary fund which is in line with expectations and is a result of the tuition and residence fee billing schedule. International tuition is currently exceeding budget and there is optimism that the surplus will remain. However, there is limited historical data to rely on the projection model. The AVP noted that, at this time, it is anticipated that any expense overages in both the Operating and Ancillary funds will be covered by increased revenues. She summarized that as of August 31, 2023, the University has an approximate consolidated \$30 million surplus and continues to project a balanced result at year-end as expenses will outweigh revenues for the remaining months of the fiscal year.

When comparing the current statement of Financial Position to prior year-end results, assets have increased overall due to the billing of tuition and residence fees, and liabilities have decreased, due to spending of some deferred revenue. Net assets have increased due to the overall surplus.

When reviewing the Financial Health Indicators as determined by the Provincial Government, the AVP noted that, while ratios continue to improve with a balanced overall result, we continue to project being at a high-risk in the primary reserve and viability ratios. Based on the experience from Laurentian University, the Government has created a system with early warning signs where projections and budgets must be provided to ensure that obligations such as research grants and endowments are covered. As we continue to move forward with surplus budgets, the University will need to reinvest to stay relevant and attractive to both students and employees while also continuing to increase reserves.



Following a question as to where we are at with fundraising, the VPFA advised that the President has been working with the Advancement team and further information will be forthcoming.

### Enrollment Update

The Provost and Vice-President, Academic provided an overview of enrolment trends, noting an increase from last year with respect to Fiscal Full-time Equivalent (FFTE) students, with modest growth in domestic and international. She highlighted that FFTE's have increased, but Nursing enrolment is down and Education has only had a modest increment of growth. She advised that the Interim Dean and the Interim Associate Dean of Nursing have been provided with a set of objectives and institutional targets on how to improve programs. Continuing Education and Graduate Studies is the same. Business and Undergraduate Studies is up almost 100 FFTE's which is a modest growth for a large capacity. We have not yet recovered to 2019-2020 enrolments.

The Office of Institutional Analysis was able to provide a learner profile on our student population which may help inform programs. 21.4% of our students identify as first generation and 6.9% of students have self-declared identifying as having Indigenous ancestry. The largest proportion of our student population is in the age range of 22-26.

Enrolment is down .5% of our domestic expected FFTE, but up 2.8% of projected international population. It is more important that the headcount expectations align with the programs we are delivering. We need to do an analysis as to why the 105 applications declined and why they weren't converted. Our conversion rates are declining and we are investigating whether the cause has been challenges in housing.

It was noted that the work of the Director of Institutional Planning and Analysis and the Assistant Vice-President, Finance & Infrastructure, and their teams, on forecasting, projecting and tracking enrolment, and government funding and expenses have been invaluable.

A request for an update on the recommendations and responses to the Auditor General's report from November 2022 was submitted to the Senate Secretary for response at the November Senate meeting. Committee members agreed that the Assistant Vice-President, Finance & Infrastructure will provide a presentation at Senate of the audited financial statement, projections for 2024-2025 and the Ministry Ratios.

The meeting adjourned at 5:00 p.m.

# NIPISSING

U N I V E R S I T Y



## **Strategic Mandate Agreement 3**

**Monday October 23, 2023**

# Strategic Mandate Agreement 3 – At Risk Funding Envelopes

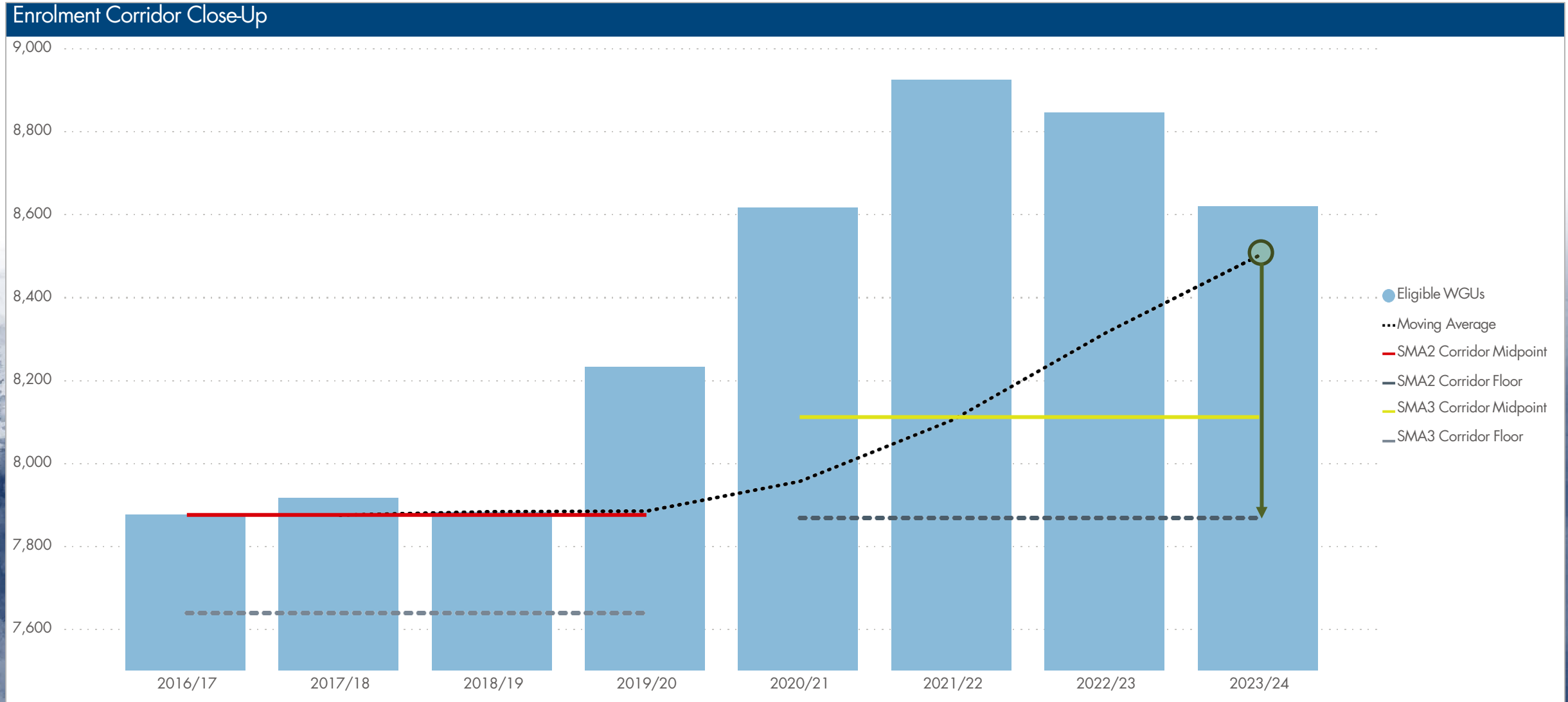
Fixed Pot of approximately \$28M

	2023/24		2024/25	
	Weight	Allocation	Weight	Allocation
General Enrolment	90%	\$25,196,498	75%	\$20,990,357
Performance / Student Success	10%	\$2,804,094	25%	\$7,010,235

# Enrolment Envelope











Enrolment Corridor (WGU)

\*Current year values are not final until after the count date(s).













