

**NIPISSING UNIVERSITY**  
**BOARD OF GOVERNORS MEETING**

**OPEN SESSION**

June 24, 2024

The Open Session of the regular Board of Governors meeting was held on Monday, June 24, 2024, at 3:00 p.m. in the President's Boardroom and via Zoom Remote Conferencing.

**Members Present:** Dave Smits, Board Chair

Veronica Afonso  
Marianne Berube  
Patti Carr  
Fran Couchie  
John D'Agostino  
Stacie Fiddler  
Blaine Hatt  
Judy Koziol  
Alisher Mansurov  
Jessica McMillan  
Laurel Muldoon  
Jamie Murton  
Jonathan Muterera  
Joe Sinicrope  
Judy Smith  
Janet Stockton  
Maurice Switzer  
Kevin Wamsley  
Kathy Wilcox  
Ravil Veli

**Regrets:** Paul Cook  
Jamie Lowery

**Invited Guests:** Ann-Barbara Graff (PVPA)  
Cheryl Sutton (VPFA)  
Abby Blaszczyk (University Secretary)  
Patricia Lupton  
Renee Hacquard  
Cheryl Zimba  
Barbi Law

**Official Observers:** Tyandra Miller  
Preston English

**# of Observers:** 2

**Recording Secretary:** Abby Blaszczyk, University Secretary

## **1. Call to Order/Land Acknowledgment**

The meeting was called to order at 3:03 p.m. The Board Chair offered a traditional land acknowledgement.

## **2. Declaration of Conflict of Interest**

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

## **3. Use of Recording and/or Broadcasting Devices**

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

## **4. Consent Agenda**

The following items were included on the consent agenda:

- i. For Adoption
  - (a) Minutes of the April 25, 2024, Board of Governors Meeting (Open Session);
- ii. For Information Only
  - a) Minutes from Meetings of the Board's Standing Committee:
    - 1. Audit & Finance Committee - Minutes from May 27, 2024;
    - 2. University Governance Committee – Minutes from May 27, 2024;
    - 3. Community Relations Committee - Minutes from May 27, 2024;
    - 4. Plant & Property Committee - Minutes from May 27, 2024; and
    - 5. Fundraising Committee – Minutes from May 27, 2024.
  - b) Reports from Other Committees/Bodies
    - 1. Academic Senate; and
    - 2. Nipissing University Indigenous Council on Education (NUICE).
  - c) Committee Annual Reports
    - 1. University Governance Annual Report;
    - 2. Audit & Finance Annual Report;
    - 3. Community Relations Annual Report;
    - 4. Fundraising Annual Report;
    - 5. Plant & Property Annual Report; and
    - 6. Executive Committee Annual Report.

Resolution 2024-06-01:     ***That the items included “for adoption” on the June 24, 2024, consent agenda for the Open Session of the Board of Governors meeting be approved as circulated, while the items included on the consent agenda “for information only” be received.***

*Moved by Kathy Wilcox; seconded by Blaine Hatt.  
Carried.*

## 5. Adoption of the Regular Agenda

Resolution 2024-06-02:     ***That the Board of Governors adopt the June 24, 2024, Open Session regular agenda as circulated.***

*Moved by Judy Smith; seconded by Fran Couchie.  
Carried.*

## 6. Chair's Remarks

The Chair began his remarks by thanking outgoing Board members and welcoming incoming members as of July 1, 2024. He also congratulated Dr. Mary Pat Sullivan and Dr. Veronika Williams on the announcement of a significant grant to support the Nipissing University-led project on Rare Dementia. The project has been awarded \$746,080 over three years and the team will work with knowledge users and collaborators from McGill University Dementia Education Program, Vision Loss Rehabilitation Canada, Nipissing University, and individuals with lived experience.

The Chair spoke to the successful Convocation ceremonies which took place June 11-13, 2024, and highlighted the inaugural gala event, 'An Evening at Nipissing,' that welcomed over 250 guests from the community in support of students.

The Chair concluded his remarks by recognizing Dr. Paul Cook and Cheryl Sutton, VPFA, for their years of dedication to Nipissing University.

## 7. Chancellor's Remarks

No remarks.

## 8. President's Remarks

President Wamsley provided a report detailing recent activities on and off campus. The report, which is appended to these minutes, highlighted the success of the June Convocation ceremonies, and the President thanked those Board members who were able to attend. He also expressed his thanks to the many volunteers and the Convocation Committee for the months of organization that went into these events.

In addition to Convocation, the inaugural fundraising dinner took place to create an endowment for the Student Support Fund. Since the end of September, the Chancellor's Cabinet, chaired by Dr. Paul Cook, raised a total of \$606,000, including funds raised through the inaugural 'An Evening at Nipissing,' event. Dr. Wamsley thanked Cabinet members Al McDonald, Gord Durnan, Joanne Wallace, John D'Agostino, Tom Curry, Tom Hedican, Vicky Paine-Mantha, and Marianne Berube for their tireless efforts.

Following the good news on receiving \$1.2 million in one-time funding for STEM, the University received notification for additional funding for 2024-25. Nipissing University will be allotted an

additional \$1.6 million in one-time Northern Grant funding, approximately \$800,000 in operational funding for 2024-25, and received funding as a medium risk institution of approximately \$2 million.

The approximate calculation for the 2023-24 year-end is \$3.2 million in surplus funds, to be confirmed through the year-end audit process.

## 9. Academic and Operational Planning (APOP)

The Provost & Vice-President Finance & Administration presented the process of the Academic and Operational Plan to date. In Winter 2024, 14 conversations were held with the broader Nipissing community on topics drawn from the Strategic Plan. The process foregrounded conversations between academic and administrative areas to break down the silos that inevitably influence individual outlooks on unique contributions to the university.

With a goal to set a course for sustainable growth that anticipates Nipissing University's unique contribution to post-secondary education in the future, the APOP draft plan is sensitive to how the sector is changing in Ontario and globally in response to COVID-19, funding models, international participation, student interests, and labour market realities.

The plan includes an emphasis on addressing Equity, Diversity, and Inclusion issues, aligning with the ongoing Equity audit for consistency. It also highlighted consistency and good governance across the University and spoke to concerns about workplace culture, potentially influenced by transitions such as remote work or post-pandemic adjustments. The draft plan is appended to these minutes for information.

A discussion took place with some Board members raising concerns about the need for ongoing consultation with the Nipissing University Council on Indigenous Education (NUICE), as well as the surrounding Indigenous First Nations. The Provost indicated that this concern is shared, as the need for meaningful discussions and consultations with community would not have been possible within the current process and timeline. The APOP plan includes plans to establish a committee to develop a dedicated process and action plan focused specifically on Indigenous knowledge and reconciliation that will intersect with APOP as both evolve.

Following a robust discussion, a resolution was made:

Resolution 2024-06-03:     ***That the Board of Governors endorse the process of the Academic Plan/Operational Plan to date.***

*Moved by Ravil Veli; seconded by Judy Koziol.  
M. Switzer Opposed.  
4 Abstentions.  
Carried.*

## 10. Vice-Presidents' Remarks

**The Provost and Vice-President, Academic (PVPA)** provided a written report in advance of the meeting. The Provost addressed several inquiries regarding Project Integrate.



**The Vice-President, Finance & Administration (VPFA)** No remarks.

## 11. Board Committee Reports

### University Governance Committee

- Board Bylaws Review

A draft version of suggested changes to the Board Bylaws, as recommended by the University Governance Committee, was circulated in advance of the meeting and the Committee Chair spoke to changes, both major and minor. He highlighted general grammar and format changes and spoke to more major inclusions, such as clarification around ‘in-camera’ sessions, as recommended through the Auditor General’s Audit.

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

Resolution 2024-06-04:     ***That the Board of Governors accept the recommendation of the University Governance Committee to adopt the revised General Bylaws of the Board of Governors document as circulated.***

*Moved by John D’Agostino; seconded by Kathy Wilcox.  
Carried.*

### Audit & Finance Committee

- Investment Policy & Guidelines or Trust and Endowment of Funds

The Chair of the Audit & Finance Committee noted that the Investment Sub-Committee met with PH&N to review recommended changes to the Investment Policy and recommended eliminating the 5% cash and cash equivalents allocation and moving this allocation to bonds. Additionally, a recommendation was made to reduce the allocation in Conventional mortgages by 5% and introduce stand-alone US equity allocations. These changes will slightly increase the risk profile of investments and will increase the expected long-term returns.

Several questions were raised, including how the university ensures ethical investments. The AVP, Finance and Infrastructure indicated that the Audit & Finance Committee is tasked with reviewing investments twice per year, and while there is no significant risk in that area of investment currently, the AVP suggested that the topic is brought forward for conversation with the fund manager at the Fall meeting of the Committee.

Following discussion, a resolution was made:

Resolution 2024-06-05:     ***That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the revisions to the Investment Policy and Guidelines for Trust and Endowment Funds as presented.***

*Moved by Marianne Berube; seconded by Jonathan Muterera.  
Carried.*

## **12. Board Representatives on Other Committees/Bodies**

### Nipissing University Student Union

The NUSU President provided a report, highlighting recent activities including Convocation, An Evening at Nipissing Gala, and the upcoming Pride Barbecue to take place on June 26, 2024, at the NUSU Student Centre.

The report included a request to connect with university administration to address the ongoing encampments seen across institutions both within Canada and internationally amidst the current geopolitical climate. Board members spoke to the importance of free speech while also highlighting the importance of student safety.

### Academic Senate

The Provost spoke to two recommendations from the Academic Senate, as follows:

Resolution 2024-06-06:     ***That the Board of Governors accept the recommendation of the Academic Senate to remove the Specialization and Honours Specialization Degree options from the Religions and Cultures Program.***

*Moved by Fran Couchie; seconded by Janet Stockton.  
Carried.*

Resolution 2024-06-07:     ***That the Board of Governors accept the recommendation of the Academic Senate to create a new academic unit that includes Social Welfare and Social Development, Psychology, Child and Family Studies, and Sociology, effective July 1, 2024.***

*Moved by Jonathan Muterera; seconded by Jamie Murton.  
Carried.*

### 13. Question Period

In an effort to change the culture of the university and advance the relationship between the institution and the North Bay community, a suggestion was made to host an event similar to the former Heritage Festival, either on campus or at the waterfront, to continue to raise Nipissing's profile in the city.

A Board member made the request to include a budget line within the 2025-26 budget that addresses dismantling racism. The budget line would be dedicated to education around Equity, Diversity, and Inclusion.

### 14. Other Business

There was no other business.

### 15. Next Meeting/Adjournment

The Board of Governors will break for the summer months and a schedule of dates for the 2024-25 year was included in the Board Package.

The next Committee Day is September 9, 2024, and will include the University Governance Committee, Audit & Finance Committee and the Executive Committee.

The next Board meeting is September 26, 2024.

Resolution 2024-06-08:     ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

*Moved by Veronica Afonso; seconded by Kathy Wilcox.  
Carried.*

Open session adjourned at 5:27 p.m.

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President & Vice-Chancellor/Secretary of the Board

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Board Chair



## Meeting Book - June 2024 Board of Governors Meeting

### Open Session

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#### 1. Call to Order/Land Acknowledgement

Dave Smits

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

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#### 2. Declaration of Conflict of Interest

Dave Smits

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#### 3. Use of Recording and/or Broadcasting Devices

Dave Smits

*Only pre-approved methods of recording and/or broadcasting may be used. Disseminating any information during the meeting is prohibited.*

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#### 4. Consent Agenda

**Resolution**

Dave Smits

*That the items included "for adoption" on the June 24, 2024, consent agenda for the Open Session of the Board of Governors meeting be approved as circulated, while the items on the consent agenda "for information only" be received.*

##### i. i) For Adoption

##### a. a) Minutes of Previous Board of Governors Meeting(s) - Open Session

2024-04-25 - Open Session Minutes.docx

##### ii. ii) For Information

##### a. a) Minutes from Meetings of the Board's Standing Committees

2024-05-27 - Open UGC Minutes.docx

2024-05-27 - Audit & Finance Minutes (final).docx

2024-05-27 Community Relations Minutes.docx

05-27-2024 - Fundraising Minutes (final).docx

2024-05-27 - Plant & Property Minutes.pdf

##### b. b) Reports from Other Committees/Bodies

Senate Report to the Board of Governors May & June 2024.docx

NUICE BoG Report - June, 2024.pdf

##### c. c) Committee Annual Reports

2023-24 - UGC Annual Report.docx

2023-24 Annual Report - Community Relations.docx

2023-24 Fundraising report.docx

2023-24 A&F Annual Report

2023-24 - P&P Annual Report.docx

2023-24 Annual Report - Exec.docx

5. Adoption of Regular Agenda <i>That the Board of Governors adopt the June 24, 2024, Open Session regular agenda as circulated.</i>	Resolution	Dave Smits
6. Chair's Remarks		Dave Smits
7. Chancellor's Remarks		Dr. Paul Cook (d.Litt)
8. President's Remarks		Dr. Kevin Wamsley
9. Academic Plan/Operational Plan <i>That the Board of Governors endorse the process of the Academic Plan/Operational Plan to date.</i>	Resolution	Ann-Barbara Graff
i. Draft APOP		
10. Vice-President's Remarks		
i. Provost and Vice-President, Academic		Dr. Ann- Barbara Graff
ii. Vice-President, Finance & Administration		Cheryl Sutton
11. Board Committee Reports		
i. University Governance Committee		John D'Agostino
a. Board Bylaw Review <i>That the Board of Governors accept the recommendation of the University Governance Committee to adopt the revised General Bylaws of the Board of Governors document as circulated.</i>	Resolution	John D'Agostino
BOARD BYLAWS - 2023-24 Tracked Changes.pdf		
ii. Audit & Finance Committee <i>That the Board of Governors accept the recommendation of the Audit &amp; Finance Committee to approve the revisions to the Investment Policy and Guidelines for Trust and Endowment Funds as presented.</i>	Resolution	Marianne Berube
a. Investment Policy.pdf		
12. Board Representatives on Other Committees/Bodies		
i. Nipissing University Student Union (NUSU)		
13. Question Period		
14. Other Business		
15. Next Meeting Dates/Adjournment <i>That the Open Session of the Board of Governors' regular meeting now adjourn.</i>	Resolution	

NIPISSING UNIVERSITY BOARD OF GOVERNORS  
UNIVERSITY GOVERNANCE COMMITTEE MEETING

**OPEN SESSION**

May 27, 2024

The Governance Committee met on Monday, May 27, 2024, at 9:00 a.m. in the President's Boardroom (F303) and via Zoom remote video conferencing.

Members present: John D'Agostino, Committee Chair  
Veronica Afonso  
Marianne Berube  
Ravil Veli  
Kathy Wilcox  
Jamie Murton  
Harikesh Panchal  
Kevin Wamsley  
Ann Barbara Graff (PVPA – non-voting)  
Cheryl Sutton (VPFA – non-voting)  
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Paul Cook  
Tyandra Miller  
Laurel Muldoon

Recording Secretary: Patricia Lupton (Executive Assistant, Office of the President)

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**1. Call to Order/Traditional Land Acknowledgement**

The Closed meeting was called to order at 9:01 a.m. The Committee Chair provided a traditional land acknowledgement.

**2. Call for Conflicts of Interest**

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

**3. 2024 Bylaws Review**

A draft version of suggested changes to the Bylaws was circulated, and the Committee Chair spoke to changes, both major and minor. He highlighted general grammar and format changes and spoke to the more major inclusions, including clarification around 'in-camera' sessions, and the addition of a Statement on Collegiality as per the recommendation of the 2016 Special Governance Commission.

A discussion regarding the Statement on Collegiality ensued, with members raising questions around the legality of the language and concerns that the statement is outdated, given it was originally crafted in 2018. Following the discussion, the Committee would like to refer the statement back to the Joint Committee of the Board and Senate on Governance for updates to the language, and a motion was made:

Motion:     ***That the University Governance Committee recommend the Board of Governors approve the revisions to the Board Bylaws as amended.***

*Moved by Marianne Berube; seconded by Dave Smits.  
Carried.*

#### **4. Annual Board Evaluation: Discussion**

The Annual Board Evaluation as circulated in 2022-23 was shared with the Committee, and the Chair welcomed feedback on updates or improvements. In an effort to ensure consistency year-over-year, the Committee determined it would be beneficial to circulate the evaluation as it stands, and the evaluation will be shared during the closed session of the June 24, 2024, meeting of the Board to ensure a good response rate.

#### **5. Other Business**

There was no other business.

The closed meeting adjourned at 9:22 a.m.

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Recording Secretary

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Chair of University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

**AUDIT & FINANCE COMMITTEE MEETING**

**OPEN SESSION**

May 27, 2024

The Audit and Finance Committee met on Monday, May 27, 2024, at 10:30 a.m. in the President's Boardroom (F303) and via Zoom remote conferencing.

Members Present: Marianne Berube (Committee Chair)  
Dave Smits  
Patti Carr  
Matt DeVuono  
John D'Agostino  
Jonathan Mutterera  
Jessica McMillan  
Janet Stockton  
Kevin Wamsley  
Harikesh Panchal (Student Observer – non-voting)  
Ann Barbara Graff (PVPA – non-voting)  
Cheryl Sutton (VP, Finance & Administration – non-voting)  
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Paul Cook

Guests: Renée Hacquard, AVP, Finance & Infrastructure  
Fran Couchie

Recording Secretary: Abby Blaszczyk (University Secretary)

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**1. Call to Order/Land Acknowledgement**

The meeting was called to order at 10:28 a.m. A traditional land acknowledgement was offered.

**2. Call for Conflicts of Interest**

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



### 3. Year End Financial Projections/Results

The Assistant Vice-President, Finance and Infrastructure noted that projections presented at the April 15, 2024, meeting of the Audit & Finance Committee remain accurate, with a projected consolidated surplus of approximately \$3.2 million. This result may change as work continues through year-end reconciliations.

### 4. Investment Performance Review

The AVP highlighted key areas within the report circulated with the agenda, including investment allocations as of March 31, 2024, which are very close to target. With lower market returns in April, these target allocations have rebalanced. The portfolio value sits at just under \$30 million and, with market declines in April, it is expected this value will change in the year-end financial statements. Overall, annual returns have done well, showing returns of 10.1%, but the low volatility strategy continues to leave us slightly behind the benchmark.

The Investment Sub-Committee met with PH&N to review recommended changes to the Investment Policy and recommended eliminating the 5% cash and cash equivalents allocation and moving this allocation to bonds. Additionally, they recommend reducing the allocation in Conventional mortgages by 5% and introducing stand-alone US equity allocation. These changes will slightly increase the risk profile of investments and will increase the expected long-term returns.

Ms. Hacquard indicated that, if approved, the change from cash to bonds will be implemented immediately to take advantage of the current interest rate environment. The 5% switch from mortgages to global equities will be implemented over the remainder of the year in consideration of the liquidity profile of mortgages.

Questions were welcomed and in response to a question about how the proposed changes to the guidelines may affect the Financial Sustainability Framework metrics as outlined by the Provincial Government, the AVP Finance & Infrastructure indicated that the interest earned could result in positive changes to the metric calculations. In response to a request about where specific investments are being made, the AVP noted that PH&N would welcome the discussion and an investment review will be undertaken at the October meeting of the Committee, as per the regular Work Plan.

Following discussion, a motion was made:

**Motion:     *That the Audit & Finance Committee recommend to the Board of Governors that revisions to the Investment Policy and Guidelines for Trust and Endowment Funds be approved as presented.***

*Moved by Janet Stockton; seconded by John D’Agostino.  
Carried.*

## **5. Other Business**

There was no further business.

The meeting adjourned at 10:45 a.m.

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Recording Secretary

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Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

COMMUNITY RELATIONS COMMITTEE MEETING

OPEN SESSION

May 27, 2024

The Community Relations Committee met on Monday, May 27, 2024, at 1:30 p.m. in the President's Boardroom (F303) and via Zoom remote conferencing.

**Members Present:** Stacie Fiddler, Committee Chair  
Judy Smith  
Blaine Hatt  
Veronica Alfonso  
Dave Smits  
Matt DeVuono  
Kevin Wamsley  
Jamie Lowery  
Janet Stockton  
Maurice Switzer  
Preston English (Student Observer – non-voting)  
Cheryl Sutton (VPFA – non-voting)  
Ann-Barbara Graff (Provost & Vice-President, Academic – non-voting)  
Abby Blaszczyk (University Secretary – non-voting)

**Regrets:** Patti Carr  
Paul Cook  
Blaine Hatt  
Laurel Muldoon

**Guests:** Meghan Venasse, Senior Manager, Marketing & Communications  
Tyler Venable, DNSSAB  
Adam Mannella, DNSSAB

**Recording Secretary:** Abby Blaszczyk, University Secretary

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**1. Call to Order/Land Acknowledgement**

The meeting was called to order at 1:31 pm. A traditional land acknowledgement was offered.

**2. Conflict of Interest**

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

**3. Clean, Green, Beautiful**

Jamie Lowery, Committee member, spoke to the Clean, Green, Beautiful initiative, which will be hosting the Communities in Bloom competition in July 2024. Communities in Bloom is a volunteer and partnership-

driven charitable organization that inspires communities to enhance quality of life and environment through people and plants in order to create community pride. The tour will commence with showcasing the Institution's campus on July 29, 2024.

#### **4. Housing Update**

Tyler Venable, Manager of Housing Programs, presented the results of an extensive housing needs and supply study conducted by the District of Nipissing Social Services Administration Board (DNSSAB). He provided a high-level overview of the study, speaking to seven key strategies for the DNSSAB to address the housing needs and gaps as they relate to people, housing, and the system.

#### **5. Community Relations Priorities 2024/25: Discussion**

The Committee Chair requested feedback on the presentations and guest speakers throughout the year and what would be beneficial moving into the next Board cycle. Several Committee members spoke to the benefit of the guest speakers, noting the importance of having open communication with a variety of community organizations. A comment was made about the importance of communicating widely the great work and research being done by our professors.

#### **6. Year End Community Relations Update**

The President prefaced his remarks by highlighting the upcoming gala event, 'An Evening at Nipissing: Together for Students.' The gala will raise funds for the Student Support Fund, which enables Nipissing University to provide urgent financial assistance to students who are unable to cover immediate, essential expenses.

Work is underway on the Year-End Community Relations Update, with a call going out to the University Management Group for all activities that were community-facing in all capacities throughout the year. Updates will be brought forward to the committee when available.

#### **7. Other Business**

There was no other business.

The meeting was adjourned at 2:33 p.m.

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Recording Secretary

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Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

**FUNDRAISING COMMITTEE MEETING**

**OPEN SESSION**

May 27, 2024

The Fundraising Committee met on Monday, May 27, 2024, at 2:30 p.m. in the President's Boardroom (F303) and via Zoom remote conferencing.

**Members present:** Kathy Wilcox, Committee Chair  
Fran Couchie  
Matt DeVuono  
Judy Koziol  
Jonathan Muterera  
Jessica McMillan  
Jonathan Muterera  
Joe Sinicrope  
Kevin Wamsley  
Em Cooke  
David Smits  
Tyandra Miller (Official Observer)  
Cheryl Sutton (VPFA – non-voting)  
Ann-Barbara Graff (Provost & VPA– non-voting)  
Abby Blaszczyk (University Secretary – non-voting)

**Regrets:** Paul Cook  
Laurel Muldoon

**Guests:** Steven Smits, Manager, Alumni & Advancement  
Renee Hacquard, AVP, Finance & Infrastructure

**Recording Secretary:** Abby Blaszczyk, University Secretary

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**1. Call to Order/Land Acknowledgement**

The meeting was called to order at 2:37 p.m. The Committee Chair offered a traditional land acknowledgement.

**2. Conflict of Interest**

The Committee Chair called for conflicts of interest; no such conflicts were declared.

**3. 2023-24 Review of Fundraising Results**

Steven Smits, Manager of Advancement & Alumni, presented a high-level overview of the 2023/24 Fundraising Results. The presentation highlighted a number of gifts, including an in-kind gift of resources to the Centre for the Study of State Violence – War, Atrocity and Genocide.