SMA 3

# Performance/Student Success Envelope

	Influence / Control	Weight	2023/24 Allocation	2024/25 Allocation
01. Graduate Employment Rates		5%	\$140,205	\$350,512
02. Institutional Enrolment Strength ( <b>Education</b> )		10%	\$280,409	\$701,024
03. Graduation Rates		5%	\$140,205	\$350,512
04. Community/Local Impact		20%	\$560,819	\$1,402,047
05. Economic Impact		20%	\$560,819	\$1,402,047
06. Proportion of Tri-Agency Research Funding		5%	\$140,205	\$350,512
07. Graduates with Experiential Learning Experience		20%	\$560,819	\$1,402,047
08. Research Revenue from Private Sources		5%	\$140,205	\$350,512
09. Graduate Employment Earnings		5%	\$140,205	\$350,512
10. Preparing Students for Successful Careers		<b>5%</b>	\$140,205	\$350,512
			<b>\$2,804,094</b>	<b>\$7,010,235</b>

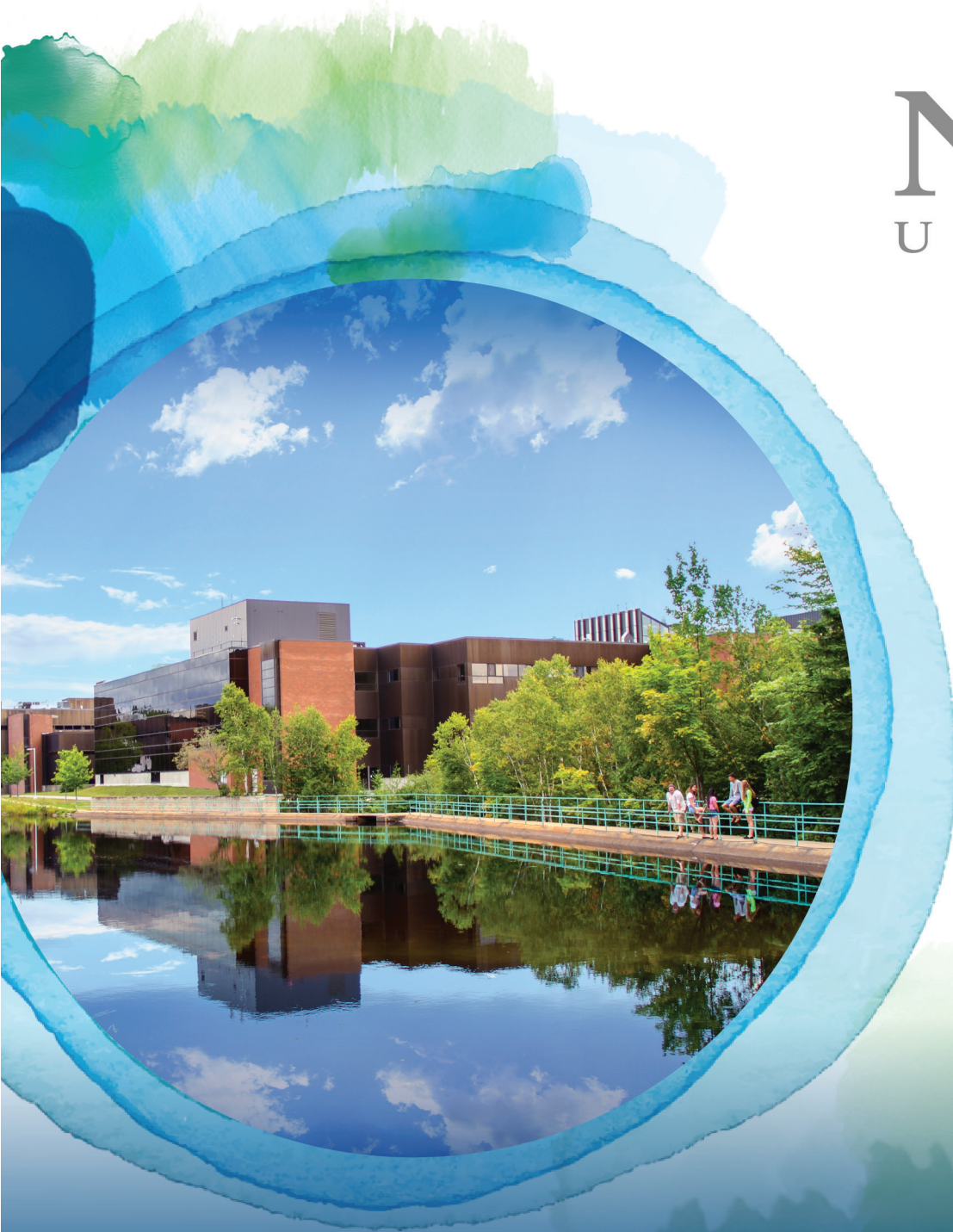
# Evaluating our 2023/24 Performance Metrics

	2023/24 Allocation	2023/24 Forecast
01. Graduate Employment Rates	\$140,205	
02. Institutional Enrolment Strength (Education)	\$280,409	
03. Graduation Rates	\$140,205	 -\$5,300*
04. Community/Local Impact	\$560,819	
05. Economic Impact	\$560,819	
06. Proportion of Tri-Agency Research Funding	\$140,205	
07. Graduates with Experiential Learning Experience	\$560,819	
08. Research Revenue from Private Sources	\$140,205	
09. Graduate Employment Earnings	\$140,205	
10. Preparing Students for Successful Careers	\$140,205	
	<b>\$2,804,094</b>	

# NIPISSING UNIVERSITY

## Budget Report

2023 - 2024



## 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.

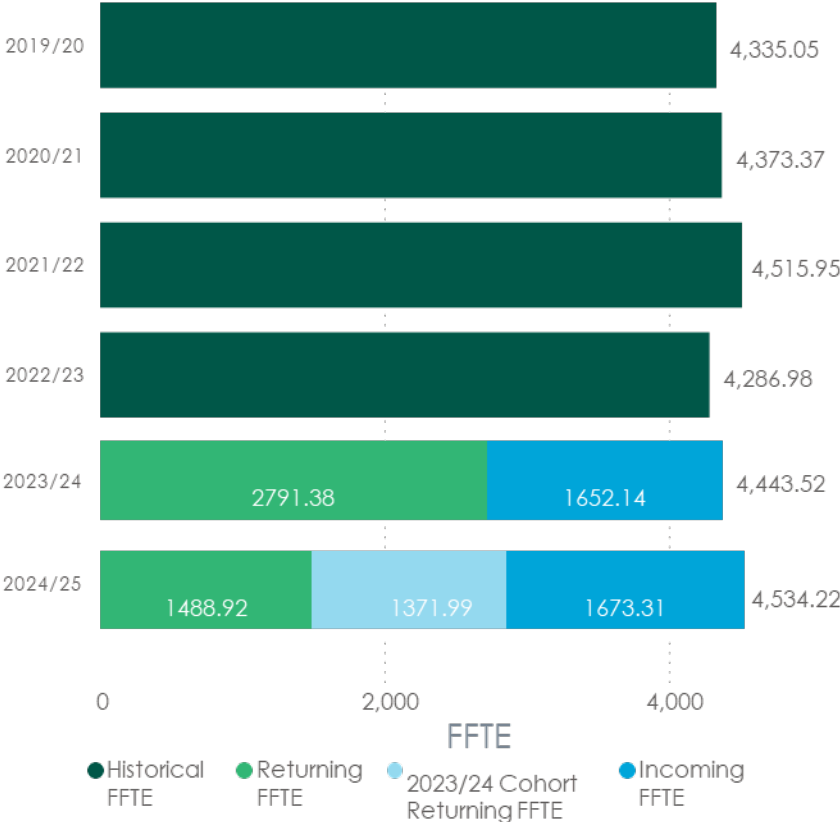
We are proud of the work that has been completed across our organization to achieve a balanced budget but, to be clear, we must work towards annual surpluses to build up our reserves, and to invest in areas of academic and service needs as determined by our strategic planning process. Our next task will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

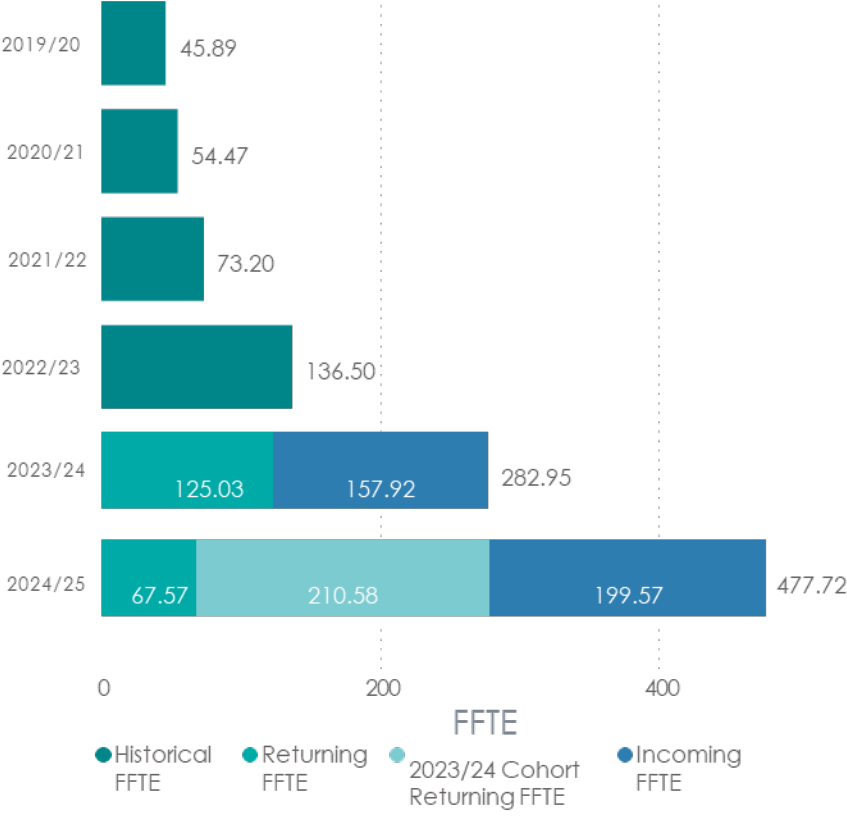
It is, therefore, of the highest priority that we place our completed institutional financial analysis before the Province's *Blue Ribbon Panel on Sustainability in the Post-Secondary Education Sector* and advocate for a Provincial action plan that will see the Province partner with us to secure a sustainable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

# Overall Domestic & International FFTE Forecast

## Domestic Fee Enrolment



## International Fee Enrolment



**NIPISSING UNIVERSITY**  
**2023-2024 Budget - Operating**

	2023-2024 Draft Budget	2022-2023 Projected Actuals	2023-2024 Budget to 2022-2023 Projections Variance	% variance
<b>Revenue</b>				
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%
<b>Revenue Total</b>	<b>\$ 74,445,458</b>	<b>\$ 73,500,742</b>	<b>\$ 944,716</b>	<b>1%</b>
<b>Expenses</b>				
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%
<b>Total salaries &amp; benefits</b>	<b>\$ 56,976,599</b>	<b>\$ 55,972,842</b>	<b>\$ 1,003,757</b>	<b>2%</b>
Non-staff expense	\$ 14,224,750	\$ 13,663,236	\$ 561,514	4%
Scholarships and Bursaries	\$ 3,282,385	\$ 3,283,760	\$ (1,375)	0%
<b>Expenses Total</b>	<b>\$ 74,483,734</b>	<b>\$ 72,919,838</b>	<b>\$ 1,563,896</b>	<b>2%</b>
<b>Surplus (Deficit) Before Undernoted</b>	<b>\$ (38,276)</b>	<b>\$ 580,904</b>	<b>\$ (619,180)</b>	
<b>Transfers</b>				
Transfers (to) from other funds	\$ (370,982)	\$ (702,535)	\$ 331,553	-47%
<b>Transfers Total</b>	<b>\$ (370,982)</b>	<b>\$ (702,535)</b>	<b>\$ 331,553</b>	<b>-47%</b>
<b>Total Operating Surplus /(Deficit)</b>	<b>\$ (409,258)</b>	<b>\$ (121,631)</b>	<b>\$ (287,627)</b>	

**Nipissing University**  
**2023-2024 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
<b>Revenue</b>								
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
<b>Expenses</b>								
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
<b>Total Surplus / (Deficit)</b>	\$ (133,425)	\$ (108,014)	\$ 11,285	\$ 2,064,886	\$ 134,402	\$ 1,969,134	\$ 1,933,024	\$ 36,110
<b>Transfers</b>								
Transfers to (from) Other funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	\$ (133,425)	\$ (108,014)	\$ 11,285	\$ 2,064,886	\$ 134,402	\$ 1,969,134	\$ 1,933,024	\$ 36,110

<b>Nipissing University</b>		
<b>2023-2024 Capital Budget</b>		
		<b>Total Draft Budget</b>
<b>FUNDING SOURCES:</b>		
	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>
<b>PLANNED EXPENDITURES:</b>		
	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 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
<b>REVENUE</b>										
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		456,069				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
<b>TOTAL REVENUE</b>	<b>74,445,458</b>	<b>-</b>	<b>6,907,312</b>	<b>1,550,000</b>	<b>1,162,511</b>	<b>1,308,625</b>	<b>3,017,324</b>	<b>245,500</b>	<b>-</b>	<b>88,636,730</b>
<b>EXPENSES</b>										
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
<b>TOTAL EXPENSES</b>	<b>74,483,734</b>	<b>567,158</b>	<b>4,938,178</b>	<b>2,452,441</b>	<b>577,535</b>	<b>1,697,425</b>	<b>3,017,324</b>	<b>245,500</b>	<b>650,000</b>	<b>88,629,295</b>
<b>EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUE) BEFORE THE UNBUDGETED</b>	<b>(38,276)</b>	<b>(567,158)</b>	<b>1,969,134</b>	<b>(902,441)</b>	<b>584,976</b>	<b>(388,800)</b>	<b>-</b>	<b>-</b>	<b>(650,000)</b>	<b>7,435</b>
<b>TRANSFERS</b>										
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				-
<b>TOTAL IN YEAR TRANSFERS</b>	<b>(370,982)</b>	<b>567,158</b>	<b>-</b>	<b>-</b>	<b>(584,976)</b>	<b>388,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b>	<b>(409,258)</b>	<b>-</b>	<b>1,969,134</b>	<b>(902,441)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(650,000)</b>	<b>7,435</b>