#### **4. Alumni Strategic Priorities Update**

An Alumni Engagement Plan has been drafted, with a focus on ‘connecting, celebrating and sustaining.’ The Nipissing University Alumni Advisory Board is looking to conduct an alumni engagement survey to take place in October 2024, to gain insight on Alumni interest for local, provincial and national events, tailored communication and perks. A Committee member raised concerns about the rate of engagement for monetary donations, particularly from new graduates. Steven Smits indicated that Nipissing University is exploring a new strategy to focus on deepening relationships with new alumni for the first five years, to understand their giving practices and engage new alumni in ways that illustrates impacts of giving.

#### **5. Advancement Report**

The Manager of Advancement & Alumni spoke to a number of ongoing initiatives within the department, including upcoming gala event, ‘An Evening at Nipissing: Together for Students.’ The gala will raise funds for the Student Support Fund, which enables Nipissing University to provide urgent financial assistance to students who are unable to cover immediate, essential expenses. He also spoke to new initiatives, including a Blackbaud Awards Management system, which will expand access to Scholarships for students, streamline the review process and create an overall better experience for donors. A thorough Sponsorship Valuation process for Lakers Athletics has also been approved, ensuring our sponsorship packages are competitive and provide opportunities for brands to enhance the Lakers athletics experience on and off campus.

#### **6. Other Business**

There was no other business.

The meeting was adjourned at 3:26 p.m.

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Recording Secretary

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Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

**PLANT & PROPERTY COMMITTEE MEETING**

**OPEN SESSION**

May 27, 2024

The Plant & Property Committee met on Monday, May 27, 2024, at 3:30 p.m. in the President's Boardroom (F303) and via Zoom Remote Conferencing.

Members present: Judy Smith, Committee Chair  
Judy Koziol  
Joe Sinicrope  
Ravil Veli  
Jessica McMillan  
Harikesh Panchal  
Dave Smits  
Maurice Switzer  
Kevin Wamsley  
Preston English (non-voting)  
Cheryl Sutton (VPFA - non-voting)  
Ann-Barbara Graff (PVPA – non-voting)  
Abby Blaszczyk, University Secretary (non-voting)

Regrets: Paul Cook  
Alisher Mansurov

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

Recording Secretary: Patricia Lupton, Executive Assistant, Office of the President

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**1. Call to Order/Land Acknowledgement**

The Committee Chair called the meeting to order at 3:32 p.m. A traditional land acknowledgment was made.

**2. Call for Conflicts of Interest**

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

**3. Capital & Construction Update**

David Drenth, Director of Facilities provided a Capital & Construction update. The presentation, which is appended to these minutes, highlighted major updates to the fire annunciator system, accessibility renovations to the A-Wing elevator, and several classroom renovations. Ongoing roofing repairs are also underway to replace the original single membrane roof.

Several questions were addressed within the presentation, including if completing updates to classrooms and the fire annunciator system affects insurance rates. The Director of Facilities stated that because the updates were to ensure compliance, not major improvements, it is not an opportunity to improve rates, though the updates will still be communicated.

**4. Five-Year Capital Project Planning**

David Drenth presented a five-year capital plan, which is also appended to these minutes. The plan highlighted five sources, including academic program development, the facilities condition assessment program, and system failures. It also showcased a number of projects year-over-year, beginning with those projects that are already underway like the current classroom renovations.

**5. Other Business**

There was no further business.

The meeting adjourned at 4:09 p.m.

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Recording Secretary

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Committee Chair



# NIPISSING

U N I V E R S I T Y

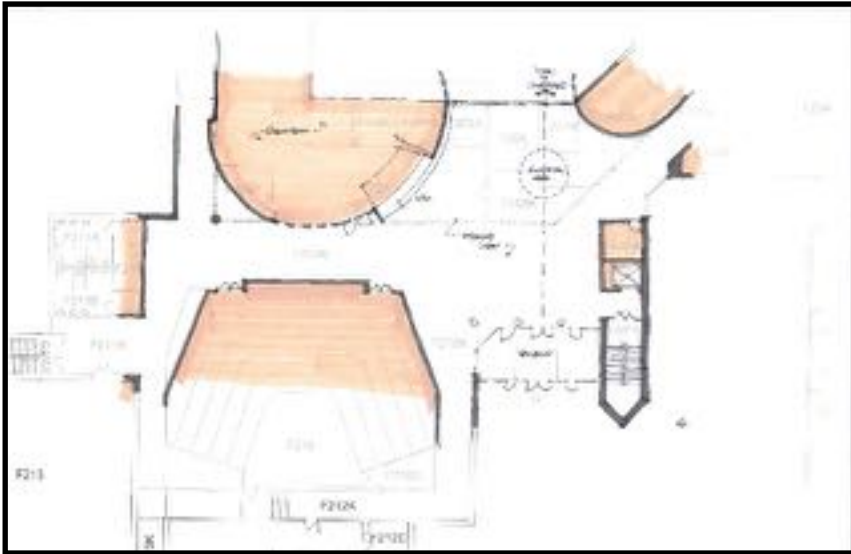


**Plant and Property - May 2024**

# Plant and Property Committee Meeting

## Capital and Construction

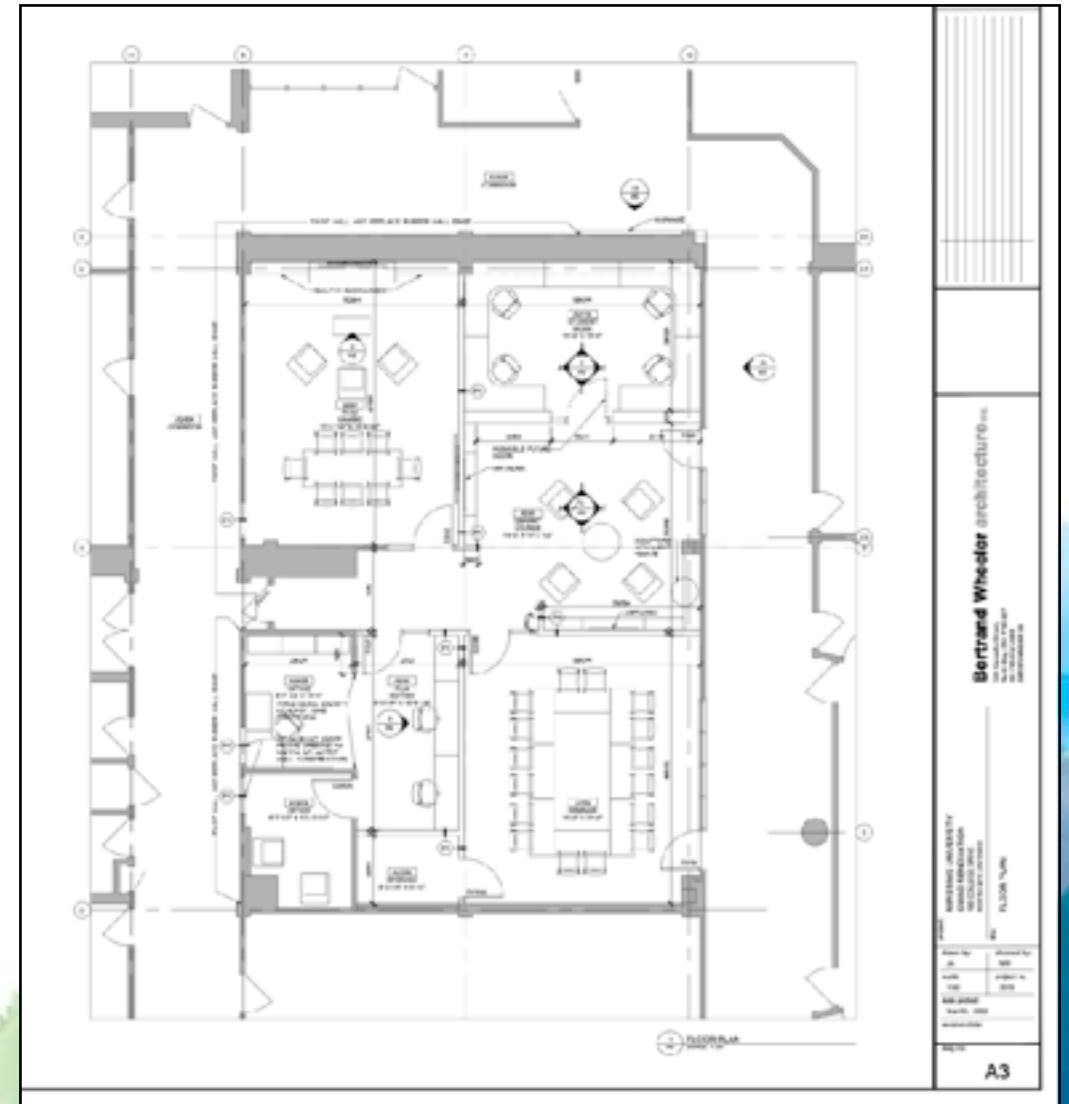
1. Capital and Construction Project Update
2. 5 Year Capital Project Planning



# Capital and Construction Project Update

## Planning and Funding

- Review capital projects funded through multiple programs and budgets

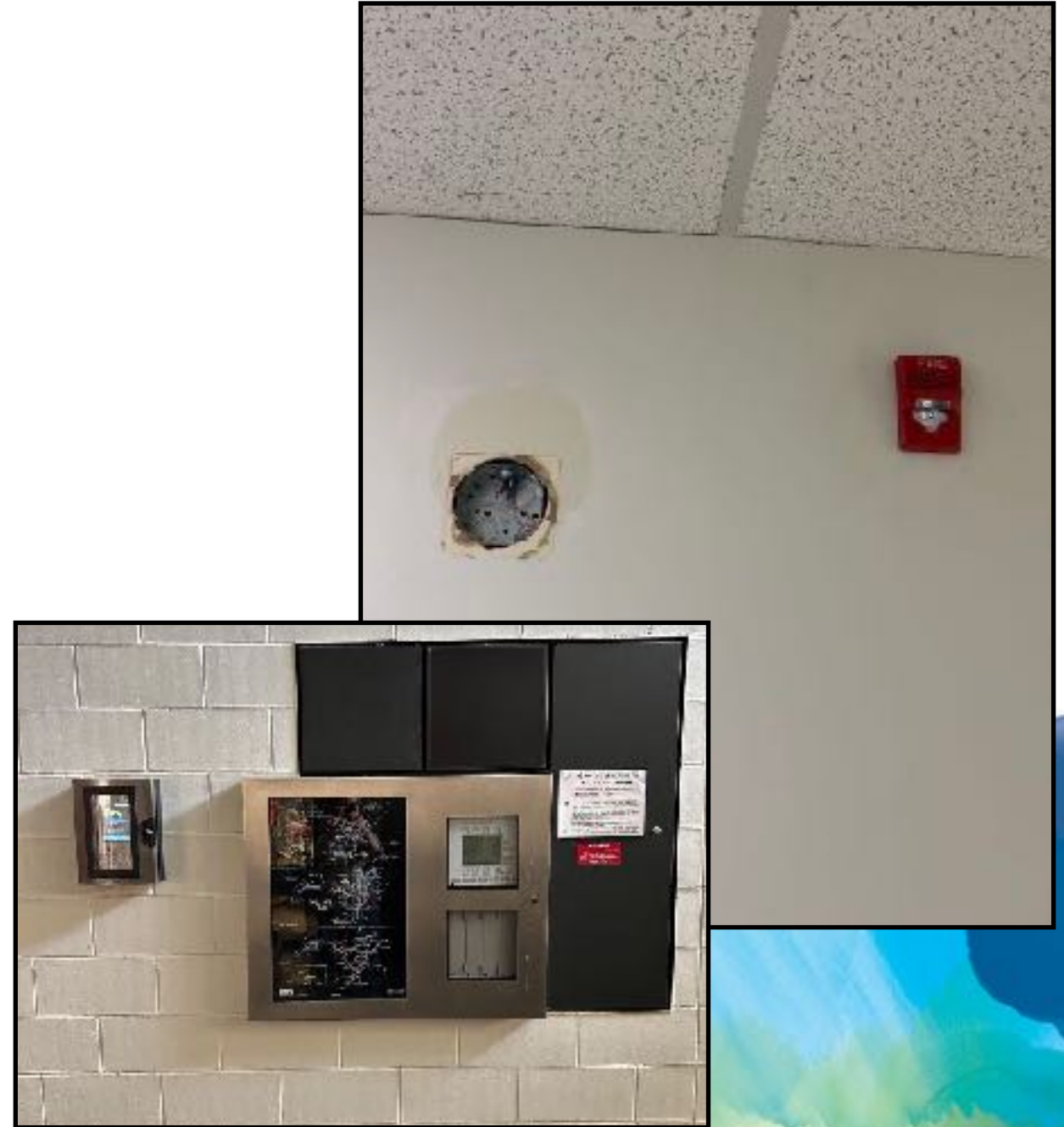


# Project Updates

## Fire Annunciator System

### Status:

- Confirming full device functionality
- Removal of existing is currently underway
- Communication and training underway
- Minor repairs will be required outside of the contract
- Project just over 90% complete





# A-Wing Elevator

## Renovation - Accessibility

### Project Description:

- Major replacement of elevator car and controls
- Re-establish reliable service to users
- Bring control systems up to date
- Previously replaced cylinder and hydraulics systems



# A-Wing Elevator



## Project Status Update

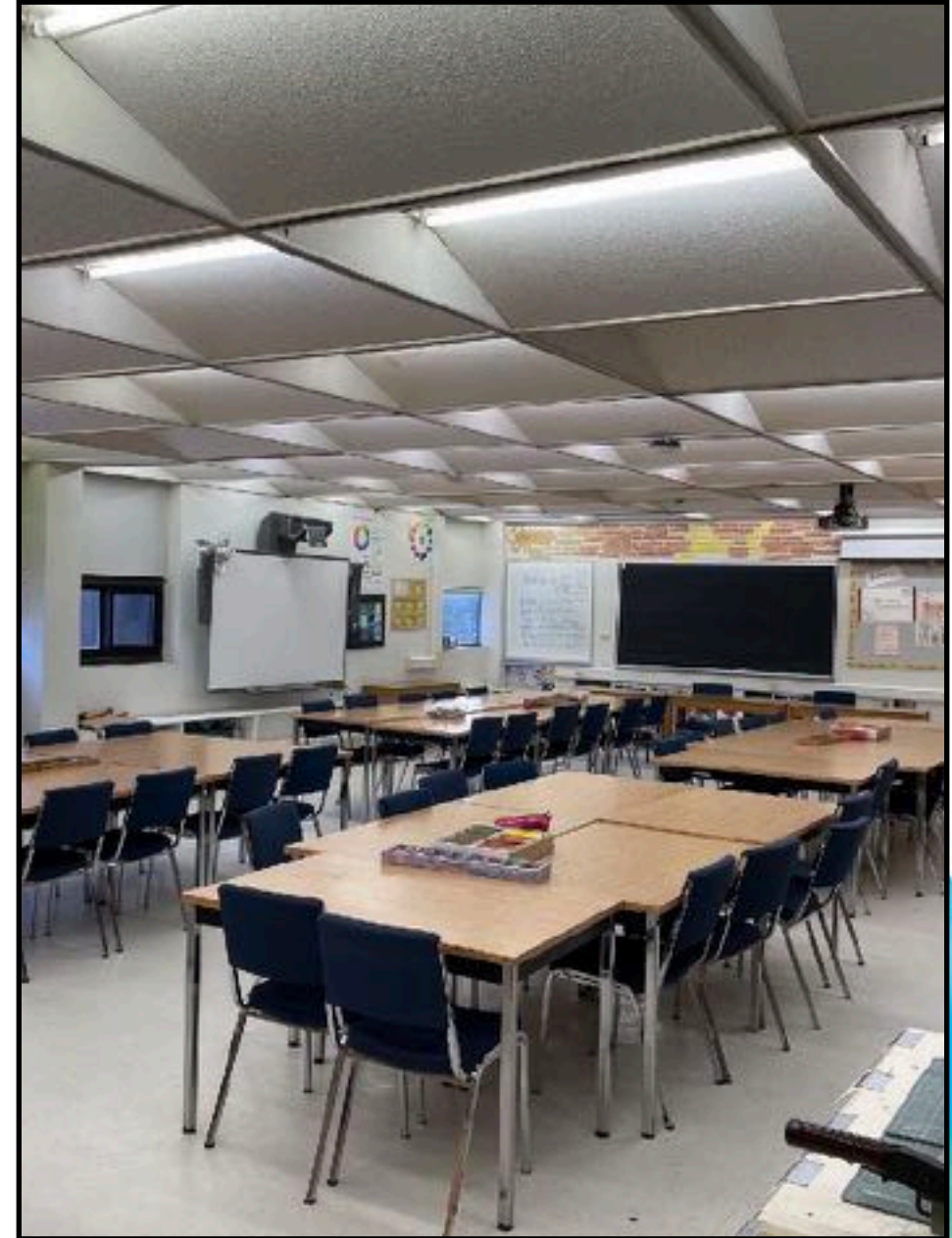
- Consultant: Near North Elevators Consulting
- Contractor: Elevator One Inc.
- Project Budget: \$250,000
- Current Project Cost: \$189,987
- Funding Source: FRP
- Revised Timing: March '24
- Status:
  - Near completion
  - Testing underway

# Classroom Renovations

## Renovation - Deferred Maintenance

### Project Description:

- Update original A-Wing Classroom spaces A122, A233, A236, A238
- Assess and resolve any existing designated substance concerns
- Remove obsolete alcove ceiling systems, fire stopping, LED lighting, flooring





# Classroom Renovations



## Project Status Update

- Contractor: Venasse Building Group
- Project Budget: \$500,000
- Project Cost: \$315,000
- Funding Sources: FRP
- Timing: May 2024
- Status:
  - Contractors on-site and demo work underway
  - Additional designated substance abatement identified requiring certified removal support

















# IT Classroom Roofing - Phase 2

## Building Envelope - Deferred Maintenance

### Project Description:

- Replace original single membrane roof

### Project Status Update

- Contractor: Designed Roofing
- Project Budget: \$250,000
- Project Cost: \$231,000
- Funding Sources: FRP
- Timing: May 2024
- Status:
  - Almost complete - flashing underway



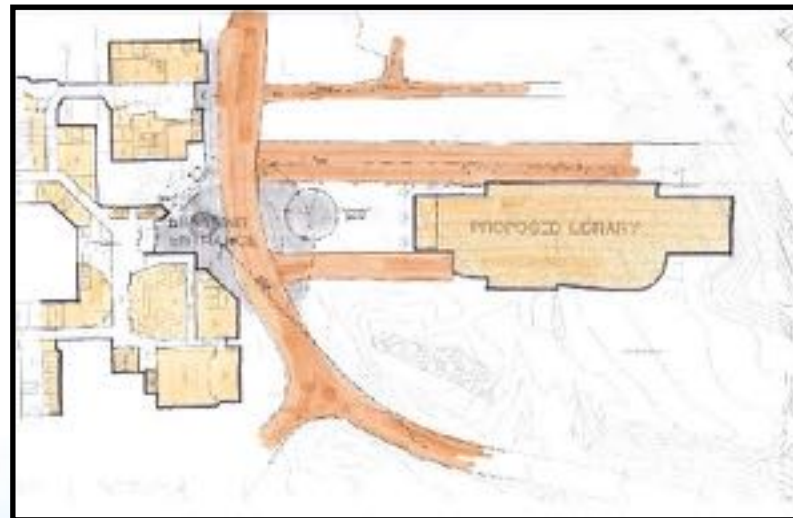
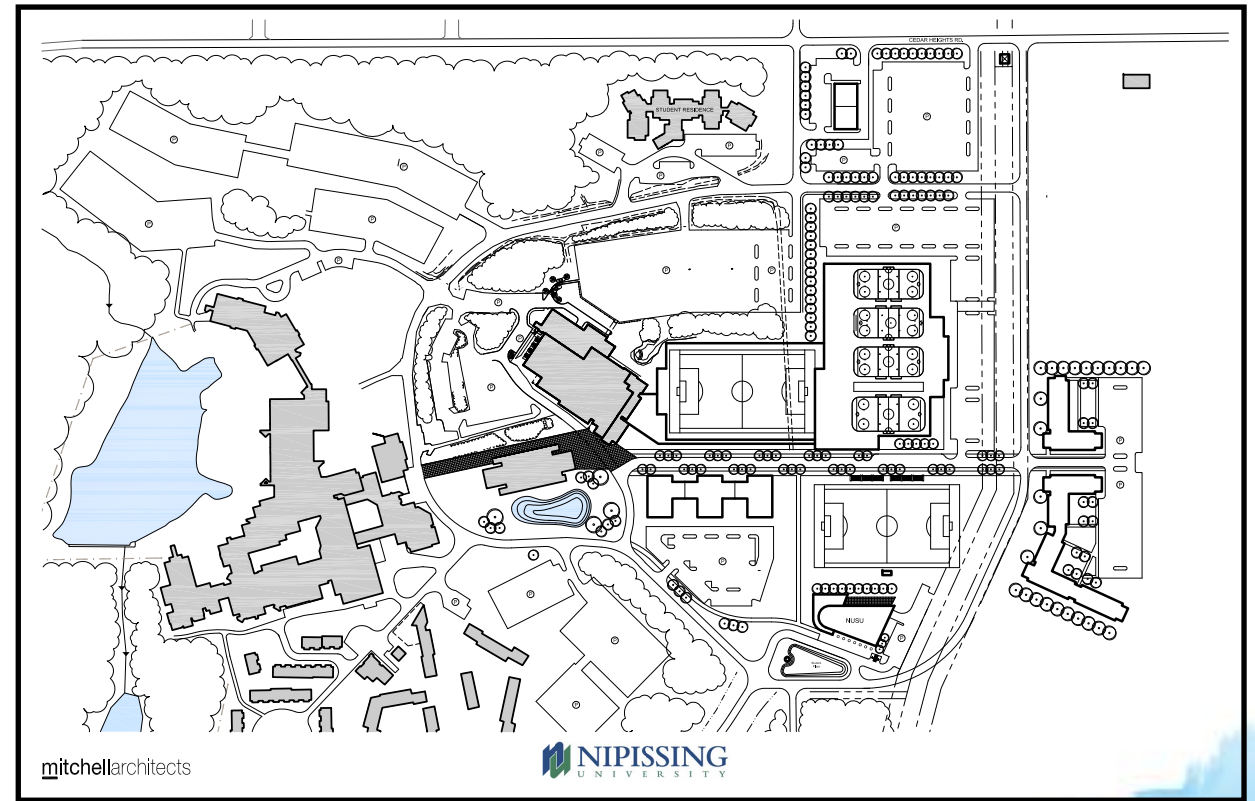