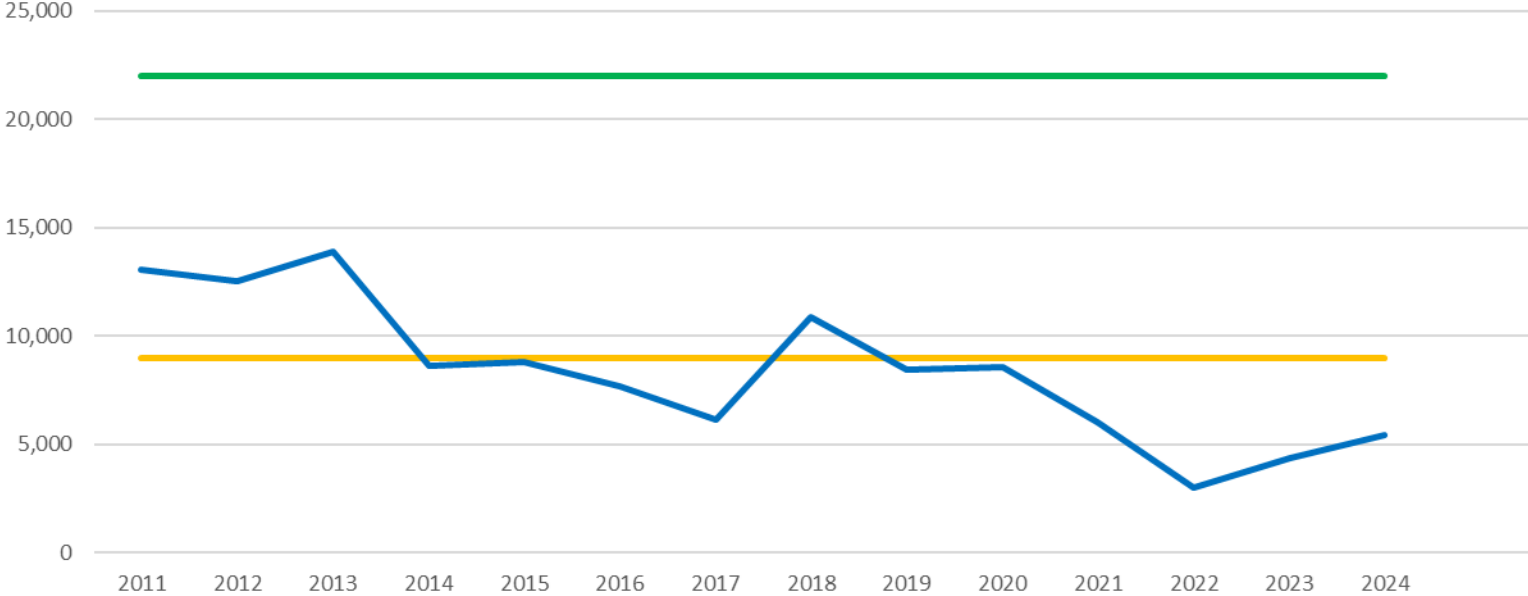
Ministry Financial Accountability ratios -											
		Thresholds		2024 Projected	2023 Projected	2022	2021	2020	2019	2018	2017
Ratio definition		Medium-risk	High-risk								
<b>Liquidity Ratios:</b>											
Primary reserve (days):	Measures how many days (theoretically) an institution can function 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
<b>Sustainability Ratios</b>											
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%
<b>Performance</b>											
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%
<b>Credit rating</b>											
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

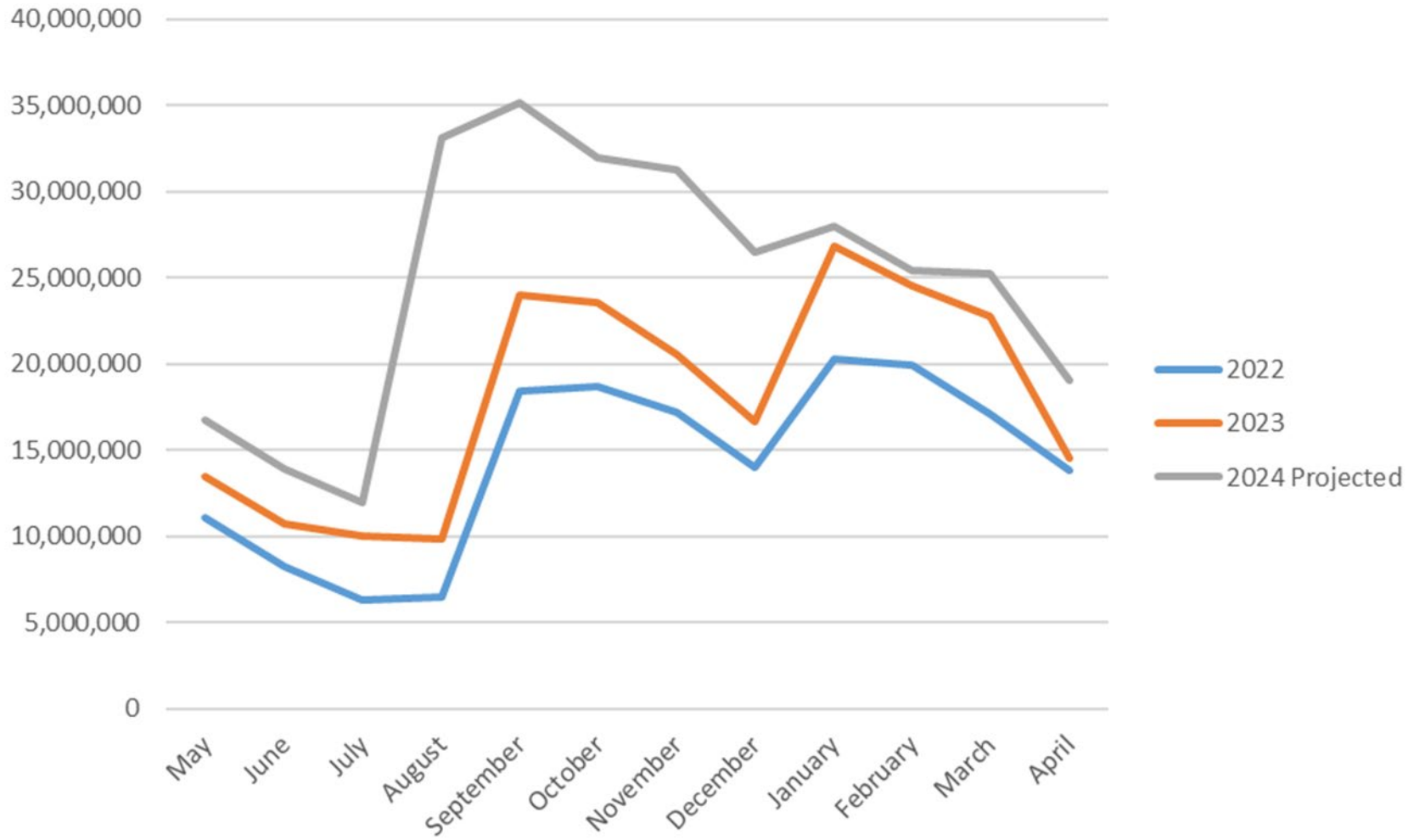
Note 2: This ratio difficult to project. Projecting "green" due to Ministry support contributing to Operating results



Spendable net expendable net assets



# Cash Flows



**NIPISSING UNIVERSITY**  
**Budget Projections**

	2022-2023 Projections	2023-2024 Draft Budget	2024-2025 Projected Budget	2025-2026 Projected Budget
<b>Revenue</b>				
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
<b>Revenue Total</b>	<b>\$ 73,500,742</b>	<b>\$ 74,445,458</b>	<b>\$ 80,936,290</b>	<b>\$ 82,747,829</b>
<b>Expenses</b>				
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)
<b>Total salaries &amp; benefits</b>	<b>\$ 55,972,842</b>	<b>\$ 56,976,599</b>	<b>\$ 58,646,897</b>	<b>\$ 61,239,283</b>
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
<b>Expenses Total</b>	<b>\$ 72,919,838</b>	<b>\$ 74,483,734</b>	<b>\$ 78,863,200</b>	<b>\$ 82,083,138</b>
<b>Surplus (Deficit) Before Undernoted</b>	<b>\$ 580,904</b>	<b>\$ (38,276)</b>	<b>\$ 2,073,090</b>	<b>\$ 664,691</b>
<b>Transfers</b>				
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)
<b>Transfers Total</b>	<b>\$ (702,535)</b>	<b>\$ (370,982)</b>	<b>\$ (638,800)</b>	<b>\$ (638,800)</b>
<b>Total Operating Deficit</b>	<b>\$ (121,631)</b>	<b>\$ (409,258)</b>	<b>\$ 1,434,290</b>	<b>\$ 25,891</b>
	<b>2022-2023 Projections</b>	<b>2023-2024 Draft Budget</b>	<b>2024-2025 Projected Budget</b>	<b>2025-2026 Projected Budget</b>
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
<b>Total Ancillary revenues</b>	<b>\$ 6,810,486</b>	<b>\$ 6,907,312</b>	<b>\$ 7,375,242</b>	<b>\$ 7,753,489</b>
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
<b>Total Ancillary expenses</b>	<b>\$ 4,877,462</b>	<b>\$ 4,938,178</b>	<b>\$ 5,858,865</b>	<b>\$ 5,609,575</b>
<b>Net Ancillary Surplus</b>	<b>\$ 1,933,024</b>	<b>\$ 1,969,134</b>	<b>\$ 1,516,377</b>	<b>\$ 2,143,914</b>
<b>Net Operating/Ancillary</b>	<b>\$ 1,811,393</b>	<b>\$ 1,559,876</b>	<b>\$ 2,950,667</b>	<b>\$ 2,169,805</b>
<b>Capital Fund</b>	<b>\$ (1,121,964)</b>	<b>\$ (902,441)</b>	<b>\$ (902,441)</b>	<b>\$ (902,441)</b>
<b>Employee Future benefits adjustment</b>	<b>\$ (650,000)</b>	<b>\$ (650,000)</b>	<b>\$ (650,000)</b>	<b>\$ (650,000)</b>
<b>Consolidated surplus/(deficit)</b>	<b>\$ 39,429</b>	<b>\$ 7,435</b>	<b>\$ 1,398,226</b>	<b>\$ 617,364</b>

## Appendix 1: Expenses by department

### NIPISSING UNIVERSITY Arts & Science

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

**NIPISSING UNIVERSITY**  
**Education and Professional Studies**

	2023-2024 Budget	2022-2023 Budget	Variance	% Variance
<b>Expenses</b>				
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%
<b>Transfers</b>				
Transfers (to) from other funds	\$ (199,588)	\$ (197,575)	\$ (2,013)	1.02%
Transfers Total	\$ (199,588)	\$ (197,575)	\$ (2,013)	1.02%
<b>Net expenses</b>	<b>\$ 22,698,335</b>	<b>\$ 22,823,823</b>	<b>\$ (125,488)</b>	<b>-0.55%</b>

**NIPISSING UNIVERSITY**  
**Academic Support & Library**

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

**NIPISSING UNIVERSITY**  
**Office of Indigenous Initiatives**

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

**NIPISSING UNIVERSITY**  
**Student Services**

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



## NIPISSING UNIVERSITY

### Athletics

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

**NIPISSING UNIVERSITY**  
**Administration**

	<b>2023-2024 Budget</b>	<b>2022-2023 Budget</b>	<b>Variance</b>	<b>% Variance</b>
<b>Expenses</b>				
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%
<b>Expenses Total</b>	<b>17,174,532</b>	<b>15,451,542</b>	<b>\$ 1,722,990</b>	<b>11.15%</b>
<b>Transfers</b>				
Transfers to (from) other funds	\$ (395,511)	\$ (1,122,970)	\$ 727,459	-64.78%
<b>Transfers Total</b>	<b>\$ (395,511)</b>	<b>\$ (1,122,970)</b>	<b>\$ 727,459</b>	<b>-64.78%</b>
<b>Net expenses</b>	<b>\$ 16,779,021</b>	<b>\$ 14,328,572</b>	<b>\$ 2,450,449</b>	<b>17.10%</b>

## 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.

# NIPISSING

U N I V E R S I T Y

2022-2023 Year end review



# NIPISSING

U N I V E R S I T Y

Senate Budget Committee  
Semester Close Results –  
as at August 31, 2023



# Overview

- 1) Actual vs. Budget review – Operating Fund
- 2) Actual vs. Budget review – Ancillary Fund
- 3) YTD Consolidated Income Statement
- 4) Statement of Financial Position
- 5) Cash Reconciliation
- 6) Spendable Reserves
- 7) Ministry Financial Accountability Ratios



# Actual Vs. Budget – Operating Fund – as at August 31, 2023

	Actual YTD	Annual Budget	YTD Actual as a % of Annual Budget	Target % at August 31	% variance	Projection to year end	Projected variance to budget	
<b>Revenue</b>								
Government Grants	\$ 10,904,749	\$ 35,515,526	31%	33%	-2%	\$ 35,515,526	\$ -	1
Regulated Tuition	\$ 25,599,546	\$ 26,853,274	95%	95%	0%	\$ 26,853,274	\$ -	2
Non-regulated Tuition	\$ 7,420,399	\$ 6,447,952	115%	50%	65%	\$ 6,737,576	\$ 289,624	3
Student Fees - Ancillary & Other	\$ 2,879,546	\$ 3,539,868	81%	80%	1%	\$ 3,539,868	\$ -	4
Other	\$ 630,048	\$ 2,088,838	30%	33%	-3%	\$ 2,088,838	\$ -	4
<b>Revenue Total</b>	<b>\$ 47,434,289</b>	<b>\$ 74,445,458</b>	<b>64%</b>	<b>59%</b>	<b>5%</b>	<b>\$ 74,735,082</b>	<b>\$ 289,624</b>	
<b>Expenses</b>								
Instructional Staff	\$ 8,838,037	\$ 30,059,296	29%	33%	-4%	\$ 30,197,920	\$ 138,624	
Non-Instructional Staff	\$ 5,606,904	\$ 18,814,070	30%	33%	-3%	\$ 18,814,070	\$ -	
Benefits	\$ 2,826,825	\$ 9,765,991	29%	33%	-4%	\$ 9,765,991	\$ -	
Salary recoveries	\$ (32,228)	\$ (1,662,758)	2%	33%	-31%	\$ (1,662,758)	\$ -	
<b>Total salaries &amp; benefits</b>	<b>\$ 17,239,538</b>	<b>\$ 56,976,599</b>	<b>30%</b>	<b>33%</b>	<b>-3%</b>	<b>\$ 57,115,223</b>	<b>\$ 138,624</b>	<b>5</b>
Non-staff expense	\$ 4,685,455	\$ 14,224,750	33%	33%	0%	\$ 14,375,750	\$ 151,000	6
Scholarships and Bursaries	\$ 886,931	\$ 3,282,385	27%	33%	-6%	\$ 3,282,385	\$ -	4
<b>Expenses Total</b>	<b>\$ 22,811,924</b>	<b>\$ 74,483,734</b>	<b>31%</b>	<b>33%</b>	<b>-2%</b>	<b>\$ 74,773,358</b>	<b>\$ 289,624</b>	
<b>Surplus (Deficit) Before Undernoted</b>	<b>\$ 24,622,365</b>	<b>\$ (38,276)</b>				<b>\$ (38,276)</b>	<b>\$ -</b>	
<b>Transfers</b>								
Transfers (to) from other funds	\$ 314,938	\$ (370,982)	-85%	85%	-170%	\$ (370,982)	\$ -	4
<b>Transfers Total</b>	<b>\$ 314,938</b>	<b>\$ (370,982)</b>	<b>-85%</b>	<b>-42%</b>	<b>-170%</b>	<b>\$ (370,982)</b>		
<b>Total Operating Surplus/(Deficit)</b>	<b>\$ 24,937,303</b>	<b>\$ (409,258)</b>				<b>\$ (409,258)</b>	<b>\$ -</b>	

## Variance explanations:

- 1) Minor variances in grants expected.
- 2) On track to meet domestic tuition enrolment and tuition. Budget includes 4,377 FTE, we have achieved 4,249 FTE.
- 3) International tuition YTD has exceeded budget. Budget includes 280 FTE, we have achieved 291 FTE. Projections remain close to budget due to volatility in projection model (due to limited historical data)
- 4) Year-to-date variances are due to timing - no significant variances to report.
- 5) Salaries adjusted for increases in part-time contracts due to possible increased enrolment. Projections to be finalized once bargaining is complete.
- 6) Various increases due to overages in software expenses, and small budget requests approved.