# 5 Year Capital Plan

## Planning and Funding

- Sources
- Highlight Projects
- 2025 Capital Budget





# 5 Year Capital Plan

## Source #1 - Academic Program Development

- Ultimately delivers campus and facility needs for academic, student, and administrative requirements



mitchellarchitects

 **NIPISSING**  
UNIVERSITY



mitchellarchitects

**Nipissing University**  
Centre for Teaching and Learning Innovation

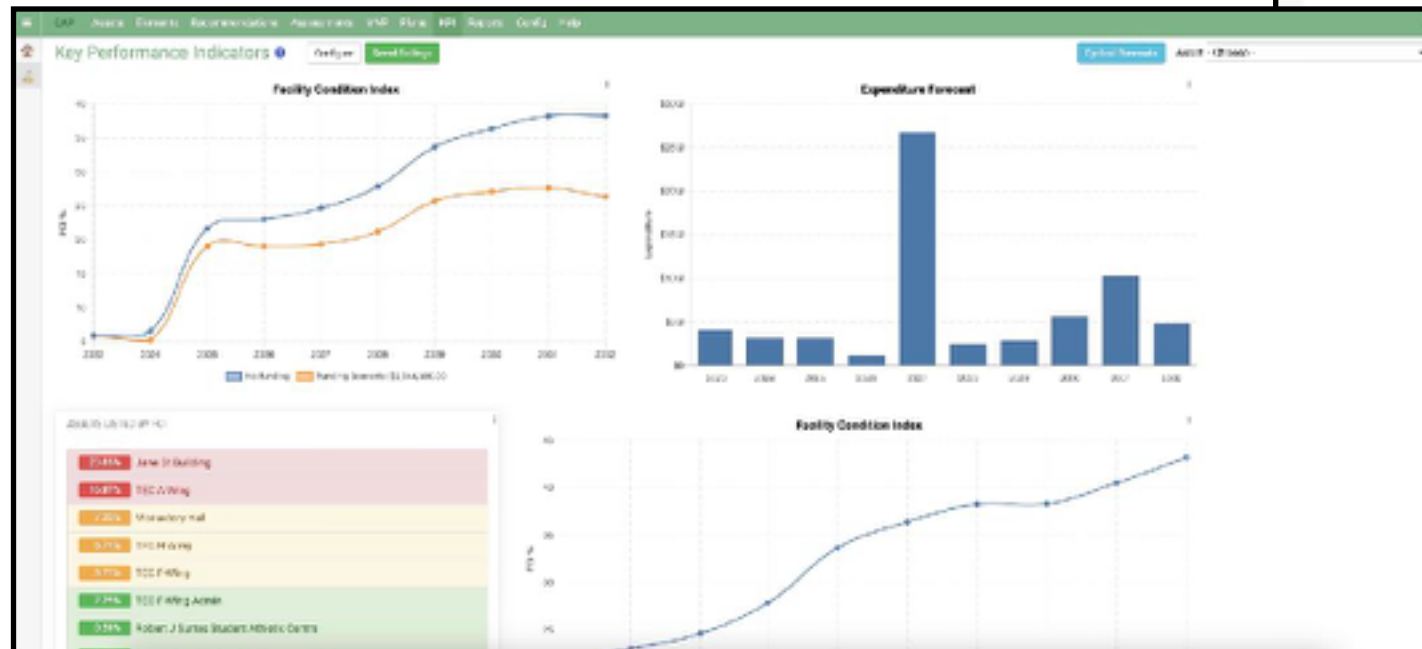


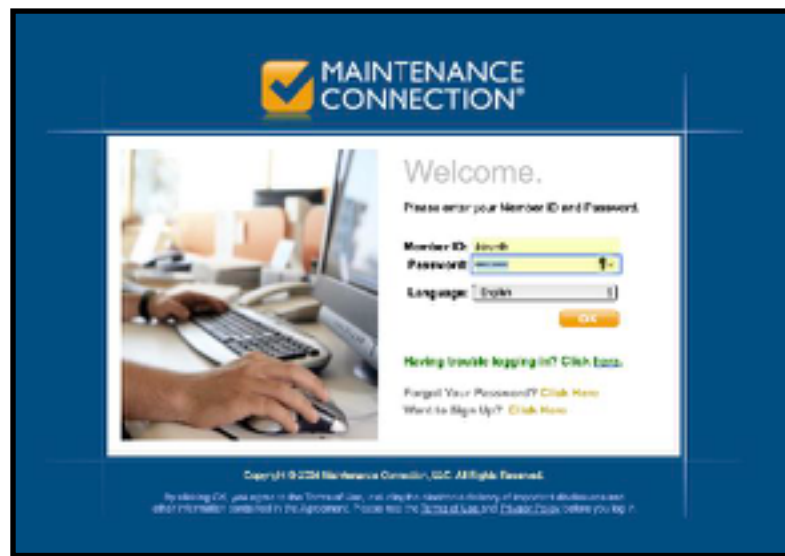
# 5 Year Capital Plan

## Source #2 - FCAP

- Facilities Condition Assessment Program
- Develops reporting for FCI and urgent maintenance needs
- NU fully assessed except ancillary facilities

Asset ID	Asset Name	Location	City	Exhaust	Recommendation	PCAD	Replacement	5 Year Price	5 Year AGI
10000	Overhead Exhaust System	100 South Main St	North Bay	0	0		\$0.00	\$0.00	+
10001	Overhead Exhaust System	100 College Drive	North Bay	20	20	Nov 12, 2008	\$174,000.00	\$173,988.00	-0.01%
10002	Overhead Exhaust System	100 College Drive	North Bay	0	0		\$0.00	\$0.00	+
10003	Overhead Exhaust System	100 Main St	North Bay	30	30	Nov 11, 2007	\$180,000.00	\$179,100.00	-0.05%
10004	Overhead Exhaust System	100 Main St	North Bay	20	20	Nov 11, 2007	\$180,000.00	\$179,100.00	-0.05%
10005	Overhead Exhaust System	100 College Drive	North Bay	0	0		\$0.00	\$0.00	+
10006	Overhead Exhaust System	100 College Drive	North Bay	0	0		\$0.00	\$0.00	+
10007	Overhead Exhaust System	100 College Drive	North Bay	0	0		\$0.00	\$0.00	+
10008	Overhead Exhaust System	100 College Drive	North Bay	0	0		\$0.00	\$0.00	+
10009	Overhead Exhaust System	100 College Drive	North Bay	0	0		\$0.00	\$0.00	+
10010	Overhead Exhaust System	100 College Drive	North Bay	0	0		\$0.00	\$0.00	+
10011	Overhead Exhaust System	100 College Drive	North Bay	0	0		\$0.00	\$0.00	+
10012	Overhead Exhaust System	100 College Drive	North Bay	0	0		\$0.00	\$0.00	+
10013	Overhead Exhaust System	100 College Drive	North Bay	0	0		\$0.00	\$0.00	+
10014	Overhead Exhaust System	100 College Drive	North Bay	0	0		\$0.00	\$0.00	+
10015	Overhead Exhaust System	100 College Drive	North Bay	0	0		\$0.00	\$0.00	+
10016	Overhead Exhaust System	100 College Drive	North Bay	0	0		\$0.00	\$0.00	+
10017	Overhead Exhaust System	100 College Drive	North Bay	0	0		\$0.00	\$0.00	+
10018	Overhead Exhaust System	100 College Drive	North Bay	0	0		\$0.00	\$0.00	+
10019	Overhead Exhaust System	100 College Drive	North Bay	0	0		\$0.00	\$0.00	+
10020	Overhead Exhaust System	100 College Drive	North Bay	0	0		\$0.00	\$0.00	+

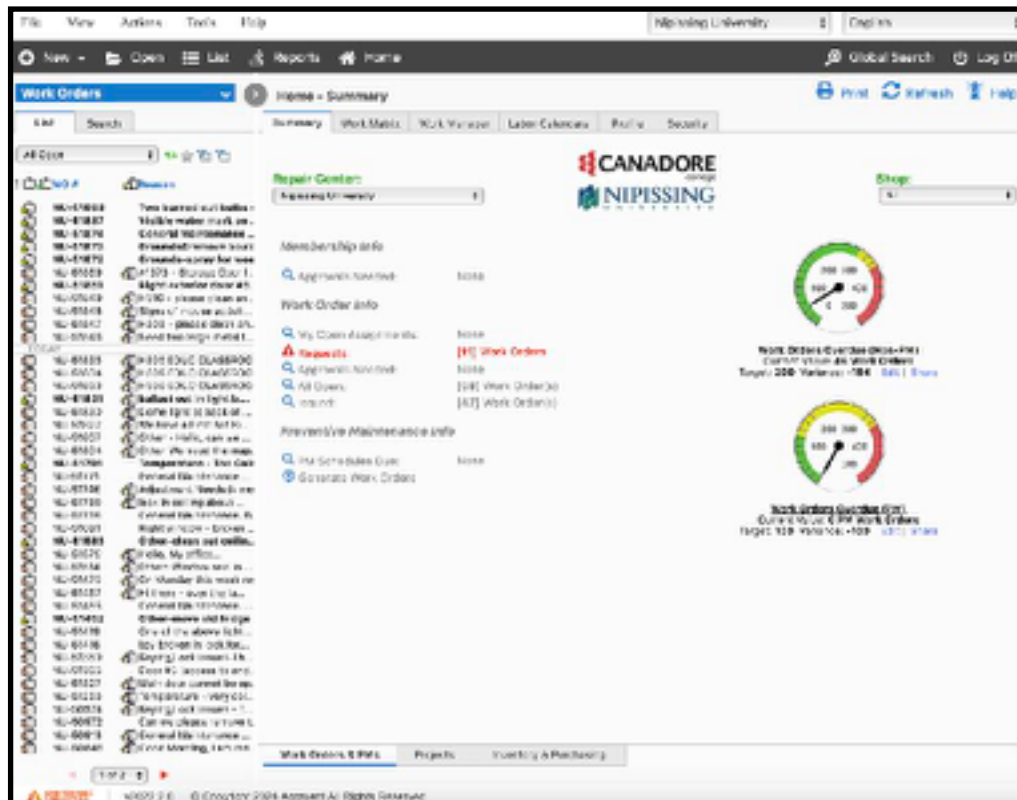




# 5 Year Capital Plan

## Source #3 - CMMS

- Computerized Maintenance Management System
- Preventative Maintenance and Repairs Reporting
- Highlights repeat failures, expenses, and time to address



# 5 Year Capital Plan

## Source #4 - Internal Facility Audits

- Renovation Project Work
- Classroom Audits
- JH&SC Workplace Audits
- Accessibility Audits
- Fire Safety Audits







# 5 Year Capital Plan

## Source #5 - System Failure

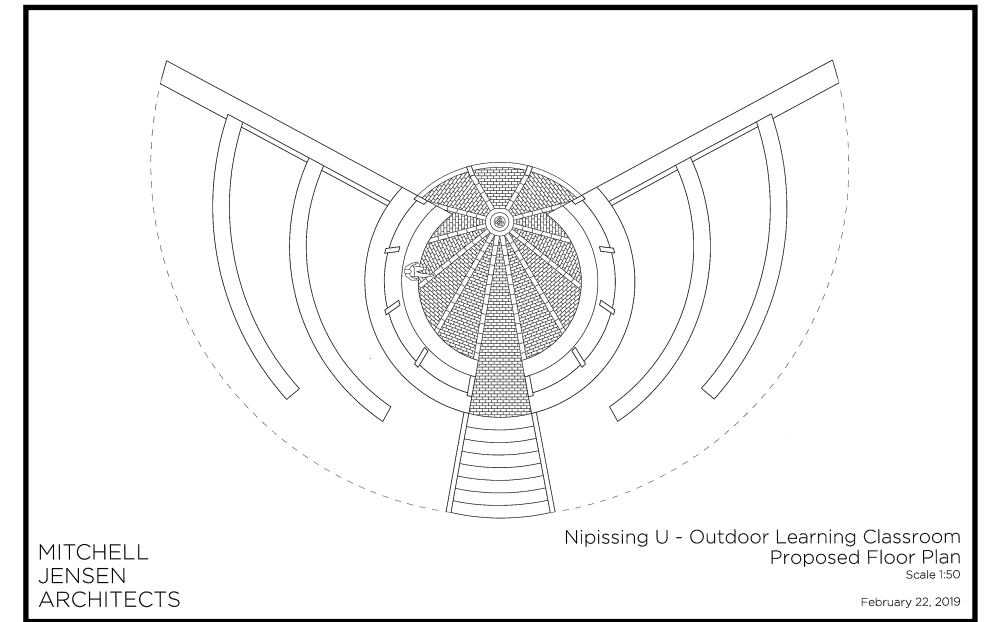
- Heating/Cooling, Roof leaks, Electrical Outage, Plumbing
- Examples include: Campus transformer failure, Founder's House fire pipe flood, H-Wing fire pipe flood, F-Wing roof leaks, Pond Dam



# 5 Year Capital Plan

## Highlight Projects - Year 1

- Classroom Renovations
- Roofing Replacement - IT Classrooms
- Outdoor Classroom
- Residence Upgrades







# 5 Year Capital Plan

## Highlight Projects - Year 2

- Front Entrance Update
- Lower Residence Parking
- TRC Windows and Roofing
- Admin Department Renovations
- Gender Neutral Washrooms
- Multi-Faith Space
- Pond Dam Restoration

# 5 Year Capital Plan

## Highlight Projects - Year 3,4,&5

- HVAC Unit Replacements (Academic & Ancillary)
- Elevator Repairs (Academic & Ancillary)
- Roofing Replacement (Residence)
- Turf Field Repairs/Maintenance



# 5 Year Capital Plan

## 2025 Capital Budget

FUNDING SOURCES:		
Facilities Renewal Program	\$	2,125,000
Campus Safety Grant	\$	12,500
Ancillary	\$	350,000
NUSU funds in trust	\$	150,000
Donations and/or government grants	\$	1,000,000
Research Funding	\$	350,000
	\$	3,987,500
PLANNED EXPENDITURES:		
Campus Infrastructure		
Outdoor Classroom	\$	1,000,000
Roof repairs	\$	430,000
NUSU Parking Lot Expansion	\$	150,000
Residence Building Repairs	\$	350,000
HVAC Replacements	\$	420,000
SHARED - Outdoor lights (parking lots)	\$	12,500
SHARED - Washroom Upgrades	\$	75,000
SHARED - Duchesnay Creek Upgrades	\$	44,500
SHARED - Metering	\$	25,000
SHARED - Campus Signage	\$	15,000
Renovation		
Classroom Renovations	\$	525,750
Monastery Renovations	\$	375,000
Other renovation projects	\$	214,750
Equipment		
Research related equipment	\$	350,000
	\$	3,987,500



The background is an abstract watercolor painting. It features soft, blended washes of light blue, teal, and pale green. There are some darker, more saturated patches of blue and green, particularly on the right side, which add depth to the composition. The overall effect is ethereal and artistic, with the colors bleeding into each other and the white background.

End

Nipissing University  
Report of the Academic Senate

June 17, 2024

May 10, 2024 Senate Meeting

- The Provost reported that the Registrar's Office will begin issuing Provincial Attestation Letters (PALS) as they are now required for international students. She also advised that a new plan is being developed for improving recruitment, retention, and persistence. She highlighted the ongoing work of the Registrar's Office to digitize and automate processes to increase the timeliness of making offers to students to increase our competitiveness.
- The AVP Finance & Infrastructure provided a budget presentation including updated projections for 2023-24, and the Operating, Ancillary, Capital, and Consolidated Budgets for 2024-25.
- Senator Murton, on behalf of the Academic Quality Assurance and Planning Committee (AQAPC), provided a report on the upcoming Ontario Universities Council on Quality Assurance Institutional Audit.
- The English IQAP Two-Year Post Cyclical Program Review Follow-up Report was provided to Senate for information.
- The Social Welfare and Social Development IQAP Final Assessment Report and Implementation Plan (FAR/IP) was provided to Senate for information.
- The Philosophy IQAP Final Assessment Report and Implementation Plan (FAR/IP) was provided to Senate for information.
- The moratorium on centres and institutes and the student course survey pilot were discussed.
- The amendment of Senate By-law 9.0 regarding Librarians being assigned to a Faculty was provided as a notice of motion.
- Senate approved to graduate the students who have completed their degree requirements.

June 14, 2024 Senate Meeting

- The Academic and Operational Plan was presented at the June 10 AQAPC meeting and included in the Senate agenda for comment by Senators.
- Annual Reports of the Senate Executive Committee, the Academic Appeals and Petitions Committee, the Academic Awards Committee, the Academic Curriculum Committee, the By-laws and Elections Committee, the Graduate Studies Committee, the Honorary Degrees Committee, the Joint Committee of the Board and Senate on Governance, the Senate Research Committee, the Senate Budget Advisory Committee, and the Teaching and Learning Committee were included in the Senate agenda.
- The amendment of Senate By-law 9.0 regarding Librarians being assigned to a Faculty was provided as a motion and approved.
- Dr. Sarah Winters was acclaimed as the faculty Senator to serve on the Board of Governors for a three-year term.
- Dr. Chris Greco was acclaimed as the faculty Senator to serve on the Senate Budget Advisory Committee for a three-year term.
- The Deans announced the number of graduands by faculty and degree and expressed congratulations.
- Senate moved in camera and accepted the recommendation of the Chancellor's Selection Committee.

**Nipissing University Indigenous Council on Education  
Update to Nipissing University Board of Governors  
June, 2024**

The following are the latest campus initiatives involving the Nipissing University Indigenous Council on Education since the last Board of Governors meeting May, 2024:

- **May 3 – NUICE Meeting**

This meeting was the best attended with all NUICE members present. Several items were discussed, including the Polishing the Chain sessions and how the campus might proceed with these engagements next year. Also discussed the Academic and Operational Plan (APOP) and ways it supports Indigenous Knowledge and Reconciliation as presented by Dr Ann-Barbara Graff. Community visits are being arranged with Nipissing University leadership and members of Dokis, Nipissing, and Temagami First Nations.

- **May 29th – Indigenous Youth Retreat, Near North District School Board**

This group of 30 Indigenous youth represents youth from communities all over, such as Wasauksing, Henvey Inlet, Whitefish River, Nipissing, Dokis, Fort Albany and Bear Island to name a few. Enji giigdoyang, Office of Indigenous Initiatives were honoured to welcome and host the youth for this overnight Indigenous leadership opportunity with longstanding partners from the Near North District School Board, Kelly Nootchtai Huston (Indigenous Education Lead), and Sarah Spence (Principal of Student Achievement and Wellbeing).

- **Enji giigdoyang (OII) Medicine Garden - Summer Drop-in**

The medicine garden is open for a second season with Cheriian Pearson (NU student) continuing her work. This season, she has some assistance from Elsa Allen, member of Timiskaming First Nation, who will be working in the Office of Indigenous Initiatives throughout the summer. They are also working on establishing a “three sisters” garden bed which would house corn, beans, and squash. ALL are welcome and encouraged to come by the garden any Thursday, 10am-1pm to learn more about what our students are doing to revitalize a deeper cultural understanding and relationship with the land.

- **June 8, 9 – NBIFC Powwow**

NBIFC president and NUICE chair Maurice Switzer and Friendship Centre executive director Kathy Fortin were pleased to welcome Nipissing University President Kevin Wamsley to participate in the grand entry on both days of the pow-wow, which drew some 4,000 participants to Lea Park in North Bay.

- **June 24 – New Hire – Indigenous Student Placement Coordinator**

We are happy to welcome Sylvia Kablutsiak to the Office of Indigenous Initiatives team. Sylvia will be the new interim Indigenous Student Placement Coordinator within the office, joining us from Arviat, Nunavut until November 1<sup>st</sup>, 2024. Sylvia is a proud Nunavummiut and fluent language speaker with previous experience at Laurentian University, supporting First Nations, Métis, and Inuit learners. She is also the first Inuit hire within the history of the Office of Indigenous Initiatives.

## **NIPISSING UNIVERSITY BOARD OF GOVERNORS**

### **UNIVERSITY GOVERNANCE COMMITTEE 2023-2024 - ANNUAL REPORT**

The University Governance Committee of the Nipissing University Board of Governors is responsible governance issues which include such things as the creation, analysis, and summarizing of the annual Board evaluation. Governance Committee members also review and analyze ways upon which the Board's rules of order can be streamlined for efficiency and impact. The UGC also is responsible for recruiting and recommending new Board members and preparing and circulating the annual Board evaluation,

The Committee met a total of five times during the past academic year. The following is a summary of the business conducted in those meetings.

#### **September 11, 2023**

- Ravil Veli was appointed vice chair of the committee.
- Committee terms of reference were reviewed without amendment.
- Annual work plan was reviewed.
- The Committee was given notice that the Board Bylaws were due for a full review. A Subcommittee was struck to conduct the review, and members included John D'Agostino, Marianne Berube, Kathy Wilcox and President Kevin Wamsley.
- As per the recommendation of the Office of the Auditor General, the Emergency Presidential Succession Policy was reviewed, and no amendments were made.

#### **October 23, 2023**

- Revisions were presented to the Sexual Violence and Sexual Misconduct Policy and the policy was ultimately recommended for approval by the Board of Governors.
- Results from the 2023 Annual Board Evaluation were reviewed and noted a need for a continued focus on transparency, Board orientation and training, and communication.

#### **March 4, 2024**

- The Board Appointment protocol policy came forward for regular review. Language was updated to reflect the current Strategic Plan and the policy was ultimately recommended for approval by the Board.
- Following the recommendation from the AOGA to maintain a competencies matrix that ensures Board Members have backgrounds in needed areas of expertise, and the current Skills Matrix was updated to reflect this recommendation. The matrix will be circulated to all members, including internal members of the Board, on July 1, 2024.

#### **April 15, 2024 – Closed**

- A discussion took place regarding the nominations for the 2024-2025 Board Officer positions.
- As required in the Election of Board Officers policy, Board members were invited to submit nominations for the three Board Officer positions for next year. The University Governance Committee is responsible for considering those nominations in a closed meeting and for making recommendations to the Board of Governors.

- Recommendations for each of the Board Officer positions were agreed upon for presentation to the full Board at the annual meeting in April.

**May 27, 2024**

- A discussion took place regarding the Annual Board Evaluation and the current evaluation will be circulated to the Board at the end of the June meeting to ensure consistency year-over-year.
- A draft version of suggested changes to the Bylaws was presented, including changes to grammar and format, and more major inclusions, such as clarification around 'in-camera' sessions. The Board Bylaws will be recommended to the Board of Governors at the June 24, 2024, meeting.

Respectfully submitted,

John D'Agostino  
Chair, University Governance Committee

**NIPISSING UNIVERSITY BOARD OF GOVERNORS  
COMMUNITY RELATIONS COMMITTEE  
ANNUAL REPORT | 2023-2024**

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

**October 23, 2023**

- The terms of reference were reviewed and meeting dates were announced for the year.
- Guest speakers Beverly Hillier-Manager of Planning and Building services from the City of North Bay as well as Donna Mayer, Manager of Project Development from the District of Nipissing Social Services Administration Board made presentations to the group regarding the status of housing in the City. Beverly spoke to the Housing Action Plan, short term rental by-law and additional housing units while Donna spoke to a housing needs study that is currently underway to determine the future unit needs of the community. Donna suggested she return to present the findings of the report after the responses had been analyzed.
- The Director of External Relations and Advancement provide an update of Homecoming weekend 2023.

**January 29, 2024**

- Judy Smith assumed the role of Vice Chair for the committee.
- Terms of reference were circulated and discussed.
- Work plan was circulated. It highlighted goals and objectives and discussion involved alignment with the universities strategic plan.
- The President presented the Community Engagement Report where high level accomplishments and events were listed. Discussion ensued around how to use the information in the document for marketing and communication purposes. Various announcements were made regarding several initiatives that the University has been involved with.

**March 4, 2024**

- The Chair distributed correspondence regarding a community initiative involving the Canada Excellence Research Chair at Toronto Metropolitan University and the North Bay and Area Local Immigration Partnership. This project entitled: Beyond Metropolis will generate data that will help employers and other community leaders determine the barriers and obstacles facing newcomers who reside in more rural areas of the country. Focus groups are being held in North Bay for those interested in participating.
- Guest presenters from the North Bay and District Chamber of Commerce presented Information on the Rural Northern Immigration Pilot (RNIP) project and how it can expedite permanent residency for graduates of Nipissing University.
- Discussion ensued regarding the formalization of a community engagement report. If such a report were generated, it could be maximized to communicate the many successes of the institution. The economic impact that the university has on the local community and beyond is something that should be shared annually.

**May 27, 2024**

- Jamie Lowery: Committee member and representative of Clean, Green, Beautiful North Bay spoke to the group to announce their participation in the National Competition of Communities in Bloom. The judges of this competition will be on the university campus this summer and it is the hope of the committee to showcase the campus grounds and have the University President bring greetings.
- Tyler Venable and Adam Mannella were the guest presenters from the District of Nipissing Social Services Administration Board (DNSSAB). They were providing an update on the findings from the Housing study that was conducted over the course of the last few months. Several gaps and issues were identified and partnerships are currently underway with the Near North Landlords Association and others to ensure enough rental units and single dwellings can service the community needs.
- Feedback from the group was received on how the meetings were conducted this year. Members agreed that presentations from community groups was helpful in understanding local initiatives that affect Nipissing University and its student population.
- The President made announcements regarding upcoming events-An evening at Nipissing University is the inaugural annual gala happening at the end of June. Also, the President indicated that updates will be provided on all community-facing initiatives and events that transpired throughout the course of the year.