# Actual Vs. Budget – Ancillary Fund – as at August 31, 2023

	Actual YTD	Annual Budget	YTD Actual as a % of Annual Budget	Target % at August 31	% Variance	Projections to year end	Projected variance to budget	
<b>Revenue</b>								
Accommodations	\$ 6,634,411	\$ 6,448,243	103%	100%	3%	\$ 6,448,243	\$ -	1
Ancillary services	\$ 8,430	\$ 53,994	16%	33%	-18%	\$ 53,994	\$ -	2
Conference Services (Corporate events and Summer Accommodations)	\$ 286,396	\$ 365,075	78%	80%	-2%	\$ 365,075	\$ -	3
Extended Learning	\$ 24,215	\$ 40,000	61%	60%	1%	\$ 40,000	\$ -	4
<b>Revenue Total</b>	<b>\$ 6,953,451</b>	<b>\$ 6,907,312</b>	<b>101%</b>	<b>95%</b>	<b>6%</b>	<b>\$ 6,907,312</b>	<b>\$ -</b>	
<b>Expenses</b>								
Salaries and Benefits	\$ 518,021	\$ 2,254,184	23%	33%	-10%	\$ 2,254,184	\$ -	5
Operating	\$ 175,882	\$ 651,966	27%	33%	-6%	\$ 651,966	\$ -	6
Occupancy	\$ 550,364	\$ 857,300	64%	50%	14%	\$ 857,300	\$ -	7
Long term debt	\$ 391,621	\$ 1,174,728	33%	33%	0%	\$ 1,174,728	\$ -	6
<b>Expenses Total</b>	<b>\$ 1,635,889</b>	<b>\$ 4,938,178</b>	<b>33%</b>	<b>33%</b>	<b>0%</b>	<b>\$ 4,938,178</b>	<b>\$ -</b>	
<b>Surplus (Deficit) Before Undernoted</b>	<b>\$ 5,317,562</b>	<b>\$ 1,969,134</b>				<b>\$ 1,969,134</b>		
<b>Transfers</b>								
Transfers to (from) Internally Restricted	\$ -	\$ -	0%	0%	0%	\$ -	\$ -	
<b>Transfers Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Total</b>	<b>\$ 5,317,562</b>	<b>\$ 1,969,134</b>				<b>\$ 1,969,134</b>	<b>\$ -</b>	

## Variance explanations:

- 1) Accommodations revenue is currently over budget, we are anticipating having to process some refunds. We expect to be on budget or better.
- 2) Due to timing - revenue from 3rd parties will not occur on a linear basis. Not anticipating any material variances here at this time.
- 3) Summer accommodations and conference bookings were slightly under budget for the summer months (\$36K); anticipating shortfall can be made up from other conference service bookings and store revenue.
- 4) No significant variances to report - summer camps revenue on target.
- 5) Salary savings due to timing. Student wages in residence are higher in the Fall/Winter months.
- 6) No significant variances to report
- 7) Utility costs coming in higher than budgeted - will monitor over next few months. Also anticipate some overages in repairs & maintenance - however projections remain on budget for now.



# Ancillary Fund results by division – as at August 31, 2023

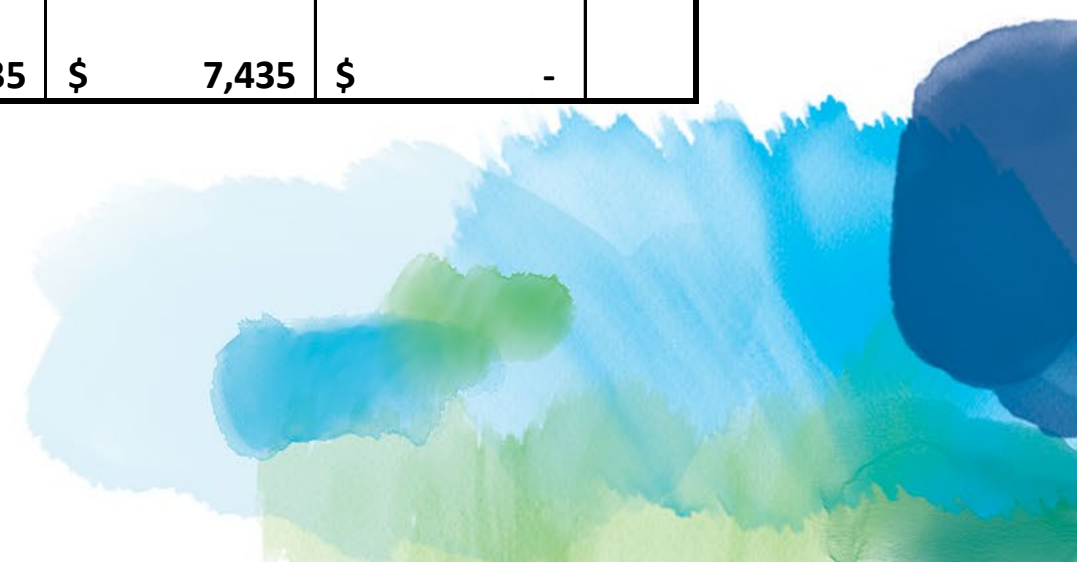
	Extended Learning		Ancillary provided by 3rd parties (Food Services, Bookstore, Parking, etc..)		Other Ancillary (Lakers Shop, Varsity concessions, etc..)		Residences		Conference Services & Summer accommodations		Total			
	YTD Actual	Annual Budget	YTD Actual	Annual Budget	YTD Actual	Annual Budget	YTD Actual	Annual Budget	YTD Actual	Annual Budget	YTD Actual	Annual Budget	Variance \$	Variance %
<b>Revenue</b>														
Sales and Service revenues	\$ 24,215	\$ 40,000	\$ 1,995	\$ 6,994	\$ 6,435	\$ 47,000	\$ 6,634,411	\$ 6,448,243	\$ 286,395	\$ 365,075	\$ 6,953,451	\$ 6,907,312	\$ 46,139	1%
Revenue Total	\$ 24,215	\$ 40,000	\$ 1,995	\$ 6,994	\$ 6,435	\$ 47,000	\$ 6,634,411	\$ 6,448,243	\$ 286,395	\$ 365,075	\$ 6,953,451	\$ 6,907,312	\$ 46,139	1%
<b>Expenses</b>														
Salaries and Benefits	\$ 58,050	\$ 165,575	\$ 33,369	\$ 115,008	\$ -	\$ 6,600	\$ 252,730	\$ 1,786,746	\$ 173,873	\$ 180,255	\$ 518,021	\$ 2,254,184	\$ (1,736,163)	-77%
Operating	\$ 16,914	\$ 7,850	\$ 3,801	\$ -	\$ 9,395	\$ 29,115	\$ 106,223	\$ 564,583	\$ 39,550	\$ 50,418	\$ 175,882	\$ 651,966	\$ (476,084)	-73%
Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,364	\$ 857,300	\$ -	\$ -	\$ 550,364	\$ 857,300	\$ (306,936)	-36%
Long term debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 391,621	\$ 1,174,728	\$ -	\$ -	\$ 391,621	\$ 1,174,728	\$ (783,107)	-67%
Expenses Total	\$ 74,963	\$ 173,425	\$ 37,170	\$ 115,008	\$ 9,395	\$ 35,715	\$ 1,300,938	\$ 4,383,357	\$ 213,423	\$ 230,673	\$ 1,635,889	\$ 4,938,178	\$ (3,302,289)	-67%
<b>Total Surplus / (Deficit)</b>	\$ (50,748)	\$ (133,425)	\$ (35,175)	\$ (108,014)	\$ (2,960)	\$ 11,285	\$ 5,333,473	\$ 2,064,886	\$ 72,972	\$ 134,402	\$ 5,317,562	\$ 1,969,134	\$ 3,348,428	170%
<b>Transfers</b>														
Transfers to (from) NUSU funds held in Trust											\$ -		\$ -	-100%
Transfers Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-100%
<b>Total</b>	\$ (50,748)	\$ (133,425)	\$ (35,175)	\$ (108,014)	\$ (2,960)	\$ 11,285	\$ 5,333,473	\$ 2,064,886	\$ 72,972	\$ 134,402	\$ 5,317,562	\$ 1,969,134	\$ 3,348,428	170%