Respectfully Submitted by Stacie Fiddler  
Chair, Community Relations Committee

**NIPISSING UNIVERSITY BOARD OF GOVERNORS**  
**FUNDRAISING COMMITTEE**  
**ANNUAL REPORT 2023-2024**

The Fundraising Committee is responsible to the Board for developing plans and policies that will foster and support a philanthropic culture at the Board, across the University, and throughout the community, that will help to produce fundraising success. Our thanks to Cristin Talentino, Steven Smits and the Advancement team for their focus and efforts in this area.

The Committee met three times during the 2023-2024 academic year. The following is a summary of those meetings.

Oct. 23, 2023

- Judy Koziol was appointed Vice-Chair of the Fundraising Committee
- The committee reviewed the Committee terms of Reference and Annual Work Plan
- Cristin Talentino, Director, Advancement and External Relations, presented the Advancement report reviewing the financial summary for donations received compared to the previous year and highlighted several items of interest. A new stewardship plan is being formalized which conveys impact and appreciation, builds investment, and provides opportunities for donors to connect with the appropriate parties at the university to ensure they feel valued.
- The Director detailed the upcoming plans for Giving Tuesday which will include an appeal for the Student Support Fund. The goal is \$20,000
- There was a discussion regarding the setting of financial targets.

March 4, 2024

- Manager of Alumni and Advancement, Steven Smits presented an update on Advancement activities and contributions.
- The success of Giving Tuesday supports the idea of having a specific area of focus for fundraising initiatives.
- The presentation highlights included several gifts including a \$75,000 donation over three years from KPMG Foundation towards three funds.
- The Manager noted there are several ongoing projects including a silent campaign, ongoing grant applications for an Outdoor Infrastructure, and athletic sponsorship package development.
- Stewardship throughout the donation cycle remains a focus.

May 27, 2024



- Steve Smits, Manager, Alumni and Advancement, presented an overview of the fundraising financial summary
- The Annual Fund, Capital Fund and Planned Gift Pledge funds are above the yearly goals.
- Alumni Engagement remains a priority and a plan has been drafted. Program Champions are being recruited from the alumni.
- A fundraiser for the Student Support Fund will be the focus of the first annual Evening at Nipissing Gala on June 13<sup>th</sup>.
- An internal celebration of the grant awarded for the Outdoor Classroom and Event Space was announced.
- A Provincial Lottery License has been applied for to allow online raffles.
- Plans for the upcoming year have been initiated.
- An awards management system is being implemented to streamline that process and to keep donors aware of that process.
- An Athletics sponsorship package is being developed.

Moving forward, fundraising efforts are being guided by, and aligned with, the Academic and Operational plans. A focus of the Advancement department remains that of creating a planning pipeline to increase and maintain donor engagement. A data maintenance plan facilitates this process. The advancement team is pleased with fundraising effort to date with regards to yearly goals. The team is thanked for their efforts.

Submitted by Kathy Wilcox, Chair, Fundraising Committee

## **Audit & Finance Committee Meetings**

### **September 2023-June 2024**

The Audit & Finance Committee met 6 times during the past year and the following provides a summary of the committee meetings.

September 11<sup>th</sup>,2023

- The committee met for its first meeting and elected the Vice-Chair Janet Stockton
- The 2022-23 actuals Financial Review (including financial health indicators) was presented to the Board. There was a discussion of the year end Audit process followed by an in-camera meeting between Board members and the Auditors. A motion was approved by the A&F committee to recommend to the Board of Governors that the Consolidated Audited Financial Statement for the year ended April30<sup>th</sup>,2023 be approved as presented
- The 2023-24 Financials were reviewed year to date.
- There was an update on other External Audit recommendations and progress on addressing the recommendations
- The A&F annual workplan was reviewed

October 23<sup>rd</sup>,2023

- The semester close results compared to budget as of August 31<sup>st</sup> were presented to the committee
- The 2024-25 Budget development tool and process was overviewed
- An Investment Portfolio Performance review from PH&N was presented by the AVP of Finance. The committee recommended that a sub-committee of A&F be formed to address any recommendations from PH&N and update Nipissing's long term strategy
- An enrolment update was given
- An update was given on the Strategic Mandate Agreement
- Also a presentation was given on the IT Investment Plan, Risk Assessment and Disaster Recovery Plan

January 29<sup>th</sup>,2024

- The Fall semester close results compared to Budget (Including projections, cash flow, capital debt ratios and Financial Health Ratios) was given to the committee
- Minor amendments were presented to the Signing Authority Policy, which the A&F committee recommended for approval to the Board.
- An enrollment update was provided
- An update on the 2024-25 budget was received
- A detailed Credit Rating report from DBRS was highlighted noting that Nipissing's rating was recently improved from a BBB with a negative trend to BBB stable.
- A Financial Sustainability update was given showing improvement over the last 3 years, but noted the University remains fragile and will keep working on improvements

March 4<sup>th</sup>,2024

- The 2024-25 Budget update and ongoing process was highlighted
- The upcoming Audit Planning was given by KPMG
- Year to date Financial results and Projections were given as of January 31<sup>st</sup>,2024.
- An update on External Audit recommendations was given

April 15<sup>th</sup>,2024

- The 2024-25 Draft Budget was presented to the A&F committee and after indepth discussion a motion was made "That the Audit & Finance Committee recommend to the Board of Governors that the 2024-25 Budget be approved as preented.'
- Three motions were put forward and approved to present to the Board of Governors regarding Domestic Tuition, Out-of-Province Tuition and International Tuition rates
- An Ancillary fees report was presented with two motions to recommend Nipissing University Ancillary Fees and Nipissing Student Union Ancillary fees be approved as presented.
- The Loan agreement for reinstatement of the University's \$5 million line of credit with TD bank was discussed. A recommendation that a Credit Agreement be amended for approval was passed in a motion that will be presented to Board of Governors

May 27<sup>th</sup>,2024

- Year end Financial projections and results were presented
- An Investment Performance review was presented, along with a recommendation for the University's Investment Policy. A motion was approved 'That the Audit and Finance Committee recommend to the Board of Governors that the revisions to the Investment Policy and Guidelines for Trust Endowment Funds be approved as presented.'

The Audit and Finance Committee did complete its workplan for 2023-24. I would like to thank all of the committee members for their dedication and time spent during the past year.

Sincerely

Marianne Berube  
Chair of Audit and Finance

## **NIPISSING UNIVERSITY BOARD OF GOVERNORS**

### **PLANT & PROPERTY COMMITTEE ANNUAL REPORT – JUNE 2024**

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

The Committee met three times during the 2023-24 academic year. A summary of those meetings is included below.

October 23, 2023

- Judy Smith, Committee Chair welcomed Ravil Veli to serve as vice-chair for this academic year.
- The committee terms of reference were circulated and no questions or concerns were raised.
- The draft Annual Work Plan was reviewed.
- The Director of Facilities, Dave Drenth, provided a capital and construction update. A fulsome presentation was provided regarding the annual list of projects, noting that many of the projects are covered by the Facilities Renewal Program (FRP). He highlighted major updates to the fire alarm system, the completion of the pedestrian pathway along College Drive and the continuation of roof repairs.
- The Director also presented a phased plan for the Canadore College Long-Term Care centre, as provided by Canadore College.

January 29, 2024

- Once again, the Director of Facilities provided a fulsome presentation with updates on the Fire Annunciator System, repairs to roofing and upgrades to outdoor lighting across the campus.

May 29, 2023

- A capital and construction updated was provided, with highlights of the fire annunciator system, accessibility renovations to the A-Wing elevator and several classroom renovations. Ongoing roofing repairs are also underway to replace the original single membrane roof.
- The Director of Facilities also presented a five-year capital plan, which highlighted five sources, including academic program development, the facilities condition assessment program, and system failures.

A special thanks to David Drenth and his team for the informative updates at our meetings. Dave's knowledge and expertise is evident and appreciated during the committee discussions.

Sincerely,  
Judy Smith  
Chair, Plant & Property Committee

**NIPISSING UNVIERSITY BOARD OF GOVERNORS**  
**EXECUTIVE COMMITTEE ANNUAL REPORT | 2022-2023**

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

The following is a highlight of the 9 Executive Committee meetings which took place over the past year. In addition to these highlights, the President provided regular updates and the Committee approved the agenda for upcoming Board meetings.

**August 18, 2023**

The first Executive Committee meeting was held for the upcoming year. The Chair reviewed the Executive Committee's roll for the upcoming year. Highlights of the meeting included:

- Discussion on organizational structure modifications
- Student housing update, including international recruitment and emergency accommodations.

**August 28, 2023**

- Organizational Change Discussion
- Updates on the upcoming Chancellor Selection Committee (with 4 non-constituent members to be elected at the September Board Meeting)
- The Committee agreed that the President's goals and priorities be presented for approval at the September Board meeting.

**August 31, 2023**

- Collective Bargaining update for OPSEU and an updated mandate presented.

**October 11, 2023**

- Update received from the Joint Committee on recommendation to the University Senate with respect to departmental mergers.
- Housing update
- 2 members appointed to the Nipissing University Research Ethics Board (NUREB)
- Collective Bargaining update for FASBU and a mandate provided.

**November 20, 2023**

- Blue-Ribbon Panel report discussion

**January 29, 2024**

- Updates from the President on reducing study permits for new international students for 2024
- Updates on the search for the Associate Vice-President, Research, Innovation and Graduate Studies positions and one member elected to the Search Committee.

**March 4, 2024**

- Update on the Provincial response to the Blue-Ribbon Panel report was provided.
- Review of the President's Achievement of Goals and Priorities policy was reviewed.
- Administrative Salary discussion

**March 8, 2024**

- Outdoor classroom discussion and grant application approval.

**May 27, 2024**

- Update on operational funding to be allocated as per the response from the Blue-Ribbon Panel.
- Canadore College Long-term Care update
- The Committee received for information a beta review template for a program review process.
- 2024/25 Board dates were shared and agreed upon.

I would like to thank all members of the Executive Committee for their dedication and hard work over the past year.

David Smits  
Chair Board of Governors & Chair of the Executive Committee

# Academic & Operational Plan (APOP)

## Executive Summary

After a period of financial austerity and uncertainty, Nipissing University is entering a period of optimism and opportunity.

In Fall 2023, after robust consultation, Nipissing University delivered its strategic plan, *Pathways: Our Commitments to Water, Land, and People for the Next Seven Generations*. The plan upholds the following commitments through 80 pathways: Fulfilling our Responsibility to Truth and Reconciliation; Nurturing our Relationship with Water, Land and Place; Embodying Harmony and Care; Inspiring Innovative Growth and Development; Building Sustainable Futures; and Celebrating Who We Are.

The Academic and Operational Plan (APOP) picks up where strategic planning has directed us, by providing a roadmap for how we will fulfill the commitments set out in *Pathways*.

In Winter 2024, we hosted 14 conversations with the broader Nipissing community on topics drawn from the Strategic Plan. The process foregrounded conversations between academic and administrative areas to break down the silos that inevitably influence how we think about our own unique contributions to the university.

The goal of APOP is to set a course for sustainable growth that makes the most of the optimism and opportunities that characterize the current moment and that also anticipates Nipissing University's unique contribution to post-secondary education into the future, especially sensitive to how the sector is changing in Ontario and globally in response to COVID-19, funding models, international participation, student interests, and labour market realities. In fact, there are two directives which may be seen bounding the APOP plans (**long-term financial stability and embrace and celebrate our uniqueness in post-secondary education as a small student-centered university**). On a go-forward basis, these two directives will be the guardrails that allow us to future proof the institution, as they are spurs to (conscientious) innovation. This plan will see Nipissing transform its teaching and learning, research, and community engagement driven by its commitment to students and the demands of the future.

The goal of this work is to be a demonstrably inclusive community with robust enrolment and measurable impact. The sustainability of the institution will be assured if and as we can work collectively, so the process of conversation across units will be an integral part of the actions outlined in this plan.

We would like to thank all members of the community who took time to attend the engagement sessions and offer their feedback to inform our way forward; your commitment to the success of Nipissing University is evident in generosity with which you engaged with us through the process.

Sincerely,

Ann-Barbara Graff,  
Provost and Vice-President, Academic

Cheryl Sutton,  
Vice-President, Finance and Administration

Renee Hacquard,  
Assistant-Vice-President, Finance and Infrastructure



## Must Haves:

When we set the APOP process in motion, we said that there would be concurrent processes to ensure that foundational work was underway. Intensive investments of time and resources are dedicated to the following initiatives, with the promise that they will be woven into APOP once we are able to set SMART goals for them:

1. Student Recruitment, Enrollment, Retention and Persistence
2. Indigenous Knowledge and Reconciliation
3. Equity, Diversity, Inclusion and Accessibility Plan
4. Procedural Integrity – establishing clear policies and processes to build trust/understanding, consistency, reproducibility, fairness and transparency.

We can report the following at this time:

1. Student Recruitment, Enrollment, Retention and Persistence  
The Registrar has worked assiduously over the 2023-24 academic year performing a SWOT analysis of our recruitment and enrolment data, systems, and structure. This work has culminated in Project Integrate, a plan to ensure that our data, systems and structures work together to promote a culture of welcome and support for prospective students.

As we work to implement Project Integrate on recruitment and admissions, the Registrar, AVP Students and the Director of Teaching and Learning are developing corresponding and sympathetic student support models to enhance retention and persistence.

Action #1: Fully implement Project Integrate by June 30, 2024 so that we are able to establish systems whereby Nipissing University can measure recruitment trends by program, influence recruitment efforts in-year and secure conversion rates.

2. Indigenous Knowledge and Reconciliation  
The Strategic Plan, *Pathways*, highlighted Nipissing University's commitment to Reconciliation that is broadly shared across the institution. The community has invested a great deal of time and effort into setting the table for a forthcoming audit which will provide the necessary overview of what actions have been undertaken across the university and suggestions for new areas of activity.

Recognizing that there is an audit being undertaken, it is time to convene an academically-focused conversation on Reconciliation. Nipissing University has begun the work of Reconciliation under the stewardship of Dr. Cindy Peltier. And while all proposals for new faculty positions now must address the relationship of the position to the Truth and Reconciliation Calls to Action and/or Scarborough Charter, we recognize that much of the work in support of Reconciliation has been undertaken at the unit level. In order to be effective in supporting meaningful transformation, we need institutional-level coordination in order to be able to support, make legible and realize structural work.

Action #2: Convene a Provostial working group of internal and external members by September 1, 2024 committed to the development of an Indigenous Reconciliation Targeted Action Plan by June 30, 2025. The plan will look at

- processes for recognizing Indigenous identity in order to help draft an institutional policy;
- best practices at Indigenizing program learning outcomes as well as faculty and staff complements;
- best practices for supporting aspirations of local Indigenous communities by working in partnership;
- integrating the model of student support that has worked in Nipissing University's Office of Indigenous Initiatives to roll it out across other units.

Action #3: Provide faculty and staff ongoing training on evolving best practices in support of the ongoing work of the Provost's Indigenous Reconciliation Targeted Action Plan Working Group.

Action #4: Support the work of the upcoming audit and prepare to address and implement the audit results through the Provost's Indigenous Reconciliation Targeted Action Plan Working Group.

### 3. Equity, Diversity, Inclusion and Accessibility and Anti-Racism Plan (EDIA-AR)

Nipissing University will undertake an audit of current EDIA practices. It is time to convene an academically-focused conversation on EDIA-AR. Nipissing University has begun this work under the stewardship of Traci Malkowski, EDI lead in Human Resources. Until we have data (on a regularized and routine basis), it is very challenging to understand how effectively we are evolving to be an equitable, diverse, inclusive and accessible space. The Provincial Government has also recently introduced a requirement for a standalone university anti-hate policy. The need for data is ongoing because the benchmarks advance with success. I would like to propose that we use the Global Diversity, Equity & Inclusion Benchmarks (GDEIB) as a guide for our activities and self-assessment as they have been proven to be helpful in Canadian PSE. We will need to coordinate which approach we adopt with recommendations of the audit.

Action #5: Convene a Provostial working group of internal and external members by September 1, 2024 committed to the development of an EDIA-AR Plan by June 30, 2025.

Action #6: Provincial AODA legislation requires compliance by January 1, 2025. The Director of Teaching and Learning to do a SWOT analysis of current for-credit systems and practises by December 1, 2024 in order to ascertain what will be necessary to be in compliance.

Action #7: Support the work of the upcoming audit and prepare to address and implement the audit results through the Provostial working group.

### 4. Procedural Integrity

Nipissing University has many processes (financial, academic, research, human resources) that have developed over time. Some processes have emerged to solve a problem in one office or unit, only to have a different office or unit create a different process. Many of our policies do not have a proposed cycle of review or renewal; many policies are not reviewed for their effectiveness. Without a clear system of policies and processes it is difficult to build trust and understanding of the various stakeholders and it is difficult to demonstrate consistency, reproducibility, fairness and transparency—all of which are not only desirable but necessary to build a culture of confidence and success at Nipissing University. As well, ensuring the clear

roles for various bodies, especially Senate and Board of Governors, as we work to developing new programs and reporting back on investments in programs through new positions or program modifications, will improve the efficiency of our actions and build shared understanding and support. Planning and process documents will adopt SMART goals (Specific, Measurable, Achievable, Relevant, and Time-Bound) to ensure effective articulation and ensure that annual review is built in to all processes and structures, with the intention of formalizing and demonstrating the feedback loops that are necessary to ensure that information circulates to the stakeholders in a timely and effective fashion.

Action #8: Nipissing will develop a policy of policies including template, review timelines, proliferation protocol, and a central repository of policies.

Action #9: Nipissing will develop process maps for all academic administrative processes to ensure consistency, reproducibility, fairness and transparency.

Draft Version - June 2024

This Academic and Operational Plan is designed to be aspirational and set parameters to direct activities. There are a few practical milestones that must be met and, as an institution, we must strive to establish, meet and, where possible, exceed targets.

## **Academic Renewal and Curricular Reform**

### ***Pedagogy/Andragogy, Curricula and Programs***

The academic courses and programs offered by Nipissing University reflect and define the ethos and identity of the school. They are markers of our history and of our future. Keeping the academic courses and programs lively, engaging, challenging and innovative requires the formal attention of Senate to challenge assumptions about the appropriateness of material, the relevance of approach, and the value to student learners. Future-proofing the institution means reflecting on current offerings, assumptions and practices, modalities of delivery and the inclusivity of our curricula as well as cultivating a keen understanding of new directions in post-secondary environments.

Over the period of this APOP, the Deans with the support of the Director of Teaching and Learning will lead a review of pedagogy and andragogy as well as curricula and programs with the goal of ensuring that Nipissing is a leader in andragogical innovation; that curricula design aligns with and defines best practice as well as the requirements of the Provincially-mandated Institutional Quality Assurance Process (IQAP) among other recognized accreditation bodies who set pertinent standards; and that Nipissing's programs continue to evolve and reach students who will most benefit from our unique approach to university education. Importantly, recognizing that andragogy, curricula, and program offerings are the essential core of Nipissing's identity, brand, and future, we need to maximize our efforts to future-proof these core elements against the uncertainties in which we live.

### **Pedagogy and Andragogy**

**Action #10:** In order to respond to the needs of our students and to reflect best practices in PSE, under the leadership of the Director of Teaching and Learning, the following activities will be undertaken:

- Nipissing will review the modalities of delivery by program (face-to-face, blended [hybrid and hi-flex] and online courses, prepackaged, credit and non-credit offerings, and synchronous/asynchronous) with the objective of discerning the most effective and appropriate modalities, reaching our broad and diverse audience of learners.
- Nipissing aspires to expand its andragogical models of delivery to include Indigenous land-based practices, site-specific and environmental interventions, as well as language-based practices to reflect contemporary and regional practices and conventions. We seek the guidance of best practice in each of these areas of delivery. In particular, we will convene a land-based pedagogy ad hoc working group to report by June 30, 2025 (Director T&L).
  - Nipissing University will have the premiere four-season outdoor classroom in Canada. We will form an ad hoc committee on outdoor teaching to define the opportunities and models available to maximize the experience for faculty and students. Chair: Gyllian Phillips
- Nipissing define and demonstrate how a commitment to experiential learning is reflected in curricula and degree architecture.

- Nipissing will review its academic integrity policies and protocols to support the confidence and competencies of students to be independent and original contributors to academic conversations. Relatedly, Nipissing will continue to review its policies and protocols for the use of artificial intelligence technologies.
- The Teaching Hub in coordination with the Academic Skills team in Student Development Services will develop its expertise and identity to support students. The objective is to provide wrap around services that respond to the needs of all students defined by them as well as by instructors.
- The Teaching Hub in coordination with the Office of Graduate Studies will facilitate the training of graduate student teaching assistants.
- The Teaching Hub in coordination with the Administrative team will provide training to faculty and staff re financial management and administrative policy management.

## Curricula and Programs

To support student learning that will not depend on accommodation (addressing individual exceptionality) but instead focus on inclusive approaches (e.g., universal design for learning [UDL] and culturally responsive pedagogy [CRP]), Nipissing University will align with best practices for higher education by reviewing program architecture comprising competencies and learning outcomes for each degree, program and course.

**Action #11:** Over the first year of APOP, each Faculty will review the current program outcomes to ensure assessment and architecture reinforce the program design.

**Action: #12:** Each faculty will convene community advisory councils (at least) semi-annually that best suits its program mix. The Advisory Council acts as an advisory body to the respective unit/program, ensuring alignment with discipline/professional standards as well as labour market needs, program coherence, and continuous improvement through regular reviews of mission, admissions, curriculum, experiential education, and student feedback, while fostering partnerships to enhance educational and research quality. By December 15, 2024, the terms of reference and membership for each council will be developed, with the plan to populate the first councils by March 31, 2025.

Nipissing must develop new programs, refine current programs and repurpose resources in programs that are no longer appealing to students in order to respond to changing disciplines, conventions, ontologies, and practices at the graduate and undergraduate level. Over the period of the last academic plan, the IQAP Self-Study process was reformed. The 6-year self-study process will be bolstered by meaningful annual review. As a consequence, with this process in place, the following action is now possible for Nipissing to undertake an evidence-based review of current programs and faculty structure to ensure highest quality and relevance, with the aim of strengthening quality of our curricular offerings, addressing gaps, curriculum mapping, including program-based competencies, exploring new programmatic areas for instruction; outreach to non-traditional students and communications strategies.

At the graduate level, the preparation and ability to transfer skills for both PhD and non-academic careers (research, policy, government, etc.) is important to recognize. We acknowledge that research

is a form of experiential learning but internships/co-op/research exchanges (internationally) would also be helpful for graduate students: can we recognize these within our program structures?

We also know that student innovation and entrepreneurship are areas of opportunity for Nipissing.

The goal of this concerted and ongoing review of program offerings is to enhance the uniqueness and appeal of our program offerings; increase retention and timeliness of degree completion; and foster and support innovation in program development in alignment with efforts at pedagogical and andragogical innovation.

**Action #13:** Establish baseline and benchmarks for program sustainability at the Faculty level, recognizing that there are factors that are unique to programs (like alignment with the Strategic Plan and service contribution beyond the major) and need to be taken into account in any assessment.

**Action #14:** By October 1, 2024, in consultation with the Deans, the Manager of QA and PI will develop process maps for program innovation and new program development that respond to the Ministry requirements for market research, business plan, resource commitments from existing programs with clear templates setting out what is required and which office will provide it.

**Action #15:** By October 15, 2024, the Provost's Office will undertake a review of experiential learning opportunities, specifically co-op, practica, internship, placement in order to ensure that the policies and procedures for these programs provide the necessary protections to students and the institution. As well, we will work with the offices currently supporting experiential opportunities to develop process maps and templates for co-ops, internships, experiential learning, and travel courses. We will review whether a shared administrative support office for co-ops, internships, placements between EPS and A&S will allow knowledge to be shared and administrative efficiency to be achieved.

Nipissing University has developed a Nursing program that has gone from strength to strength. Enrollment in the program has consistently met its targets, a new simulation facility has been customized to meet the evolving needs of Nursing education, and new faculty are contributing to new areas of research and curriculum development. We recognize that Nursing is growing because of societal needs for more nurses; we also know that the potential for indefinite growth is unlikely. Instead, the focus of the School must be on future proofing the program so that changes in funding or interest do not substantially affect what we are able to offer.

**Action #16:** By December 2025, we will undertake innovative program renewal to distinguish Nipissing University's Nursing programs with the overarching goal that students ought to choose Nipissing to pursue their Nursing degree because they will benefit from a degree that prepares them not only for an active career in Nursing upon graduation, but also for specializations in Nursing (for example: northern, Indigenous, and rural health; mental health and addiction; geriatrics; public health) and careers in Nursing that fall outside the clinical setting (for example: nursing education; research, public health, public policy, and health administration). This includes developing an accelerated pathway for completion of a BScN for qualified domestic and international candidates, and a graduate program in Nursing that has both a research and a professional focus.

Nipissing University has established its reputation as a leader in Education. Many of our students choose the concurrent option, recognizing the value of a preparatory BA or BSc and a BEd. We need to recognize that recruitment in some programs in Arts and Science is made fragile when teachables are not supported. In this past year, we have worked to improve the sharing of information between the Faculties. This must continue (there are no siloes). As well, we need to future proof the Schulich School of Education against the cyclical nature of enrollment patterns.

**Action #17:** By December 1, 2024, the Schulich School of Education will provide the Provost and Senate's AQAPC with an analysis of the value of 1-year degree options, programming dedicated to support international qualification, and current and prospective teachables in concert with the program initiatives in the Faculties of Education and Professional Studies and Arts and Science.

The current enrollment in STEM disciplines is declining year over year. This is counter to trends across the province.

**Action #18:** By December 1, 2024, the Registrar and Deans will review the barriers to recruitment in STEM disciplines at Nipissing in order that we can redress the barriers.

The Fine Arts program is currently in facilities that may not be optimal. As the current program offerings are reviewed, there is an opportunity to reflect on how the physical plant will meet the needs of a flourishing renewed program.

**Action #19:** By March 1, 2025, the Dean of Arts of Science in concert with the faculty in Fine Arts will provide the Provost with a revised program curricula and facility plan.

### **Quality Assurance and Program Innovation**

In response to a Provincial mandate, all Ontario universities have developed new Institutional Quality Assurance Procedures (IQAP). We know that the Province through the Ministry program approval process is expanding quality assurance to include labour market analysis and financial sustainability metrics. As an institution, we need to make use of annual and cumulative reviews like IQAP to inform program evaluation and investment. Senate, through its academic governance and oversight function, needs regular data in order to fulfill its role. The Deans in their capacity as senior administrators need to be able to evaluate the effectiveness of their investments, staffing decisions, marketing and communications, and student recruitment/enrollment/persistence.

In response to the requirement for procedural integrity, the Manager of Quality Assurance and Program Innovation in concert with the Deans will work with all academic units to produce process maps for related cyclical activities including program review, curriculum review, position requests, budgeting, course loading, scheduling, student registration, course cancellation, CASBU contracts being offered, workload adjustments, course cycling, and all of the other activities that are related to the annual planning the Dean's Offices, Registrar, and others have to do. This would allow us to negotiate them more easily, plan more effectively, but also work towards improving them in ways that aren't obvious when they're siloed from each other.

### **Record of Student Development**

Nipissing University has a Record of Student Development system. Are we using it effectively? How can we use it better to support students on their learning journey, especially as we want to recognize the transformative power of experiential learning.

**ACTION #20:** By November 2024, with the goal of reconsidering how we use the RSD, the AVP Students will provide a report to Senate's Teaching and Learning Committee on how many RSD are issued annually; how many students receive RSD; and whether a diversity of students and programs represented. For instance, the RDS could offer undergraduate and graduate students badges of recognition for completing/attending certain unique learning opportunities to align with the Strategic Plan +:

- TRC – Indigenous history and culture
- Language – bilingualism
- Civic Responsibility – “Write for Rights”
- Climate Justice
- Anti-Black Racism

## **Recruitment, Enrolment, Persistence**

Our goal is academic excellence that continuously evolves as a function of new and continuing (persistent) students who are drawn to Nipissing University by virtue of its reputation for excellence, the value added features of its programs, and its innovative and challenging curriculum. Nipissing University, in this vision, is **accessible** to sufficient numbers of **satisfied** students who we **retain** and who become **successful** alumni.

Nipissing University has had modest domestic enrollment growth year-over-year, since the pandemic. Nipissing has set for itself growth of international students to 15% of the total student body by 2028.

Nipissing does not have the financial capacity to absorb modest disruption to student enrollment in its programs. At its most simple level, independent of the need to diversify the cohorts of students who participate in Nipissing’s programs as a requirement to renovate, innovate, and continuously improve our offerings and the reflectivity of our community, Nipissing’s ongoing financial sustainability is dependent on secure enrollment.

**Action #21:** Over the course of APOP, the challenge will be to increase domestic enrolment 6% year-over-year (largely by increasing conversion led by the Registrar as detailed in *Project Integrate*).

### **Table (2018-19 to 2028-29 enrollment actual and projected).**

Moving forward, Nipissing University requires ongoing careful attention, planning and strategy, from which to project and manage enrollment and persistence at the program/degree level. Nipissing University commits to a strategic enrollment management (SEM) plan and a recognition that recruitment, enrollment and persistence are meaningfully measurable, distinct, and, most importantly, shared responsibilities of all members of the Nipissing community.

**Action #22:** To ensure that recruitment aligns with strategic and academic priorities, SEM will move the Provost’s Office in order that budget and recruitment targets will be communicated such that recruitment and persistence are reported as a shared responsibility where everyone, across portfolios, takes ownership and responsibility for the goal.

Analysis of NU’s recruiting effectiveness has revealed that we can improve conversion rates, time to offer and penetration in the local area market (300 km). Led by the Registrar, we have developed a new Strategic Recruitment Plan, Project Integrate, which provides a blueprint for measurable and achievable success focusing on digital infrastructure and supports, marketing and communication, and removing silos between units to ensure that we adopt a student-centred approach on recruitment and enrollment.

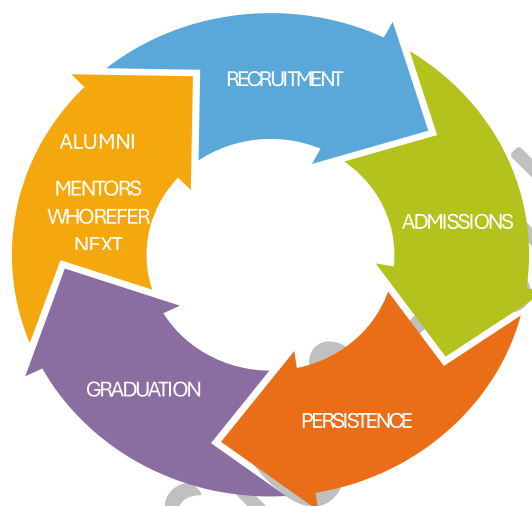
**Action #23:** At this time, Project Integrate focuses on undergraduate enrolment; the Associate Dean, Graduate Studies will lead the development a graduate focused recruitment plan by February 1, 2025.

Nipissing commits to a comprehensive strategic review of data systems and analysis in which we will



- Establish appropriate data governance, data warehouse, and business intelligence tools to support data- driven decision-making.
- Capture, store, analyze, and report on data in a streamlined, transparent, and consistent fashion.
- Deploy a centralized, student CRM system to foster data driven collaboration campus-wide to enhance recruitment, enrollment, and student success.
- Enact policies and procedures that enable timely review and reinforce student-centered technologies and ensure campus-wide adoption and compliance

**Action #24:** The Registrar, AVP Students and Deans will develop a complementary plan on retention and persistence by June 2025.



**Need new graphic.**

### **Student Services: The Way to Yes**

The optimism and opportunity we referenced in our Executive Summary is most present as we reflect on the transformation that is possible when we are guided by “the way to yes” in support of students. Through APOP, we want to move away from a top-down, bureaucratic system of policies and procedures that have been disconnected from the uniqueness of each student’s journey.

**Action #25:** By March 1, 2025, the AVP Students will convene a review of proactive and automated student alert systems

- Based on term grades
- Based on in-course grades: if it could be required that some pre-determined percentage (25%) needs to be recorded in a standardized way that SDS could access/receive alerts from then we could better assist students before they actually fail the entire course
- Incorporation of flags for milestones at the graduate level, e.g., committee established proposal approved, lack of progress report submission

- Incorporation of other, non-academic, alert sources e.g. finance, conduct from residence, RSD participation drop off (potentially signaling disengagement from the community), etc.
- These could potentially look like a retention working group to eliminate barriers to student success and student access to services

**Action #26:** By November 1, 2024, the AVP Students will lead conversations towards a seamless student service experience

- reduce barriers and onerous burdens such as excessive paper work, difficulties communicating between services, and others
- 'no wrong door' approach: regardless of where a student presents with a problem (in services or an academic space) they should be met with compassion and assistance in connection to the appropriate resource. This would involve development of a new process/procedure for triage of students as well as all staff and faculty with direct student contact to have a level of confidence in their knowledge of that process

**Action #27:** By April 1, 2025, the AVP Students and Registrar will review current processes, procedures and policies, to determine where more direct support to students in academic processes is possible, for instance,

- Procedural inclusion of student services in academic processes such as appeals, academic dishonesty, and others
- Greater partnership between student services and academic/faculty offices: more communication, regular discussions about trends, needs, gaps, successes, etc.
- Supporting ALL students to **their own** definition of success, not just at-risk students but also the mid-performing and high-performing students.

## First Year Experience

As we think intentionally about persistence post-COVID, we need to do the following:

- excite students about learning and the value of university education from the beginning and introduce them to the multitude ways of thinking, and
- allow students to develop of a cohort of peers as a source of community and strength (possibly through common academic/social experience)
- develop/introduce foundational university skills: research/curiosity, academic integrity, communication, etc.
- attract students to programs that they may be unfamiliar with.

Nipissing has reviewed already ACAD courses as part of the foundational offerings. There has been a relationship noted between INTD and persistence.

**Action #28:** By April 30, 2025, the Dean of Arts and Science will prepare a comprehensive analysis and proposal for a distinctive First Year Experience, especially for A & S students, is necessary.

## Research

The pursuit, dissemination and mobilization of new knowledge are the hallmarks of a robust university experience. The UN Sustainability Goals, the Horizons Europe Priorities, the Tri-Agency Future Challenges Areas all point to the need for novel research to respond to real-world problems that require expertise across disciplines. As a primarily undergraduate institution, Nipissing University is committed to sharing the passion and possibilities of research with its undergraduate students and to supporting faculty and graduate students in transformative research.

Nipissing is eligible for funding under all three national granting councils. Nipissing faculty have had research success through the tri-agency (SSHRC, CIHR, NSERC), as well as through CFI and MITACs, among other peer reviewed funding bodies. CRC and CERC chairs are awarded based on tri-agency research success; as well, Research Support Fund (RSF) funding is based on a three-year average of tri-agency success in select competitions. The value of the RSF determines whether Nipissing can access additional funding to support new projects (IPG) and to support compliance with new research funding mandates (Research Security, Research Data Management).

In 2024-25, we will be searching for 4 new Canada Research Chairs (CRC). The allocation of those chairs will align with the strategic research priorities defined in the Strategic Research Plan.

**Action #29:** In Fall 2024, the AVPRIGS will lead a consultation to finalize the Strategic Research Plan, 2024-28. The Strategic Research Plan will define research priorities that align with the University's Strategic Plan, *Pathways*. The SRP will use SMART goals and set metrics for measuring the effectiveness of support provided to faculty, especially early career, mid-career, and post-award. The SRP will include a plan for mentorship and professional development opportunities for early and mid-career researchers as well as an action plan and associated processes that prioritizes an equitable, diverse, inclusive, and accessible research culture.

**Action #30:** Given the recognized need for faculty support, by September 1, 2024, the University will review the historical allocation of the RSF and reallocate a portion beyond grant management and research office staffing to support faculty research success through grant writing, research data management, research security, and EDI priorities.

TABLE 1: Research Support Fund Awards and Projected Targets

Year	RSF (\$)
2017	\$413,337
2018	\$426,241
2019	\$475,203
2020	\$508,493
2021	\$526,191
2022	\$515,759
2023	\$508,483
2024	\$468,702 (confirmed)
2025	\$492,137
2026	\$526,586
2027	\$573,979
2028	\$614,158

**Note:** 2025-2028 are target amounts

**Action #31:** In recognition of the importance of the research and the value Nipissing places on the RSF to support and seed future research, the target over the next five years is to increase tri-agency research funding by 30% (2024 allocation \$470K, 2028 projected \$615K allocation).

**Action #32:** By January 2025, the Office of Research Services with support from Institutional Planning will develop a research dashboard to track research funding metrics to make research metrics more visible, inform strategies for increasing the RSF and overall research revenue, and facilitate communications about the impact of research.

**Action #33:** By October 2024, the AVPRIGS with the Deans will work in concert with Senate's Research Committee to review and update the existing research labs, centres and institutes policy and provide a cycle of review.

**Action #34:** By March 2025, the Office of Research, Innovation, and Graduate Studies will map policies and processes to ensure compliance with tri-agency policies, clarity of forms, and clearly communicated processes that facilitate continued grant success.

**Action #35:** By September 2024, in concert with the Marketing and Communications Office, the Office of Research Services will develop enhanced research communications strategy to celebrate and promote the diversity of faculty and student research and its impacts to both internal and external communities.

**Action #36:** Ongoing (annual targets will be defined). The AVPRIGS in collaboration with the Government and Foundations Relations Officer will work to diversify supports for research by engaging with foundations, donors, industry and other potential research funders and partners.

**Action #37:** Ongoing and in concert with Indigenous Reconciliation Working Group and the SRP: Engage with researchers and Indigenous community to develop pathways and supports for research conducted by and with Indigenous communities. This engagement includes addressing iterative ICEP process and REB feedback loop, professional development and skills related to Indigenous data sovereignty such as OCAP training, community engagement and working in relationship, review committees knowledgeable with understanding to evaluate/review proposals.

**Action #38:** Ongoing (annual targets will be defined in SRP). Establish research processes that support and encourage collaborative research with diverse partners (inter-university, inter-disciplinary, industry partnered, community partnered).

## Internationalization, Globalization and Decolonization

**Commitment:** We commit to the following measurable goals for decolonialization and respond to the Reconciliation with Indigenous communities and partners:

- a) Develop meaningful partnerships between local First Nations, Inuit and Métis communities in order to incorporate local and Indigenous knowledge and values into each degree program and curriculum

**Commitment:** Nipissing will build and strengthen a culture of opportunity and belonging across all aspects of the community. We pledge to develop and maintain productive relationships with Indigenous partners who do not always perceive PSE as a safe and welcoming space.

**Commitment:** Nipissing will create a culture of opportunity and belonging for cohorts of students that we recognize to be most vulnerable, including first-year students and international students whose initial experience of Nipissing will sometimes determine their sense of affinity for the community.

**Action #39:** Through the Indigenous Reconciliation Targetted Action Plan and the establishment of an Indigenous academic advisory council we will define how we will achieve the three commitments stated here.

Indigenization, decolonization, and Reconciliation has started in an ad hoc manner. Nipissing has also embedded EDI best practices in hiring and, with APOP, begun to focus on program renewal; however, we need more guidance on how this can be done in an effective and respectful way that builds on successes. There are many faculty members that do this well that could provide mentorship for other faculty members. We need to establish ongoing, high quality professional development opportunities for faculty and staff.

**Action #40:** Nipissing University will establish 2 full annual professional development days (workshops) committed to Indigenous Reconciliation and EDIA-AR in academic programming for faculty and staff to support ongoing learning and community development.

# Climate Citizenship and Environmental Protection

## Environment as a Priority Area of Action

Through the Strategic Planning consultation, Environment was defined as a Priority Area of Action. While there are curricular examples and research activities ongoing on water and land, the commitment to Environment exceeds these categories. Certainly we understand the environmental sustainability is part of this priority.

We envision the development of an Environmental Sustainability Plan that will assist with achieving the pathways under the commitment of nurturing our relationship with Water, Land, and Place. The Sustainability Action Plan will be developed by a committee co-led by the Director, Facilities and a faculty member. The committee will have representation from various groups (Academic, Student, Support staff, and the external community with whom we share our natural bounty). The committee will be tasked with developing terms of reference within by March 1, 2025.

Some of the work to be done includes:

- Reviewing existing policies and recommend updates
- Reviewing/discussing sustainability initiatives currently being done by Canadore that can easily be adopted and communicated to the Nipissing community (may want to explain here the shared land aspect of NU/Canadore relationship)
- Recommending new policies that assist with addressing environmental sustainability
- Reviewing current outdoor spaces that are used for educational experiences
- Creating an annual report reporting on the work done by this committee

**Action #41:** Develop an Environmental Sustainability Plan, that speaks to academic priorities, energy usage, material consumption with the goals of:

- Improving environmental protection efforts and revitalizing outdoor spaces.
- developing a campus master plan that aligns with the sustainability targets established by the Board of Governors and an environmental sustainability plan.

It has been suggested through this consultation that, while we have a beautiful campus, we could establish a long-term ecological monitor site (water, land, people) in the Nipissing/Canadore Forest that highlights training/research opportunities for undergraduate and graduate students at Nipissing. Is this a priority? We have the technological capacity (boats, buoys and other equipment) to monitor local lakes, including Lake Nipissing that has not been deployed since 2019; these are underutilized resources that could attract students to Nipissing water sciences, raise out local and regional profile. If this is our ambition, we need a proposal to focus efforts to achieve this goal.

## **Workplace Culture**

We believe that creating a thriving workplace culture will be paramount to the success of Nipissing University and be built on the pillars of inclusivity, collaboration, and continuous improvement. We will foster an environment where every employee feels valued and empowered to contribute their unique perspectives and talents. Open communication and mutual respect are cornerstones of our daily interactions, ensuring a positive and supportive atmosphere. We are committed to professional development and recognize the importance of work-life balance in maintaining high employee morale and productivity. By investing in our people and promoting a culture of innovation and excellence, we aim to attract and retain top talent.

For the past year, we have engaged in the following activities for the purpose of enhancing our workplace culture.

### **Monthly meetings between Human Resources and Departmental Supervisors**

to ensure consistency in the application of Collective Agreements and employment related policies and issue resolution, provide opportunities for professional development,

**Creation of a Wellness Section of Website which outlines and includes the newly developed** Ergonomic Prevention Program and outlines current wellness initiatives at Nipissing University.

For the next few years, we will engage in the following for the purpose of enhancing our workplace culture:

### **Action #1 Creation of a Wellness Strategy**

Nipissing University is committed to supporting the well-being of all staff and faculty. We understand the challenge of maintaining a positive and healthy balance between personal and work life. As a result, we currently provide a range of supportive resources, information, and assistance to all employees to support work-life balance.

Expansion of the current initiatives will include consideration of the principles in the Okanagan Charter, extend current wellness initiatives, which will include feedback received from employees and culturally appropriate activities. This strategy will also outline new ways to recognize employees.

### **Action #2 Pension & Benefits Advisory Committee will continue to review group benefits**

The Committee has recently recommended enhancements to our group benefits plan and will continue to review what is offered to respond to employee needs.

### **Action #3 Development of an Employee Engagement Plan**

We are committed to fostering a culture where employees feel valued, empowered, and connected to our mission. The Human Resources Department will develop and conduct annual employee engagement surveys to collect baseline data on employee attitudes, morale and communication preferences. This information will be utilized to inform future engagement and retention efforts. Our engagement initiatives will include regular feedback loops, team-building activities, and opportunities for career growth. Through these efforts, we anticipate not only enhanced employee satisfaction and retention but also significant contributions to our overall success.

## **Action #4 Flexible Workplace Policy**

We heard in our community feedback sessions how important the Flexible Workplace Plan is to work/life balance and employee wellness. After seeking feedback from administrative and support staff, across, we will be launching the permanent policy later this summer.

## **Welcome & Belonging, Commitment to Diversity**

Our commitment to diversity is a fundamental aspect of our Academic and Operational Plans. We believe that a diverse workforce drives innovation, enhances decision-making, and reflects the communities we serve. We are dedicated to creating an inclusive environment where individuals of all backgrounds, experiences, and perspectives are welcomed and valued. Our recruitment, retention, and development practices are designed to ensure equal opportunities for all, and we actively promote policies that foster diversity at all levels of the organization. By embracing and celebrating differences, we not only build a stronger, more adaptable team but also better serve our diverse customer base and drive sustainable growth.

For the past year, we have engaged in the following activities for the purpose of continuing our commitment to equity, diversity and inclusion:

### **Creation of the Equity Action Planning Task Force (EAPT)**

From the recently completed Terms of Reference, the Task Force is focused on promoting and upholding the principles of equity, diversity, and inclusion within the university. Committee members are dedicated to fostering an inclusive and respectful environment where diversity is valued, recognizing its importance for excellence, and ensuring a safe and supportive atmosphere while sharing the responsibility of creating an equitable community. The EAPT will focus on identifying structural inequities, including but not limited to the protected grounds as identified in the Ontario Human Rights Code (OHRC). These complex intersectionality's underscore the importance of valuing individual contributions from diverse members of our community.

The EAPT recently finalized a Request for Proposals for the completion of an Equity Audit at Nipissing University. We anticipate the audit work will begin in the fall of 2024.

### **Equity, Diversity, and Inclusion related Initiatives (Anything from Student Services, or other areas that could be added?)**

Various regular communications are sent to all employees outlining current activities/initiatives on campus, training opportunities, and highlighting educational tools/resources available through the University's partnership with the Canadian Centre for Diversity and Inclusion.

Nipissing University signed the Scarborough Charter on Anti-Black Racism and Black Inclusion in **2022?** and is a member of the Inter-Institutional Forum and has participated in the National Dialogues and Action hosted by the University of Toronto. Nipissing's President has been attending the annual meetings. (Nipissing University is currently working on a report to outline the progress made since signing the Charter)

Nipissing University has adopted The Canada Research Chair Program (CRCP) incorporated equity, diversity, and inclusion practices within the program that institutions must comply with in order to be part of the program and to continue to receive funding. These requirements and practices are provided



in a guideline and include collecting self-identification data, target setting methodologies, public accountability and transparency webpages and data. We have internal policies that have been amended guide our decision-making process, and we also follow the recruitment, selection, and retention document provided by the CRCP.

**Training** - Various EDI training has been delivered (Unconscious Bias and Discrimination in Hiring, Respectful Workplace and Learning Environments, for example) has been delivered across the University with more specific offerings being investigated to be offered to leadership, supervisors, and expanded to all employees.

**Accessibility:** Work was done to ensure continued compliance with the Accessibility for Ontarians with Disabilities Act, 2005, Ontario, which has included a final version of a new Service Animal on Campus policy, information regarding closed captioning resources. Work continued with the Nipissing University Accessibility Advisory Committee (NUAAC) which provides leadership and resources to promote and foster a barrier free campus for students, faculty, employees, visitors, and volunteers. The Chair of the Committee is responsible for completing the bi-annual report for the Ministry and keeps Nipissing University accessibility policies up to date which includes the Multi-Year Accessibility Policy, and others.

Over the next few years, we will engage in the following for the purpose of enhancing our equity, diversity and inclusion efforts.

**Action #1: Implement the Recommendations from the EDI Audit**

Upon completion of the Audit and the Office of the President's acceptance of the Audit's recommendation for action, the EAPT shall initiate the transfer of responsibility for the Action Plan to the group(s) responsible for the implementation.