# Consolidated Income Statement – as at August 31, 2023

	Operating Fund 10	Internally Restricted 11	Ancillary Fund 15	Capital Fund 40	Trust Fund (Non- Endowed) 50	Research Fund 60	Agency Fund 70	Endowed Funds 51,80	Total Consolidated Results
<b>REVENUE</b>									
Government Grants (new)	10,904,749		-	51,875		977,028	173,789		12,107,441
Government Grants (cfwd from prior year)						2,683,210	696,177		3,379,387
Student Fees	35,899,492						-		35,899,492
Ancillary fees (Accommodation Fees, Conference Services, etc...)			6,953,451						6,953,451
Other	216,459		-			66,758	138,190		421,408
Other (cfwd from prior year)						540,241			540,241
Investment	413,589				(52,806)	-		53,885	414,667
Donations (new)	-			-	35,516		-		35,516
Donations (cfwd fom prior year)					1,297,401				1,297,401
<b>TOTAL REVENUE</b>	<b>47,434,288</b>	<b>-</b>	<b>6,953,451</b>	<b>51,875</b>	<b>1,280,111</b>	<b>4,267,237</b>	<b>1,008,157</b>	<b>53,885</b>	<b>61,049,004</b>
<b>EXPENSES</b>									
Salaries and Benefits	17,239,538	9,905	636,341		-	412,895	430,598		18,729,276
Operating and Research	3,437,749	177,124	583,010	526,589	53,557	621,185	195,239	1,495	5,595,947
Occupancy Costs	927,245		24,917	-	-		391,081		1,343,243
Scholarships and Bursaries	886,931				297,975			52,390	1,237,296
Principal and Interest on Long Term Debt	320,461		391,621	(414,645)					297,438
<b>TOTAL EXPENSES</b>	<b>22,811,924</b>	<b>187,029</b>	<b>1,635,889</b>	<b>111,944</b>	<b>351,532</b>	<b>1,034,080</b>	<b>1,016,918</b>	<b>53,885</b>	<b>27,203,200</b>
<b>EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUE) BEFORE THE UNDERNOTED</b>	<b>24,622,365</b>	<b>(187,029)</b>	<b>5,317,562</b>	<b>(60,069)</b>	<b>928,579</b>	<b>3,233,157</b>	<b>(8,761)</b>	<b>0</b>	<b>33,845,804</b>
<b>TRANSFERS</b>									
Transfer from (to) other funds in-year	5,925	-	-	-	-	(6,625)	700	-	-
Transfer from (to) deferred contributions/revenues		496,042			(928,579)	(3,226,532)	8,061		(3,651,008)
<b>TOTAL EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b>	<b>24,628,290</b>	<b>309,013</b>	<b>5,317,562</b>	<b>(60,069)</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,194,797</b>
<b>TRANSFERS TO/(FROM) INTERNALLY RESTRICTED</b>	<b>309,013</b>	<b>(309,013)</b>		<b>-</b>	<b>-</b>		<b>-</b>		<b>0</b>
<b>TOTAL EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES AFTER TRANSFERS</b>	<b>24,937,303</b>	<b>0</b>	<b>5,317,562</b>	<b>(60,069)</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,194,797</b>

# Actual Vs. Budget – Consolidated summary

	Actual YTD	Annual Budget	Projection to year end	Projected variance to budget	
<b>Total Operating Surplus/(Deficit)</b>	\$ 24,937,303	\$ (409,258)	\$ (409,258)	\$ -	
<b>Total Ancillary Surplus</b>	\$ 5,317,562	\$ 1,969,134	\$ 1,969,134	\$ -	
<b>Total Accounting &amp; other adjustments</b>	\$ (60,069)	\$ (1,552,441)	\$ (1,552,441)	\$ -	
<b>Total Consolidated</b>	\$ 30,194,796	\$ 7,435	\$ 7,435	\$ -	



# Statement of Financial Position

	31-Aug-23	30-Apr-23	\$ Difference	% Change	
<b>Assets</b>					
Current assets:					
Cash and cash equivalents	\$ 12,598	\$ 15,360	\$ (2,762)	-18%	1
Accounts receivable	33,937	5,569	28,368	509%	2
Investments - short-term	4,439	4,439	-	0%	3
Other assets	294	954	(660)	-69%	4
	51,268	26,322	24,946	95%	
Investments - long-term	25,793	25,862	(69)	0%	5
Capital assets	68,438	68,438	-	0%	6
	\$ 145,499	\$ 120,622	\$ 24,877	21%	
<b>Liabilities and Net Assets</b>					
Current liabilities:					
Accounts payable and accrued liabilities	\$ 10,702	\$ 8,780	\$ 1,922	22%	7
Employee related	2,070	2,070	-	0%	6
Deferred revenue	3,446	8,989	(5,543)	0%	8
Current portion of long-term debt	1,274	1,274	-	0%	6
	17,492	21,113	(3,621)	-17%	
Long-term:					
Long-term debt	30,556	30,971	(415)	-1%	9
Deferred contributions	11,599	12,881	(1,282)	-10%	8
Deferred capital contributions	32,691	32,691	-	0%	6
Employee future benefits	6,736	6,736	-	0%	6
	99,074	104,392	(5,318)	-5%	
Net assets:					
Unrestricted:					
- operating	29,712	188	29,524	15704%	
- employee future benefits	(8,805)	(8,805)	-	0%	
Internally restricted	12,812	12,145	667	5%	
Endowments	12,706	12,702	4	0%	
	46,425	16,230	30,195	186%	
	\$ 145,499	\$ 120,622	\$ 24,877	21%	

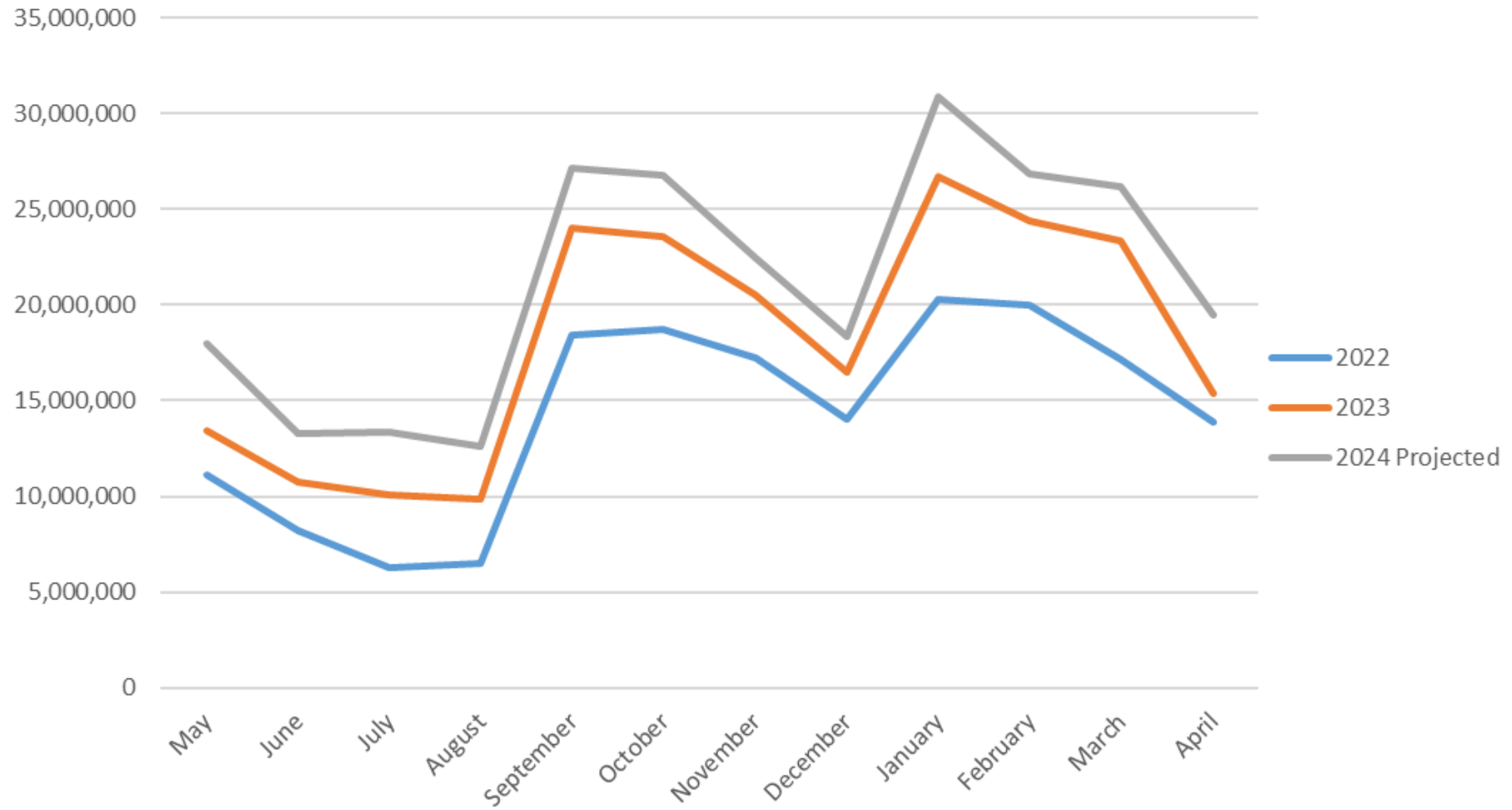
## Variance explanations:

- 1) Cash levels typical of prior year's August results. We use more cash than we bring in during the first semester.
- 2) Includes receivables for Fall/Winter tuition.
- 3) No change since year-end
- 4) Due to increase in prepaid expenses Changes in prepaid expenses typical for this time of year
- 5) Due to market fluctuations
- 6) No changes till year end
- 7) Due to timing of payments
- 8) Reduction represents net amounts spent or recognized to date
- 9) Payments on LTD

# Unrestricted & Restricted Cash reconciliation

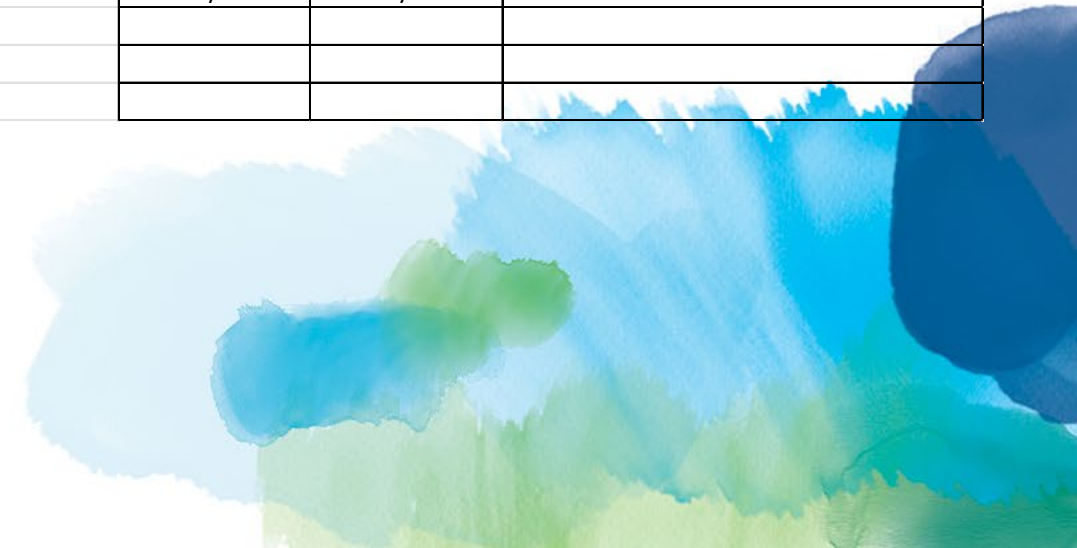
	31-Aug-21	31-Aug-22	31-Aug-23
Cash	\$ 8,171	\$ 8,746	\$ 12,598
Short-term investments	\$ 2,276	\$ 1,961	\$ 4,439
Restricted investments	\$ 27,970	\$ 24,884	\$ 25,793
<b>Total</b>	<b>\$ 38,417</b>	<b>\$ 35,591</b>	<b>\$ 42,830</b>
Deferred Revenue	\$ -	\$ 5,143	\$ 3,446
Deferred Contributions	\$ 19,718	\$ 11,641	\$ 11,599
Internally restricted net assets (excluding investment in capital assets)	\$ 12,961	\$ 8,301	\$ 7,962
Endowments	\$ 12,239	\$ 12,588	\$ 12,706
<b>Total</b>	<b>\$ 44,918</b>	<b>\$ 37,673</b>	<b>\$ 35,713</b>
Working capital differential (Accounts receivable less accounts payable)	\$ 23,713	\$ 22,612	\$ 23,235
<b>Net cash position</b>	<b>\$ 17,212</b>	<b>\$ 20,530</b>	<b>\$ 30,352</b>

## Cash Flows



# Ministry Financial Accountability Ratios

Ministry ratios		Thresholds		2024 Projected	2023	2022	2021	2020	What is required (based on 2024 projected) to get to:		
		Medium-risk	High-risk						Medium-risk	No risk	
<b>Liquidity Ratios:</b>											
	Primary reserve (days):	< 90	< 30	26.37	23.42	12.91	27.53	36.88	\$2 million	\$16 million	Additional net expendable net assets
	Working Capital	< 1.25	< 1	1.26	1.25	1.13	1.37	1.62	n/a	n/a	
<b>Sustainability Ratios</b>											
	Viability ratio	< 60%	< 30%	21%	18%	9%	18%	25%	\$3 million	\$13 million	Additional net expendable net assets
	Debt ratio	> 35%	> 70%	26%	26%	30%	29%	30%	n/a	n/a	
	Debt to revenue ratio	> 35%	> 50%	36%	35%	42%	46%	43%	n/a	\$5 million	Additional revenues
	Interest burden ratio	> 2%	> 4%	1%	1%	1%	1%	1%	n/a	n/a	
<b>Performance</b>											
	Net income / (loss) ratio	< 1.5%	< 0%	0%	2%	-6%	-5%	-2%	n/a	\$1.2 million	Additional revenues
	Net operating revenue ratios	< 7%	< 2%	8%	8%	-3%	5%	4%	n/a	n/a	
<b>Credit rating</b>											
	Third party credit rating					BBB	BBB (High)	BBB (High)			



## Spendable net assets