**Action #2: Develop processes to affirm Indigenous identity and establish clear processes**

Developing a robust process to confirm Indigenous identity for your business plan requires a respectful, transparent, and culturally sensitive approach. This process should aim to honor the traditions and protocols of Indigenous communities while ensuring the integrity of the verification. (we will need assistance of NUICE to affirm a good process)

**Action #3: Creation of an Equity, Diversity and Inclusion Action Plan as required under the Canada Research Chair Program**

Develop and implement an institutional equity, diversity and inclusion (EDI) action plan. This plan will guide institutional efforts for identifying and addressing systemic barriers to sustain the participation of and/or address the underrepresentation of individuals from the four designated groups (women, Indigenous Peoples, persons with disabilities and members of visible minorities) among their Chair allocations.

**Action #4: Investigate the creation of a stand-alone Equity, Diversity, and Inclusion Department**

Review the possibility of creating an independent Equity, Diversity, and Inclusion unit within the organization, dedicated to promoting equity, diversity, and inclusion (EDI) across all levels of the

University. Its primary objectives will be to eliminate bias, foster an inclusive culture, ensure equal opportunities, and support marginalized groups within the organization, to cultivate a diverse, equitable, and inclusive environment where all employees feel valued, respected, and empowered to contribute to their fullest potential.

## **Staff & Faculty Recruitment and Retention**

Effective recruitment and retention strategies are critical to our success. We prioritize diversity and inclusivity in our hiring practices to foster a rich, dynamic workforce. We emphasize a positive workplace culture by promoting work-life balance, offering wellness programs, and recognizing employee achievements. By investing in our employees' growth and well-being, we aim to reduce turnover, boost job satisfaction, and create a committed, high-performing team that drives our business forward.

For the past year, we have engaged in the following activities for the purpose of supporting our recruitment and retention efforts:

'Bias and Discrimination in Hiring' training has been delivered to all academic hiring committees and to UMG group, with intention of expanding to all hiring committees

Nipissing University has adopted many of the Canada Research Chair Program's (CRCP) related to Recruitment - Equity, Diversity, and Inclusion: Best Practices Guide for Recruitment, Hiring and Retention for all faculty hires.

Expanded wellness initiatives throughout the year in response to feedback received from employees, which has included wellness fairs, additional wellness activities and gatherings.

### **Action #1: Develop a broad Recruitment and Retention Strategy**

The Human Resources Department, in conjunction with the Executive Team, will review our current recruitment and retention efforts while considering current best practices that will adhere to our collective agreements and any related legislation. This strategy will focus on attracting candidates who possess the required skills and experience as well as alignment with Nipissing's values and culture. Which will include:

### **Action #2: Create a more vigorous onboarding program**

Create a more consistent program that ensures all new hires seamlessly integrate into our University culture and become productive members of the community swiftly. By fostering a supportive and inclusive environment from day one, our onboarding program aims to enhance job satisfaction, accelerate ramp-up time, and lay a strong foundation for long-term success within our organization.

### **Action #3 – Align talent development initiatives described below with retention efforts**

**Action #4 -** Adopt many of the principles outlined in the Canada Research Chair Program's (CRCP) related to Recruitment - Equity, Diversity and Inclusion: Best Practices Guide for Recruitment, Hiring and Retention into all recruitment efforts.

### **Action #5 – Adopt initiatives as outlined in Workplace Culture**

Workplace culture is an important aspect related to the retention of employees. Nipissing University is committed to supporting the well-being of all staff and faculty.

Expansion of the current initiatives will include consideration of the principles in the Okanagan Charter, extend current wellness initiatives, which will include feedback received from employees and culturally appropriate activities. This strategy will also outline new ways to recognize employees.

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## **Talent Development**

Talent development is a cornerstone strategy, aimed at fostering a culture of continuous growth and excellence. We are committed to providing our employees with comprehensive development programs that include ongoing training, mentorship, and leadership development opportunities. Our approach will be tailored to meet the diverse needs and career aspirations of our employees., ensuring they have the skills and knowledge necessary to excel in their roles and advance within the University. By offering a blend of formal education, hands-on experiences, and access to industry thought leaders, we empower our employees to reach their full potential. This investment will not only enhance individual performance, improve employee retention but also drive innovation.

We have created and begun the implementation of an Annual Performance and Development process for all Administrators and Support Staff which will continue to be rolled out over the next year. This process provides managers and employees the opportunity to discuss performance, goals, development and expectations to contribute and align with the University's goals. This process also requires establishing what activities and outputs are desired, observing whether they occur, and providing feedback to assist employees in meeting work and goal expectations. While providing feedback, managers and employees may also identify performance issues and development opportunities while establishing ways to resolve issues and achieve development goals. This process will be maintained on at least an annual basis.

### **Action#1: Develop a campus wide Employee Training Plan/Program:**

- To increase opportunities for staff and faculty professional and leadership development and will empower employees to strengthen and/or acquire skills and abilities.
- Include appropriate leadership training that will enhance and support our workplace culture
- To promote widely learning, development and a growth mindset
- Ensure continued legal compliance
- Assist in succession planning for certain positions

### **Action #2 = Teaching Hub – Faculty training**

Nipissing University expects that faculty remain current on a variety of topics that inform academic relationships and teaching experiences. For instance, there is a lot of research and information about best practices for recognizing students that are at-risk, for ensuring your class is understood and experienced as a safe space (especially so that you can have free ranging conversations); for meeting the commitments under the TRC and Scarborough Charter.

We commit to rolling out a professional development curricula through the Teaching Hub to meet the ongoing needs of faculty.

### **Action #3: Academic Leadership**

Academic administration is a thing! It is unreasonable to assume that colleagues can move in and out of administrative roles without sufficient support and preparation. It is also a sufficiently strange thing that we should be providing faculty with a glimpse of what challenges and opportunities exist within academic administration, if there are interested in moving into it.

We commit to providing regular training in the following areas: finance and budget, administering Collective Agreements, managing in diversity, governance training for Senate and Board and UMG onboarding.

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## Financial Stability & Sustainability

Financial Stability & Sustainability are integral to the overall mission and vision of Nipissing University. It ensures the provision of high-quality education, supports research and innovation, facilitates long-term planning, and enables the institution to fulfill its societal responsibilities effectively. Nipissing University must be financially stable in the short-term, to build a sustainable financial model for the long-term.

Financial Sustainability focuses on our long-term ability to maintain operations and fulfill our commitments without compromising future financial health. This involves:

- Generating sufficient revenues through diverse income streams such as tuition, grants, donations, endowments, etc.
- Managing expenses effectively by controlling costs, improving operational efficiencies, and making strategic investments
- Planning for the future by setting long-term goals, investing in growth opportunities, and adapting to changes

Financial Stability focuses on the current and short-term ability of Nipissing University to meet its financial obligations and maintain operations. This involves:

- Setting specific annual targets on the replenishment of spendable reserves
- Continuing to have surplus and/or balanced budgets

**Action:** Develop internal financial metrics including annual targets on replenishment of spendable reserves

**Action:** Document our budget process including how the budget is developed, reviewed and approved (AGO recommendation)

**Action:** Develop a financial literacy resource (i.e. web page) to assist University community in understanding Nipissing University financials

**Action:** Develop a long-term alternative revenue strategy. This includes developing profitability strategies for each ancillary service, extended learning, as well as alternative revenues for athletics and other non-academic activities.

**Action:** Develop a comprehensive picture of the financial contributions of each academic and non-academic area to assist in making future investment decisions to fulfill the requirements mandated by the Auditor General's Office

**Action:** Continue on-going communication of financial updates with University Community through 2 town halls annually.

**Action:** Continue Ministry advocacy regarding government grants

**Action:** Create an operational review plan and consider engaging external consultants.

**Action:** Develop an IT strategic plan, and investment plan with the goal of understanding what resources are required, and when.

## Communications

Effective communication will play an important role in Nipissing's ability to fulfill its strategic commitments by helping to build trust, align goals, and foster collaboration across the institution.

Throughout the engagement sessions, we heard that effective, two-way communication helps our community feel informed, connected, and contributes to a sense of belonging. We also heard that celebrating the successes of students, staff, and faculty, both internally and externally, is key to improving employee morale and in building our profile and reputation.

While bicameral governance and hierarchical organizational structures can often reinforce silos and impede collaboration, communication serves as a conduit for conveying strategic initiatives, managing resources efficiently, and cultivating a shared sense of purpose. By prioritizing open dialogue and leveraging various communication channels, Nipissing can not only navigate challenges more collaboratively and effectively, but also capitalize on opportunities for growth and innovation.

**Action: Develop and implement a Strategic Communications Plan for both internal and external audiences with the goals of:**

- Building a culture of trust through open, transparent, two-way communication among University leadership, staff, and faculty
- Fostering a sense of community, pride, and shared purpose among students, faculty and staff through the sharing of stories, successes, and information related to the University's goals and priorities
- Ensuring all staff and faculty members have the knowledge and information they need to serve as proud ambassadors for Nipissing
- Raising Nipissing's profile and reputation locally, nationally and internationally

A draft Internal Communications Plan has already been developed, with elements of the plan set for implementation at the start of the Fall 2024 academic year.

**Action #:** Develop digital brand messaging, include redesigning the website that is consistent with this Nipissing strategy and the value proposition/s to target philanthropic efforts, appeal to industry, and attract a diverse student population

## Community & Industry Engagement

As a northern institution, Nipissing's success is intricately linked with its surrounding communities, serving as an academic, cultural, and economic hub for the region.

Effective community engagement not only enhances Nipissing's reputation, but also enriches the educational experience for students, and work environment for faculty and staff. By forging partnerships with local businesses, government, non-profit organizations, and community members, Nipissing can leverage resources, promote innovation, and help address societal challenges in a collaborative way. With the University situated on the territory of Nipissing First Nation and on the lands within the Robinson-Huron Treaty of 1850, the importance of building and sustaining reciprocal relationships with Indigenous communities cannot be overstated.

Establishing a robust community relations strategy will contribute to recruitment efforts, alumni engagement, fundraising endeavours, Reconciliation, and overall institutional sustainability. Therefore, engaging in community relations is not just a strategic imperative, but a fundamental commitment to the advancement of the University, and the communities it serves.

**Action: Community      Develop a comprehensive Community Relations Strategy, leveraging the Relations Committee of the Board of Governors, with the goals of:**

- Building and strengthening relationships and understanding between the university and the communities it serves
- Identifying, developing and nurturing meaningful partnerships that advance the University's strategic commitments
- Engaging with community leaders to identify and resolve issues of concern to the community
- Promoting Nipissing as a valuable resource in the community
- Cultivating strong relationships with all levels of government to advance the University's mission and strategic commitments
- Facilitating access to Nipissing's people, knowledge and resources
- Deepening our commitment to Reconciliation

**Action:      Establish a sponsorship policy to ensure sponsorship dollars are allocated to support events and initiatives in the community that align with the University's strategy.**

**Matrix Table with SMART Goals linked to accountable UMG Member to be attached.**

Draft Version - June 2024

**GENERAL BYLAWS OF**

**THE BOARD OF GOVERNORS OF**

**NIPISSING UNIVERSITY**

*June 2021 Date TBD*



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**GENERAL BYLAWS OF  
THE BOARD OF GOVERNORS OF  
NIPISSING UNIVERSITY**

All previous bylaws are hereby repealed and the following bylaws are enacted by the Board of Governors of Nipissing University.

**I. INTERPRETATION**

1. In these bylaws,
  - a) **"Act"** means the most recent version of The Nipissing University Act (NU Act).
  - b) **"Board"** means the Board of Governors of the University so described in Section II.
  - c) **"Chancellor"** means the Chancellor of the University.
  - d) **"Constituent Board Member"** means a member appointed or elected by their representative constituency as defined in Section II.1.b), c) and f) to j). A Constituent Board Member has voting privileges.
  - e) **"Ex-officio"** means a member by virtue of the person's office. The position may be "voting" or "non-voting". The Chancellor, the President & Vice-Chancellor and the Mayor of the City of North Bay (or his/her delegate) are Ex-officio Board Members (voting).
  - f) **"Member"** means a Constituent, Non-Constituent, or Ex-officio Board Member.
  - g) **"Non-Constituent Board Member"** means a member of the public appointed by the Board or by the Lieutenant-Governor-in-Council as defined in Section II.1.d) and II.1.e). Non-Constituent Board Members may also be referred to as "External" members. A Non-Constituent Board Member has voting privileges.
  - h) **"Officer of the Board"** means the Chair, the Vice-Chair, the Vice-Chair Pro Tem, the Chancellor, the President & Vice-Chancellor (who is also Secretary of the Board), and such other members as the Board may designate from time to time.
  - i) **"Officer of the University"** means the President & Vice-Chancellor, the Vice-President(s), and such other officers as may be designated from time to time by the Board. Voting privileges apply only to the President & Vice-Chancellor. The Vice-Presidents and other such officers do not have voting privileges.

- j) **"Official Observer"** means such members of the University community or the community-at-large as approved by the Chair of the Board to attend or participate in discussion (non-voting) at Board meetings.
- k) **"Recording Secretary"** is the person designated to record ~~the~~ proceedings at Board and/or committee meetings.
- l) **"Secretary of the Board"** shall have charge of the minutes and records of the Board and shall cause to be issued notices of all meetings of the Board. Such duties, which are borne by the President & Vice-Chancellor, include approval and sign-off of the minutes of regular and special meetings of the Board.
- m) **"Signing Officer"** means any Officer of the Board and any Officer of the University so designated by the Board of Governors.
- n) **"Teaching Staff"** includes professors, associate professors, assistant professors, lecturers, associates, instructors, and all others engaged in the work of teaching or giving instruction to do research.
- o) **"University"** means Nipissing University.
- p) **"University Secretary"** (also known as the Board Secretary) reports to the President & Vice-Chancellor and is the designated University administrator tasked with providing support to the Board. The University Secretary shall attend all meetings of the Board and will record, or cause to be recorded, the proceedings of such meetings.

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## II. COMPOSITION OF THE BOARD

1. The composition of the Board, as established by the Act of Incorporation, shall consist of not more than 26 members as follows:
  - a) The Chancellor and the President & Vice-Chancellor of the University, who shall be members by virtue of their offices;
  - b) The Mayor of North Bay or a member of the City Council designated by the Mayor, who shall be a member by virtue of his/her office;
  - c) The Chief of Nipissing First Nation or a member of Nipissing First Nation designated by the Chief, who shall be a member by virtue of his/her office;
  - d) Six persons appointed by the Lieutenant-Governor-in-Council;
  - e) Six persons elected by the Board to represent a broad spectrum of the public;
  - f) Two persons elected by the Senate from among the ~~full-time~~ faculty members on the Senate and two ~~full-time~~ faculty members who are non-Senators elected by the faculty-at-large. ~~Where possible, there should be representation from each faculty;~~

- g) Two students of the University elected by the students of the University;
- h) Two full-time non-teaching employees of the University elected by the full-time non-teaching employees of the University as follows:
  - i. One member from Administrative Staff as elected by the full-time Administrative Staff; and
  - ii. One member from Support Staff as elected by the full-time Support Staff.
- i) One person, who is neither a student nor a faculty member nor Officer of the University, appointed by the University Alumni Association from among its members; and
- j) One person appointed by the Indigenous Council on Education, established by the University, from among its members.

Under subsection h) above, if an elected individual's status changes during his/her term on the Board (e.g. due to a promotion from support staff to an administrator), ~~he or she~~ they will complete the term in the same capacity as initially elected.

### III. TERM OF OFFICE

1. The term of office of the Chancellor shall be four years, and ~~he or she~~ they may be appointed for a maximum of two consecutive terms.
2. The term of office for Constituent Board Members elected under Section II.1.f) and II.1.h) shall be three years. They shall not serve for more than six consecutive years but shall be eligible again for appointment or election to the Board after one year's absence from the Board.
3. The term of office for Non-Constituent Board Members appointed under Section II. 1.d) and II.1.e) shall be three years. They shall not serve for more than six consecutive years but shall be eligible again for appointment or election to the Board after one year's absence from the Board.
4. With exceptions noted in III.5 and III.6 below, the commencement of the Board Member's appointment shall be July 1 of each year unless an appointment is made mid-term to replace a vacated position on the Board. The retirement date shall be June 30th of each year.
5. The commencement of an LGIC appointment shall be the date of the Order in Council received from the Office of the Lieutenant Governor.
6. The commencement of the student representatives' appointments shall be May 1 of each year unless an appointment is made mid-term to replace a vacated position on the Board. The retirement date shall be April 30 of each year.

7. Service on the Board for the remainder of a vacating member's term shall not be included in the calculation of six consecutive years of service under subsections 2 and 3 above.

#### **IV. CORPORATE SEAL AND EXECUTION OF DOCUMENTS**

1. The corporate or common seal of the University shall be in the custody of the President & Vice-Chancellor, or designate, or such other person as the Board may, from time to time, designate.
2.
  - a) All contracts, documents or instruments requiring approval by Board resolution shall be signed by one of the Board Chair or Vice-Chair and one of the President & Vice-Chancellor or a Vice-President, unless otherwise specified by Board policy. All such contracts, documents or instruments in writing, so signed, shall be binding upon the Board without any further formality. The Corporate Seal of the University may, when required, be affixed to the said signed contracts, documents or instruments in writing.
  - b) All other contracts, documents or instruments in writing of an administrative nature requiring execution by the University, or on behalf of the University, shall be signed by any two of the President & Vice-Chancellor, Vice-Presidents, Chair of the Board or Chair of the Audit and Finance Committee, unless otherwise specified by Board policy, and all such contracts, documents or instruments in writing, so signed, shall be binding upon the Board and the University without any further authorization or formality. The corporate seal of the University may, when required, be affixed thereto.
  - c) All negotiable instruments issued by the University shall be signed by any two of the President & Vice-Chancellor, Vice-Presidents, Chair of the Board or Chair of the Audit and Finance Committee of the Board or any Officer of the Board or any other Officer so designated by the Board of Governors in such manner as may be designated, from time to time, by the Board.

#### **V. POWERS OF THE BOARD**

1. Except for those matters assigned by the Act to the Senate, the government of the University, the control of its property and revenues, and the conduct of its business affairs, are vested in the Board.
2. The Board may exercise such powers as are necessary to carry out its duties and, without limiting the generality of the foregoing, the Board may:
  - a) Appoint and remove the President & Vice-Chancellor, in consultation with the Senate.
  - b) Appoint, promote, suspend, grant leave to and remove the Teaching Staff, the Deans of all the faculties, and all other officers and employees of the University.
  - c) Grant tenure to a member of the faculty and terminate such tenure.



- d) Fix the duties and salaries and other benefits of the officers and employees of the University.
  - e) Appoint and discharge committees, but if the Board delegates to a committee the power and authority to act for the Board, a majority of the members of the committee shall be members of the Board.
  - f) Plan and implement the physical development of the University.
  - g) Establish and collect fees and charges for academic tuition and for services of any kind that may be offered by the University, and collect other fees and charges, as approved by the Board, on behalf of any entity, organization or element of the University.
  - h) Regulate the conduct of the members of the faculty, students, officers and employees of the University and of all other persons coming upon and using the University's property or deny any person access to the University's property.
  - i) Establish and enforce rules and regulations with regard to the use and occupancy of the University's buildings, grounds and facilities.
  - j) Make bylaws and regulations for the conduct of the Board's affairs.
3. Where there is a question as to the proper body within the University to exercise jurisdiction in a discipline matter, the Board shall determine which body has jurisdiction, and the decision of the Board will be final.

## **VI. APPOINTMENT OF BOARD MEMBERS**

- 1. Each year, at the last meeting before the annual meeting, the Board shall hear the names of those members described in Section II whose terms expire during the current year. These names shall be recorded in the official minutes of that meeting.
- 2. Twenty-one (21) days before the annual meeting of the Board, the University Secretary, on behalf of the Chair of the University Governance Committee, shall distribute to the members of the Board the names of individuals recommended to fill any upcoming vacant Non-Constituent positions.
- 3. At the annual meeting, or at any time as appropriate, the Board shall receive from the Governance Committee:
  - a) A slate of recommendations for Non-Constituent Public-at-Large Board memberships equal to the total number of vacancies.
  - b) A slate of recommendations for Non-Constituent LGIC appointees for submission to the provincial Public Secretariat for consideration, recognizing that the Lieutenant Governor of Ontario will determine the final order(s).

- c) The names of the four faculty members, the two student members, the alumni member, the two full-time non-teaching employee members, and the member of the Indigenous Council on Education that have been selected to fill the upcoming Constituent Board vacancies, if available at that time.
4. The names submitted to fill the Non-Constituent Board vacancies shall be approved by resolution.
5. The Executive Committee shall designate the Non-Constituent names as either a "Board appointment" or as a nominee for a "Lieutenant-Governor-in-Council (LGIC) appointment".
- 5.6. Those Non-Constituent members who agree to let their name stand for reappointment to a second three-year term will be presented for ratification no later than at the Annual General Meeting.
- 6.7. A Board vacancy at any time other than at the end of a normal term shall be filled in the same manner in which the original appointment was made. The Board shall have sole discretion to decide whether or not the vacancy shall be filled.

## VII. ELIGIBILITY FOR APPOINTMENT TO THE BOARD

Any person is eligible for appointment to the Board of Governors whose name is submitted by the Governance Committee to the annual meeting with the following exceptions:

1. No person appointed to represent the public (Non-Constituent Board member) shall be a full-time student, faculty member or Officer of the University or any federated or affiliated college, or a member of the faculty, staff, full-time student body, governing body or Senate of any other institution of higher learning (i.e. government recognized postsecondary institutions).
2. A person who is not a Canadian citizen or permanent resident of Canada.
3. A partner/spouse of a current full-time staff member (faculty, administration or support staff) is not eligible for consideration of Board membership due to a conflict of interest.
4. A former full-time Nipissing University staff member (faculty, administration or support staff) is not eligible for consideration of Board membership for the first seven (7) three (3) years following his/her/their final day of employment at Nipissing University.

## VIII. OFFICERS OF THE BOARD

1. At the annual meeting, the Board shall elect the Chair, Vice-Chair, and Vice-Chair Pro Tem from among its Non-Constituent Board Members. The nomination and election process will follow the procedures outlined in the Election of Board Officers Policy (approved by Board Resolution #2018-05-06 and as may be amended from time to time).
2. Officers of the Board shall perform the duties prescribed by these bylaws.

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### 3. CHAIR

At the annual meeting, the Board shall elect the Chair of the Board from among its Non-Constituent Board Members. The Board Chair shall assume responsibility for this role for a period of one year and shall be eligible to serve a maximum of three consecutive terms. Normally, the individual elected shall have three years' experience on Nipissing University's Board of Governors (i.e. the person shall be in the second half of his/her term [six year term of service]) but still must be in compliance with the Nipissing University Act, Section 9 (2) in terms of the number of years on the Board.

If the Chair position becomes vacant for any other reason, the Board shall elect a new Chair of the Board at the next Board meeting or as soon as practical. The guidelines listed above will be followed.

If the Board member's term as Chair ends prior to the end of his/her term on the Board, ~~he/she~~they may return to ~~his/her~~their former role as a voting Board member to complete ~~his/her~~their term on the Board. ~~He/she~~They may also be invited by the Officers of the Board to sit on the Executive Committee for a one year period as a non-voting committee member.

If the last year of the Chair's term of office coincides with ~~in their~~ ~~his/her~~ final year on the Board, ~~he/she~~they may be invited by the Officers of the Board to sit on the Board of Governors and/or the Executive Committee for a one year period as an Official Observer (non-voting).

#### Duties:

The duties of the Chair of the Board include, but are not limited to, the following:

- a) The Chair of the Board shall preside over the Board's meetings and, if the Chair of the Board is unable to act for any reason or in the event of a temporary vacancy in that office, the Vice-Chair or Vice-Chair Pro Tem of the Board shall act in the Chair's place and, if the Chair, the Vice-Chair and the Vice-Chair Pro Tem of the Board are unable to act for any reason, the Board may appoint one of its Members to act temporarily in their place;
- b) Chair regular and special meetings of the Executive Committee;
- c) Act as a Signing Officer;
- d) Chair the Presidential Compensation Subcommittee and exercise its mandate with regard to negotiating the terms of the President & Vice-Chancellor's contract;
- e) As Chair of the President's Annual Review Committee, evaluate regularly, the performance of the President & Vice-Chancellor and make such recommendations to the Board as from time to time may be necessary;

f) As Chair of the Presidential Compensation Subcommittee, periodically (no less than every five years) review the President & Vice-Chancellor's performance evaluation process and recommend changes to the process, as required;

- g) Participate in activities of the Chairs of governing Boards of Ontario universities;
- h) Represent the Board of Governors at formal and other functions held on campus and elsewhere;
- i) Perform such other duties as may, from time to time, be required by the Board.

4. VICE-CHAIR

The Board Vice-Chair shall assume responsibility for this role for a period of one year and shall be eligible to serve a maximum of three consecutive terms.

Duties:

The duties of the Vice-Chair of the Board include, but are not limited to, the following:

- a) Chair regular or special meetings of the Board in the absence of the Chair of the Board;
- b) Chair regular or special meetings of the Executive Committee in the absence of the Chair of the Board;
- c) Be a member of the Audit and Finance Committee;
- d) Be a member of the Presidential Compensation Subcommittee and the President's Annual Review Committee;
- e) Represent the Board of Governors at formal and other functions held on campus and elsewhere in the absence of the Chair of the Board;
- f) Be given signing authority on behalf of the Chair, in the absence of the Chair;
- g) If the Board Chair is unable to attend the Board meeting, the Vice-Chair of the Board will chair the meeting and will be entitled to the same voting privileges of the Board Chair at the meeting. Likewise, if the Board Chair is unable to attend a standing committee meeting, the Vice-Chair of the Board may represent the Board Chair and retain the voting privileges of the Board Chair for the meeting;
- h) Such other duties as may, from time to time, be required by the Board.

5. VICE-CHAIR PRO TEM

The Board Vice-Chair Pro Tem shall assume responsibility for this role for a period of one year and shall be eligible to serve a maximum of three consecutive terms.

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#### Duties:

The duties of the Vice-Chair Pro Tem of the Board include, but are not limited to, the following:

- a) Chair regular or special meetings of the Board in the absence of the Chair of the Board and the Vice-Chair;
- b) Chair regular or special meetings of the Executive Committee in the absence of the Chair of the Board and the Vice-Chair;
- c) Be a member of the Audit and Finance Committee;
- d) Be a member of the President's Annual Review Committee;
- e) Represent the Board of Governors at formal and other functions held on campus and elsewhere in the absence of the Chair of the Board and the Vice-Chair;
- f) Perform such other duties as may, from time to time, be required by the Board.

### **IX. OFFICERS OF THE UNIVERSITY**

#### **1. PRESIDENT & VICE-CHANCELLOR**

The President & Vice-Chancellor is the Chief Executive Officer of the University and Chair of the Senate. When the Chancellor is absent or if there is a vacancy in the office of the Chancellor, the President & Vice-Chancellor shall perform the functions of the Chancellor. Subject to the will of the Board, the President & Vice-Chancellor shall have supervision over, and direction of, the academic and general administration of the University, the members of the faculty, officers, employees and students, and such other powers and duties as may be conferred upon or assigned by the Board.

The President & Vice-Chancellor is a voting Member of the Board of Governors and serves as Secretary of the Board.

#### **2. VICE-PRESIDENT(S) AND OTHER OFFICERS**

The Board may, on the recommendation of the President & Vice-Chancellor, acting on advice from the Senate for academic appointments, appoint one or more Vice-Presidents and other senior administrators who shall have such powers and duties as may be conferred on them by the Board. These individuals do not have voting privileges on the Board or on Board standing committees.

### **X. CHANCELLOR**

The Chancellor shall be appointed by the Board for a term of four years and may be appointed for a maximum of two consecutive terms. The Chancellor is the titular head

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of the University and shall confer all degrees, honorary degrees, diplomas and certificates. In the absence of the Chancellor or where there is a vacancy in that office, the President & Vice-Chancellor shall act in the Chancellor's place. If the President & Vice-Chancellor is absent or unable to act, another person designated by the Board shall act in the Chancellor's place. The Chancellor has voting privileges at the Board and committee level.

## **XI. COMMITTEES OF THE BOARD**

1. The committees constituted by the Board shall be as follows:
  - a) Executive Committee;
  - b) Standing committees, being those committees whose duties are normally continuous; and
  - c) Special committees, consisting of persons appointed by the Board for specific duties of a non-recurrent nature whose powers will expire with the completion of the task assigned.
2. The Chair of the Board, President & Vice-Chancellor and Chancellor shall be ex-officio (voting) members on all committees.
3. The Vice-Presidents shall be ex-officio (non-voting) members on all committees except the Executive Committee.
4. Other senior administrators may be asked by the President & Vice-Chancellor to attend committee and Board meetings as resource personnel.
5. Board members will be asked to serve on at least one committee.
6. Standing Committees shall be chaired by non-constituent Board members.
7. Committee assignments shall be made by the Officers of the Board.
8. At the first Board meeting of the year, the Officers of the Board shall present their selections for the following positions:
  - a) Chairs and members of the standing committees;
  - b) Representatives to the Senate and Senate standing committees; and
  - c) Representatives to fill vacancies on any other committees as required.
9. All members of committees, other than ex-officio members, shall hold office at the pleasure of the Board. Vacancies occurring in the membership of a committee (including its Chair) shall be filled by individuals selected by the Officers of the Board.

Notwithstanding such vacancies, the remaining members of the committee shall have authority to exercise the full powers of the committee, providing that a quorum is present (see Section XI.17).

10. Regular meetings shall be held in the University Board Room or at such place or places as may be specified in the notice of meeting.
11. An annual schedule of regular meetings will be provided to all Board members at the beginning of the year.
12. Meetings, other than regular meetings, may be held at the call of the chair of the committee or, in his/her absence, at the call of the vice-chair of the committee. The meeting shall be held at such places, virtual or otherwise, and at such times as the chair or vice-chair of the committee respectively may appoint. On the requisition of any three members of a committee, a meeting of such committee shall be called by the chair of such committee. Notice of every meeting so called shall be ~~delivered or mailed or sent by facsimile or other electronic means~~ sent to each member at the email address which appears in the records of the Board ~~to each member~~ not less than three days before the meeting is to take place.
13. The University Secretary shall issue, or cause to be issued, notices of all such meetings when directed to do so.
14. A meeting may also be held at any time and at any place without notice, if all the members of the committee consent thereto, or if those absent signify, in writing, their consent to the meeting being held in their absence.
15. A resolution signed by all members of a committee shall have the same force and effect as if passed at a regularly constituted meeting.
16. The chair of a committee shall preside at meetings, and in his/her absence, the vice-chair of the committee shall preside. If both the chair and the vice-chair of the committee are absent, the members present shall appoint one of their number acting-chair to preside at the meeting.
17. A majority of the voting members of a committee shall constitute a quorum.
18. Each voting member of the committee present at a meeting shall be entitled to one vote.
19. All questions at a meeting shall be decided by a majority of the votes of the members present. The chair or acting chair may vote on all motions, and any motion on which there is an equality of votes shall be deemed to be negative.
20. A record shall be kept of the proceedings of every meeting of each committee, and it is the responsibility of the University Secretary to receive a report from the recording secretary of the committee of such proceedings following the meeting.

21. The Secretary of the Board shall appoint a recording secretary for each standing committee. In the event of his/her absence, the committee shall appoint another person to act as recording secretary.

## **EXECUTIVE COMMITTEE**

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

### Membership

Chair of the Board  
Vice-Chair of the Board  
Vice-Chair Pro Tem of the Board  
Chairs of Standing committees  
The President & Vice-Chancellor  
The Chancellor

The University Secretary (or designate) shall act as recording secretary of the Executive Committee. In the event of his/her absence, the committee shall appoint another person to act as recording secretary.

### Terms of Reference

1. During the interval between the meetings of the Board, the Executive Committee shall possess and may exercise (subject to any regulations which the Board may, from time to time, impose) all the powers of the Board in the management of the affairs of the University (save and except only such acts as must by law be performed by the Board itself), in such manner as the Executive Committee shall deem best for the interests of the University.
2. Develop the agenda for the Board meetings.
3. Approve the terms and conditions of employment of the President & Vice-Chancellor and to enter into such contracts in this regard. To assess the President's compensation in relation to the annual performance review of the President & Vice-Chancellor as conducted by the President's Annual Review Committee. To recommend to the Board when a Presidential search or review for renewal should be undertaken.
4. On the recommendation of the President & Vice-Chancellor, recommend to the Board the appointment of senior administrators as dictated by policy and/or as may be designated from time to time.
5. On behalf of the Board, serve as an advisory body and provide direction to the President for the negotiation of collective agreements for all bargaining unit employees.

6. On behalf of the Board, serve as an advisory body to administration for the compensation and terms and conditions of work for employees excluded from bargaining units.
7. To ensure that policy is developed in specific areas of human resources management and compensation and to regularly review such policies and their implementation.
8. Receive and review the brief annual work plans of the Board standing committees for presentation to the Board at the first meeting of the year or as soon thereafter as practical.
9. To prepare an annual report for submission to the Board for approval at the June meeting.
10. To be proactive in referring issues to committees.

Regular meetings of the Executive Committee shall normally be held ten days prior to a scheduled Board meeting and at such other times as may be required.

#### **STANDING COMMITTEES**

All standing committees of the Board are accountable to the Board. Standing committees make recommendations to the Board of Governors or the Executive Committee on various principles.

The standing committees of the Board shall be:

1. Audit and Finance Committee;
2. Community Relations Committee;
3. Fundraising Committee;
4. Governance Committee;
5. Plant and Property Committee;

and any such other committees as may be so designated by the Board from time to time.

Each standing committee shall have a Chair and a Vice-Chair. The responsibilities of the Committee Chair include the following; chairing meetings; approving the meeting minutes before they are presented to the full Board for information; assisting with committee specific projects when required; preparing an annual report for presentation to the Board at the last meeting of the year; and sitting as a member of the Executive Committee. The responsibilities of the Committee Vice-Chair include chairing meetings in the absence of the Committee Chair and approving the minutes of such meetings before they are presented to the full Board for information.

Change of membership on all committees shall take effect on July 1.





### **Audit and Finance Committee**

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

#### **Membership**

A minimum of two to a maximum of four non-constituent Board Members

Vice-Chair of the Board

Vice-Chair Pro Tem of the Board

1 Faculty Board Member

1 Student Board Member

1 Full-time non-academic Board Member

Chair of the Board

President & Vice-Chancellor

Chancellor

Vice-Presidents (non-voting)

1 Student Official Observer (non-voting)

#### **Terms of Reference**

1. At the first meeting of the year or as soon thereafter as practical, develop a brief annual work plan for presentation to the Executive Committee.
2. To select a Vice-Chair from the non-constituent members of the committee to take place at the first committee meeting of the new academic year.
3. To develop and recommend to the Board general policies on financial matters.
4. To recommend to the Board the fees to be charged to students.
5. To recommend to the Board financing options for major capital projects.
6. To monitor and examine the on-going financial performance of the University.
7. To recommend the annual operating budget to the Board of Governors.
8. To act as liaison between the auditor and the Board of Governors. Its activities shall include review of the subjects for internal audit, the appointment of the external auditors and the audit fee, overall scope of the external audit, results of the audit, internal financial controls and financial information for publication.
9. Close communication is required between the Plant and Property Committee and the Audit and Finance Committee with regard to financing proposed projects. Therefore, this committee may meet jointly with the Plant and Property Committee when it is warranted.
10. To present an annual report to the Board for approval at the June Board meeting (to be prepared by the Committee Chair).

11. To deal with such other matters as may be referred by the Board from time to time.

### **Community Relations Committee**

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

#### **Membership**

A minimum of two to a maximum of four non-constituent Board Members

1 Faculty Board Member

1 Student Board Member

1 Full-time non-academic Board Member

Mayor or designate

Alumni Board Member

Indigenous Council on Education Member

Chair of the Board

President & Vice-Chancellor

Chancellor

Vice-Presidents (non-voting)

1 Student Official Observer (non-voting)

Up to three community members (non-voting)

Resource personnel as required (non-voting)

#### **Terms of Reference**

1. At the first meeting of the year or as soon thereafter as practical, develop a brief annual work plan for presentation to the Executive Committee.
2. To select a Vice-Chair from the non-constituent members of the committee to take place at the first committee meeting of the new academic year.
3. To assist in interpreting the objectives of the Strategic Plan as they relate to community relations.
4. To provide guidance and assistance to the Board in strategic communications and on ethical issues pertaining to the brand and reputation of the University.
5. To provide advice to the Board in all matters pertaining to alumni relations, communications, government relations, and public relations.
6. Under the guidance of the Office of External Relations and Advancement, be actively engaged in the development and stewardship of linkages to community and alumni activities.

7. Advise the University on the cultivation of cultural, economic and social links with its surrounding communities to enhance external relations and university outreach.
8. Consider long term demographic trends and changes to inform the university's relationship with its communities.
9. Receive and advise the University on strategic enrolment and recruitment plans as they pertain to community relations.
10. Report to the Board on the status of community relations.
11. To help the University Governance Committee in the identification of potential Board Members that could strategically fulfill the needs of the Board.
12. To assist in strengthening Town & Gown initiatives in the community.
13. To present an annual report to the Board for approval at the June Board meeting (prepared by the Committee Chair).
14. To deal with such other matters as may be referred by the Board from time to time.

#### **Fund-raising Committee**

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

#### **Membership**

A minimum of two to a maximum of four non-constituent Board Members

- 1 Faculty Board Member
- 1 Student Board Member
- 1 Full-time non-academic Board Member
- Alumni Board Member
- Chair of the Board
- President and Vice-Chancellor
- Chancellor
- Vice-Presidents (non-voting)
- 1 Student Official Observer (non-voting)
- Up to three community members (non-voting)
- Resource personnel as required (non-voting)

#### **Terms of Reference**

1. At the first meeting of the year or as soon thereafter as practical, develop a brief annual work plan for presentation to the Executive Committee.

2. To select a Vice-Chair from the non-constituent members of the committee at the first committee meeting of the new academic year.
3. To recommend long-term institutional fund-raising activities to the Board that support the Strategic Plan and to recommend annual financial targets for those activities.
4. To provide policy guidance, strategic guidance and oversight to all fund raising and donor relations programs.
5. To monitor and evaluate progress in meeting fund-raising targets and to provide regular reports to the Board.
6. To ensure appropriate volunteer resources are mobilized to support fund raising activities and that the appropriate staff resources and functions are in place to support solicitation volunteers and activities.
7. To ensure that adequate budgetary resources are allocated to support institutional fund raising and to set standards for and monitor the total cost of raising funds, providing accountability to donors and the University community in the efficiency and effectiveness of fund-raising efforts.
8. To recommend policies, criteria, standards and activities for donor relations and stewardship of gifts made to the University.
9. To establish criteria for the recognition of donor gifts to the University.
10. To ensure that marketing, communication, branding programs, and activities are in place to support the University's philanthropic objectives.
11. To present an annual report to the Board for approval at the June Board meeting (prepared by the Committee Chair).

### **Governance Committee**

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

### **Membership**

A minimum of two to a maximum of four non-constituent Board Members

1 Faculty Board Member

1 Student Board Member

1 Full-time non-academic Board Member

Alumni Board Member

Chair of the Board

President & Vice-Chancellor

Chancellor

Vice-Presidents (non-voting)

#### 1 Student Official Observer (non-voting)

#### Terms of Reference

1. At the first meeting of the year or as soon thereafter as practical, develop a brief annual work plan for presentation to the Executive Committee.
2. To select a Vice-Chair from the non-constituent members of the committee at the first committee meeting of the new academic year.
3. To recruit members of the Board from the public-at-large and, according to the established Board Appointment Protocol Policy (approved by Board Resolution #2017-11-02 and as may be amended from time to time), present its choices as nominees to the Board no later than at the annual meeting according to by-law section VI.3.
4. Following the Election of Board Officers Policy, recommend to the Board nominations for Chair of the Board, Vice-Chair of the Board, and Vice-Chair Pro Tem of the Board (annual meeting).
5. To review, every three years, the Board Appointment Protocol Policy.
6. To review and make recommendations with respect to the Board bylaws every three years for presentation to the Board Executive Committee and the Board for approval.
7. To enhance governance through ongoing assessment of governance issues and make recommendations if appropriate.
8. To conduct an annual Board evaluation.
9. To present an annual report to the Board for approval at the June Board meeting (prepared by the Committee Chair).
10. To deal with such other matters that may be referred by the Board from time to time.
11. To be responsible for initial and ongoing professional development of all Board members.

#### Plant and Property Committee

The Plant and Property Committee is responsible to the Board for developing and recommending policies and recommendations related to campus plant and property.

#### Membership

A minimum of two to a maximum of four non-constituent Board Members

1 Faculty Board Member

1 Student Board Member

1 Full-time non-academic Board Member

Indigenous Council on Education Board Member

Chair of the Board  
President & Vice-Chancellor  
Chancellor  
Vice-Presidents (non-voting)  
1 Student Official Observer (non-voting)

#### Terms of Reference

1. At the first meeting of the year or as soon thereafter as practical, develop a brief annual work plan for presentation to the Executive Committee.
2. To select a Vice-Chair from the non-constituent members of the committee to take place at the first committee meeting of the new academic year.
3. To review and recommend to the Board administrative policies relating to the maintenance and upgrading of all University buildings and property.
4. To study and advise regarding proposals relating to the overall Master Land Use Plan, for new structures, and to recommend to the Board of Governors the selection of consultants, engineers and architects in conformity with the established policy of the University.
5. Close communication is required between the Plant and Property Committee and the Audit and Finance Committee with regard to financing proposed projects. Therefore, this committee may meet jointly with the Audit and Finance Committee when it is warranted.
6. To present an annual report to the Board for approval at the June Board meeting (prepared by the Committee Chair).
7. To deal with such other matters that may be referred by the Board from time to time.

## **XII. MEETINGS OF THE BOARD**

#### Regular Meetings

1. The Board may determine by resolution the number of meetings that shall be held each year, but in no event shall there be less than five.
2. Notice of every meeting so called (and relevant attachments) shall be ~~delivered or mailed~~ ~~or~~ sent by email or other electronic means at least seven days before the time appointed for holding such a meeting. Such notice shall be sent to each member at the ~~email~~ address which appears in the records of the Board and shall specify, in reasonable detail, the matters, other than those of a routine nature, which are to be considered at the meeting.
3. ~~While it is expected that Members attend meetings of the Board in person, a Member~~ ~~may participate in a meeting of the Board by means of telephone or any other~~ ~~an approved~~ ~~communications method that permits all persons participating in the meeting to hear one another. Members will be advised of the details of available virtual connection(s) in~~

advance of the meeting, and only such virtual means will be permitted. A member participating in a meeting by such means shall be deemed to be present at the meeting.

4. The statutory declaration of the Secretary of the Board of Governors that notice has been given pursuant to this by-law shall be sufficient evidence of the giving of such notice.
5. Meetings of the Board, including committee meetings, are normally open to the public to attend in person (see exceptions in 7 and 8 below), and prior notice of such meetings shall be given to the members and to the public at open Board meetings as provided by the bylaws of the Board, as the case may be.
6. The Vice-Presidents ~~and the Deans~~ are invited to attend each open session of the Board meeting as guests. They do not have voting privileges.
7. The Board may exclude members of the public from the part of a meeting during which a matter confidential to the University is considered. Except at the expressed invitation of the Chair of the Board or the President & Vice-Chancellor, such closed meetings of the Board shall be attended by Board members only.
8. The Board shall exclude members of the public from that part of a meeting during which a personal matter concerning an individual is considered, unless the individual requests that the public be admitted. Except at the expressed invitation of the Chair of the Board or the President & Vice-Chancellor, such closed meetings of the Board shall be attended by Board members only.
9. The Board may remove from a meeting a person who, in the opinion of the Board, engages in conduct that could interfere with the proceedings.

10. No person shall record or broadcast a meeting, nor disseminate information during the meeting, without the permission of the Chair.

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#### In-Camera Sessions

1. The Chair of the Board may at any time during a meeting, declare the meeting or any part thereof, an *in-camera* meeting. The Chair of the Board will designate which administrators, including the President, and guests, if any, may remain for the session. The Board may not make decisions during in-camera sessions unless

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- a. The President is available to participate in the meeting or the decision is in respect of the President themselves, and
- b. The University Secretary is present to record actions of the Board.

#### Special Meetings

1. Notice of every special meeting so called shall be ~~delivered or mailed sent to each member at the email address which appears in the records of the Board or sent by email~~



~~or other electronic means to each member at the address which appears in the records of the Board~~ at least three days before the meeting is to take place. Special meetings of the Board may also be held at any time without formal notice, if all the members are present or those absent have waived notice or have signified their consent in writing or by electronic communication to the meeting being held in their absence.

2. The University Secretary, at the request of the Chair of the Board, Vice-Chair of the Board or Vice-Chair Pro Tem of the Board, or any five (5) Members of the Board at any time, shall convene a special meeting of the Board.

#### Failure to Give Proper Notice

~~No error or omission in Failure to give~~ notice of any regular or special meeting or any adjourned meeting, whether regular or special, of the Board of Governors shall invalidate such meeting ~~or make void any proceedings taken at that meeting and any voting member may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had at that meeting and shall deem any proceedings or decisions as void.~~

### **XIII. MEETING AGENDA**

1. The agenda for each Board or committee meeting may be divided into two sections: a section for the open part of the meeting and a second section for the closed part of the meeting to which the public is excluded. The guideline used to set an item in the closed part of the meeting is that any item dealing with the following classes of matters will be dealt with in the closed session:
  - a) any matter relating to a named individual, including but not limited to Board appointments and human resources;
  - b) litigation and negotiations relating to property matters;
  - c) financial campaign plans and strategy;
  - d) any other matter deemed to be confidential by the Chair of the Board or Executive Committee.

All other items are normally placed on the agenda in the open session.

2. The first items on all Board and committee meeting agendas should be a request by the Chair for a declaration of any conflicts of interest (see Section XVI) and a reminder that only pre-approved methods of recording and/or broadcasting devices are permitted.~~recording or broadcasting devices are not allowed.~~
3. The agenda for each Board meeting will be set by the Executive Committee. A consent agenda format may be used. Normally, the following items appear on the agenda for open meetings:
  - a) The recitation of a traditional land acknowledgement;

- b) Declarations of conflict of interest (see Section XVI) and the use of recording and/or broadcasting devices (see Section XII.10);
  - c) Minutes of the Previous Meeting(s);
  - d) Business Arising from the Minutes (where appropriate);
  - e) Presentations (where appropriate);
  - f) Correspondence (where appropriate);
  - g) Remarks from the Chair of the Board, Chancellor, President & Vice-Chancellor and Vice-Presidents;
  - h) Question Period;
  - i) Committee reports (where appropriate);
  - j) Reports from Board representatives on other committees/bodies;
  - k) Other Business; and
  - l) Adjournment.
4. All matters for inclusion on the agenda for meetings of the Board must be in the hands of the University Secretary at least ten days prior to the day of the meeting at which they are to be presented, and, normally, only matters which have been reviewed by the Executive Committee shall be included on the agenda.
  5. Unless prior notice, as aforesaid, shall have been given, no new matter, other than that of privilege or petition, shall be dealt with at any meetings of the Board unless the introduction of such new matter shall be approved by a majority of all members of the Board. The procedure for the introduction of a new matter will be through a motion to consider, dealt with under "Other Business".

#### **XIV. ANNUAL MEETING**

The penultimate meeting of the year for the Board of Governors shall be designated as the annual meeting and shall normally be held in late April or early May. The agenda for the annual meeting shall include the following items:

1. Receive the list of elected and appointed Constituent Board members;
2. Appointment of new Non-Constituent Board members;
3. Elect Chair of the Board, Vice-Chair of the Board and Vice-Chair Pro Tem of the Board;

4. Approve any recommended changes or amendments to the Board Bylaws;
5. Appointment of the auditor for the upcoming year (see Section XXIII); and
6. Such other business as may be decided by the Board.

#### **XV. GENERAL RULES OF PROCEDURE AT MEETINGS**

1. General rules of procedure shall be those rules set forth in Appendix 1, attached to these bylaws, which are abridged in Robert's Rules of Order Revised, as amended from time to time ("the bylaws"); and
2. Notwithstanding XV.1, in the event of a conflict between Robert's Rules of Order and the provisions contained in the bylaws, the provisions of the bylaws shall be paramount and take precedence to the extent that such conflict or contradiction does not conflict with the Nipissing University Act or any other applicable legislation.

#### **XVI. CONFLICT OF INTEREST**

1. Every year, each Board member will be required to sign a "Disclosure of Conflicts of Interest" form.
2. A member of the Board or of a committee created by it who has any interest in a matter in which the University is concerned shall declare his or her interest as soon as possible and no later than at any meeting at which the matter is to be considered. The member shall not take part in the discussion or vote on the matter and may be required by the Board or committee to withdraw from the meeting during the discussion.
3. Despite subsection ~~1-2~~ above, every member of the Board or committee who is an employee of the University may take part in discussions and vote on matters related to the financial operation of the University, other than on matters related to the remuneration, benefits or working conditions of a class or group of employees of the University. The exception to this rule is the President & Vice-Chancellor who may take part in discussions and vote on matters related to the financial operation of the University, *including* on matters related to the remuneration, benefits or working conditions of a class or group of employees of the University.
4. Where the Board or committee is of the opinion that a conflict of interest exists but has not been declared as required by subsection 2 above, the Board or committee may, by resolution, declare, as provided by the bylaws, that a conflict of interest exists. The member found to be in conflict shall withdraw from discussion and refrain from voting on the matter giving rise to the conflict and may be required by the Board or committee to withdraw from the meeting during the discussion.

#### **XVII. CONFIDENTIALITY**

1. At the beginning of a Board member's term, ~~he/she~~they will be required to sign a "Confidentiality Agreement".

2. Board members agree to keep in the strictest confidence all confidential or proprietary information communicated or disclosed to them as members of the Board of Governors. This includes, but is not limited to, all agendas, briefing notes, minutes, reports, documents and proceedings conducted in preparation for or during closed session meetings of the Board and any materials or proceedings conducted at open session meetings that are specifically identified as confidential.

#### **XVIII. QUORUM**

A quorum is the minimum number of voting members who must be present at a properly called meeting in order to conduct business on behalf of the Board. Accordingly, a majority of all voting members of the Board or of all voting members of a Board committee must be present in order to meet quorum. A majority is defined as fifty percent plus one.

Voting members are those listed under section II.1 of these Bylaws. Proxy voting is not permitted.

For voting purposes, once quorum is achieved, unless otherwise noted in these Bylaws, approval by the majority of the voting members present shall be sufficient to carry a motion.

#### **XIX. ATTENDANCE AT BOARD MEETINGS AND COMMITTEE MEETINGS**

1. Regular attendance of Board members is required to ensure a quorum and to expedite carrying out the Board's business.
2. Members who find themselves unable to attend a regular meeting of the Board or a regular scheduled committee meeting, in person or by teleconference, shall notify the University Secretary at least twenty-four hours in advance of the meeting.
3. The University Secretary shall advise the Chair of the Board or the appropriate Committee Chair of all such notices.
4. Three consecutive absences will result in the Chair of the Board contacting the Member and may result in termination from the Board.

#### **XX. RECORD OF PROCEEDINGS**

A record of proceedings of all meetings of the Board shall be kept in a book provided for that purpose and the minutes, or a précis thereof, of every such meeting shall be submitted at the next meeting of the Board. After adoption by the Board, the minutes shall be signed by the Chair of the Board and the Secretary of the Board. The minutes of all open sessions shall be open for inspection at any time during regular office hours in the office of the University Secretary.

#### **XXI. SPECIAL COMMITTEES**

The Board may, from time to time, appoint special committees. Unless specifically provided by the resolutions by which they are constituted, such committees shall automatically be dissolved on the date of the first meeting of the Board in the next Board year following that in which they were appointed. Such committees may, at the discretion of the Board, be reappointed with the same or different membership.

## **XXII. BORROWING AUTHORITY**

1. In accordance with the NU Act, Nipissing University is hereby authorized by resolution of the Board of Governors from time to time to:
  - a) Borrow money upon the credit of the University in such amounts, on such terms and from such persons, firms or corporations, including chartered banks, as may be determined by resolution by the Board.
  - b) Make, draw and endorse promissory notes or bills of exchange.
  - c) Hypothecate, pledge, charge or mortgage all or any part of the property of the University to secure any money so borrowed or the fulfillment of the obligations incurred by it under any promissory note or bill of exchange signed, made, drawn or endorsed by it.
  - d) Issue bonds, debentures and obligations on such terms and conditions as the Board may, by resolution, decide and pledge or sell such bonds, debentures and obligations for such sums and at such prices as the Board may, by resolution, decide and mortgage, charge, hypothecate or pledge all or any part of the property of the University to secure any such bonds, debentures and obligations.
2. The Board of Governors may, by resolution, delegate to Officers of the Board all or any powers necessary for the purpose of borrowing and giving security by the University to such extent and in such manner as the Board may determine.

## **XXIII. AUDITS AND REPORTS**

1. The Board shall appoint one or more public accountants licensed under the *Public Accountancy Act* to audit the accounts and trust funds of the University and the transactions of the Board at least once a year.
2. On behalf of the Board, the administration shall make a financial report annually to the Ministry in such form and containing such information as the Minister may require.

## **XXIV. FINANCIAL YEAR**

Unless otherwise ordered by the Board, the fiscal year of the University shall terminate on the 30th day of April in each year.

## **XXV. BYLAWS OF THE BOARD**

1. The bylaws of the Board shall be open to examination by members of the University community and by the public during normal business hours.
2. The Board shall publish its bylaws, from time to time, in such manner as they may respectively consider proper.
3. All bylaws of the Board may be changed or amended at the annual meeting of the Board by a resolution passed by two-thirds of the members of the Board present.
4. As stated in the Terms of Reference for the University Governance Committee, a full review of the Board bylaws shall be done every three years.

## **XXVI. VACANCIES**

1. A position on the Board is vacated when the member resigns or, except for a student member who graduates during his/her term, ceases to be eligible for appointment or election to the Board.
2. If a Member of the Board is otherwise incapable of continuing to act as a member, the Board Chair shall declare the membership vacant.
3. The Board may, by resolution, declare a membership of the Board vacant for failure to attend a sufficient number of meetings as provided in Section XXVII.4. The exception to this is a membership by virtue of office.
4. A declaration of a vacancy that is entered in the minutes of the Board is proof of the vacancy, in the absence of evidence to the contrary.
5. The vacancy of an appointed or elected member of the Board shall be filled by appointment in the same manner as the membership was appointed.
6. The vacancy of a constituent member shall be filled in the same manner as the membership was appointed, at a time and for a duration as specified by the Board.
7. A member appointed or elected to fill a vacancy on the Board shall hold office for the remainder of the vacating member's term of office.
8. Service on the Board for the remainder of a vacating member's term of office shall not be included in the calculation of six consecutive years.

## **XXVII. VACATING A MEMBER FROM THE BOARD**

A member of the Board of Governors shall not be permitted to continue in office under any of the following conditions:

1. Declaration of bankruptcy;
2. Certification pursuant to The Mental Incompetency Act;
3. Acceptance of a contract with Nipissing University or some other agency which, in the judgment of the Board, has resulted in a conflict of interest; or
4. Failure to attend the regular meetings of the Board, as defined in Section XIX.4.

A recommendation for termination of a member would be brought by the Executive Committee to a closed meeting of the Board.

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XXVIII. INDEMNIFICATION

1. Limitation of Liability

Except as otherwise provided in the Act, no director or officer for the time being of the corporation shall be liable for:

- a) the acts, receipts, neglects or defaults of any other director or officer or employee or for joining in any receipt or act for conformity;
- b) for any loss, damage or expense happening to the corporation through the insufficiency or deficiency of title to any property acquired by the corporation;
- c) for or on behalf of the corporation or for the insufficiency or deficiency of any security in or upon which any of the monies of or belonging to the corporation shall be invested;
- d) for any loss or damage arising from the bankruptcy, insolvency or tortuous acts of any person with whom any of the monies, securities or effects of the corporation shall be deposited; or
- e) for any loss occasioned by any error of judgment or oversight on his/her part or for any other loss, damage or misfortune which may happen in the execution of the duties of his/her office or in relation thereto; provided that nothing herein shall relieve any director or officer from the duty to act in accordance with the Act and regulations or from liability for any breach thereof.

2. Protection of Directors and Officers and Indemnification

Every member and Officer of the Board of Governors and every Officer of the University, and heirs, executors and administrators thereof, and estate and effects, respectively, from time to time ~~and at all times~~, shall be indemnified and saved harmless out of the funds of the corporation, from and against:

- a) All damages costs, charges and expenses whatsoever which a Member or Officer sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against such above-named individual, for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by that individual in good faith, in or about the execution of the duties of office.
- b) All reasonable expenses which are incurred in good faith occasioned in the ordinary course of business for the corporation while acting in relation to the affairs of the University.

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Board Resolution 94-02-02

Revised 2002 – Board Resolution 02-06-02

Revised September 2006

Revised 2007 – Board Resolution 2007-02-10

Revised 2009 – Board Resolution 2009-05-02

Revised 2011 – Board Resolution 2011-02-02

Revised 2012 – Board Resolution 2012-05-04

Revised 2013 – Board Resolution 2013-02-02

– Board Resolution 2013-05-05

– Board Resolution 2013-05-06

– Board Resolution 2013-12-05

Revised 2014 – Board Resolution 2014-02-04

– Board Resolution 2014-05-07

Revised 2017 – Board Resolution 2017-05-09

– Board Resolution 2017-09-05

Revised 2018 – Board Resolution 2018-03-03

Revised 2020 – Board Resolution 2020-05-03

Revised 2021 – Board Resolution 2021-06-03

## Appendix 1

### **GENERAL RULES OF PROCEDURE AT BOARD MEETINGS**

#### **I. ADJOURNMENT**

A motion to adjourn may be moved at any time. It is not debatable except if it is sought to adjourn to a time other than the regular meeting time, when discussion is permitted on that point only. The motion requires a simple majority and, if passed, the meeting ends; if rejected, business continues.

#### **II. AMENDMENT**

1. An amendment to a motion must fall within one of the following categories:
  - a) the deletion of certain words
  - b) the addition of certain words
  - c) the deletion of certain words and the substitution of others in their place
2. An amending motion which would nullify the main motion is not an amendment and cannot be introduced.
3. There cannot be more than two amendments before the meeting at one time. The second amendment must be an amendment of the first amendment. When an amendment has been accepted or rejected, another amendment may be introduced but only if it is different in purpose from the one previously defeated.
4. Voting is as follows:
  - a) on the amendment to the amendment or the second amendment
  - b) on the amendment
  - c) on the motion if amendments have been defeated or on the motion as amended if an amendment has carried

#### **III. GENERAL**

The following are examples of how procedures specified in Robert's Rules of Order Newly Revised (as amended from time to time)1984, shall prevail in special motions:

1. to adjourn - debatable as to time only; majority vote required for adoption
2. to take a recess - not debatable; majority vote required for adoption

3. to raise a point of order or a question of privilege - personal - not debatable; admissibility of question is ruled upon by the Chair of the Board
4. to lay on the table - not debatable; majority vote required for adoption
5. to take from the table - not debatable; majority vote required for adoption
6. to limit or extend the limits of debate on a pending question - not debatable; two-thirds vote required for adoption
7. to postpone to a definite time applied to a pending question - debatable as to merit of postponing only; majority vote required for adoption
8. to amend - debatable; majority vote required for adoption.

#### **IV. MOTIONS**

A motion must be moved and seconded before the subject matter of the motion is open for debate.

#### **V. POINT OF ORDER**

Only on a point of order or privilege can a member interrupt another member who is speaking (except that, with the consent of the speaker, questions may be asked). If a member feels that improper language has been used, irrelevant argument introduced or a rule or procedure broken, the member is entitled to "rise to a point of order", interrupting the speaker. The point of order must be stated definitely and concisely. The Chair of the Board shall decide without debate, though ~~he/she~~they may ask opinions. The Chair of the Board should state opinions authoritatively. This ruling may be appealed by any two members (one making the appeal and the other seconding it). If appealed, the Chair of the Board states his/her decision and the point of appeal and then puts the question which is not debatable: "Shall the decision of the Chair of the Board stand as the judgement of this meeting?" A simple majority determines the issue. This merely settles a point of procedure and is not a vote of confidence in the Chair of the Board.

#### **VI. QUESTION OF PRIVILEGE**

If a member feels that a statement reflects on his reputation or that of the Board, the committee or University, the Member is entitled to raise a "question of privilege". The procedure is the same as for a point of order.

#### **VII. VOTING**

1. Each Member of the Board is entitled to one vote, subject to the provisions of (3) and (4) below. Unless otherwise provided, approval by a majority of the members voting or by consent without objection shall be sufficient to carry a motion.

2. Voting shall be by show of hands unless a vote by ballot is demanded by any member present. When necessary, votes shall be counted and recorded; in favour, against, and abstentions.
3. The Chair of the Board may only cast a vote on a motion:
  - a) to break a tie, or
  - b) negatively, to create a tie, thereby defeating the motion.
4. A tie vote will defeat a pending motion.

#### **VIII. WITHDRAWAL OF MOTIONS**

General custom permits the withdrawal of a motion by consent of the mover and seconder, but if either objects, the motion must be put to a vote. This applies to both substantive motions and amendments.



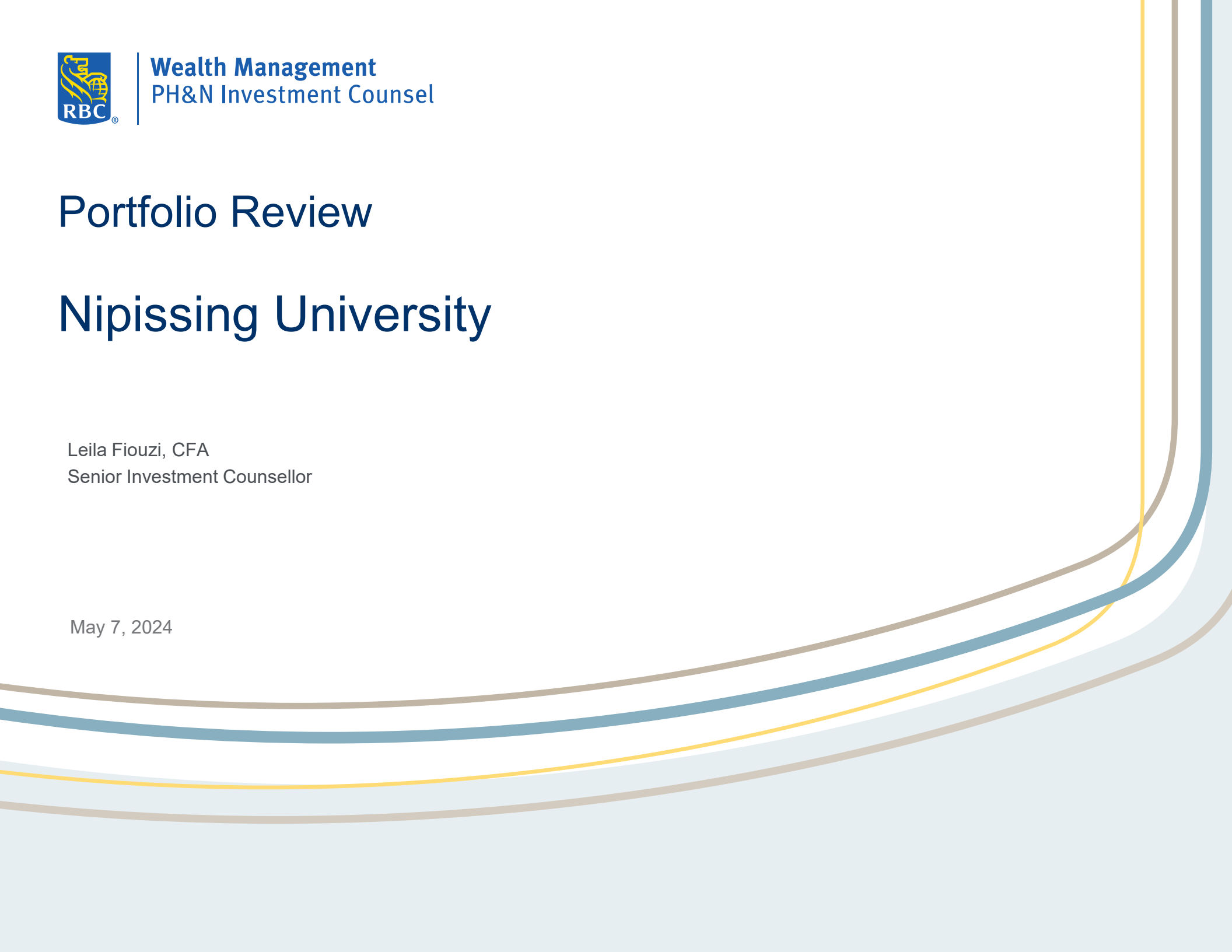
**Wealth Management**  
PH&N Investment Counsel

# Portfolio Review

## Nipissing University

Leila Fiouzi, CFA  
Senior Investment Counsellor

May 7, 2024

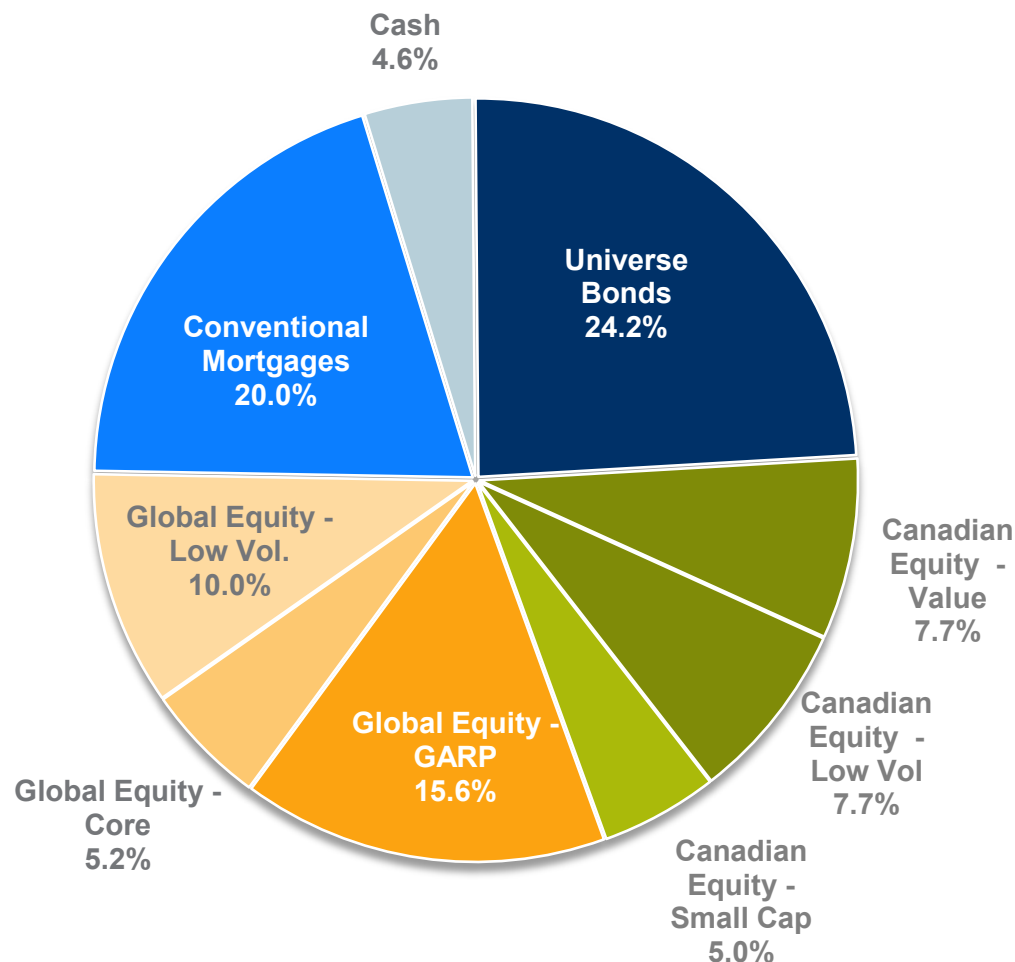






# Nipissing University

Asset Mix as at March 31, 2024<sup>1</sup>



Asset Class	Target Allocation (%)	Current Allocation (%)
Cash	5.0	4.6
Fixed Income	25.0	24.2
Equities	50.0	51.2
Canadian Equities	20.0	20.4
Global Equities	30.0	30.8
Alternative Investments	20.0	20.0
Mortgages	20.0	20.0

<sup>1</sup>Reflects Nipissing – OSOTF I account

# Summary Investment Returns

March 31, 2024

**Market Value:**     \$ 29,599,008

Annualized Returns	Three Months (%)	One Year (%)	Two Years (%)	Three Years (%)	Four Years (%)	Five Years (%)	Since Inception*
<b>Nipissing University</b>	<b>4.6</b>	<b>10.1</b>	<b>4.4</b>	<b>4.5</b>	<b>6.8</b>	<b>4.9</b>	<b>5.5</b>
<i>Benchmark **</i>	4.6	11.6	5.2	5.1	8.5	6.3	6.1

\* Inception date February 1, 2017

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

Performance above is reflective of Nipissing – OSOTF I account. Performance is shown gross of investment management and custody fees of 41 basis points per annum or ~10 basis points per quarter. Performance for all accounts is similar except for the Scholarship Fund which is managed to a different mandate.

## Portfolio Component Returns

Annualized Performance <i>As of March 31, 2024</i>	3 Mo	1 Yr	2 Yr	3 Yr	4 Yr	5 Yr	10 Yr
<b>PH&amp;N Canadian Money Market Fund</b>	<b>1.3</b>	<b>5.3</b>	<b>4.2</b>	<b>2.9</b>	<b>2.3</b>	<b>2.2</b>	<b>1.7</b>
FTSE Canada 30 Day T-Bill Index	1.2	4.9	3.8	2.6	2.0	1.9	1.4
<b>PH&amp;N Total Return Bond Fund</b>	<b>-1.1</b>	<b>2.5</b>	<b>0.4</b>	<b>-1.1</b>	<b>0.1</b>	<b>1.0</b>	<b>2.6</b>
FTSE Canada Universe Bond Index	-1.2	2.1	0.0	-1.5	-0.7	0.3	2.0
<b>PH&amp;N Mortgage Pension Trust</b>	<b>0.6</b>	<b>4.9</b>	<b>2.7</b>	<b>1.5</b>	<b>2.5</b>	<b>2.4</b>	<b>2.9</b>
FTSE Canada Short Term Overall Bond Index	0.3	3.5	2.1	0.2	0.9	1.3	1.6
<b>RBC QUBE Low Volatility Canadian Equity Fund</b>	<b>7.5</b>	<b>10.8</b>	<b>4.9</b>	<b>10.4</b>	<b>15.6</b>	<b>9.8</b>	<b>9.3</b>
S&P/TSX Capped Composite Index	6.6	14.0	4.0	9.1	17.0	10.0	7.7
<b>PH&amp;N Canadian Equity Value Fund</b>	<b>6.8</b>	<b>15.5</b>	<b>5.4</b>	<b>12.1</b>	<b>18.4</b>	<b>10.7</b>	<b>8.9</b>
S&P/TSX Capped Composite Index	6.6	14.0	4.0	9.1	17.0	10.0	7.7
<b>PH&amp;N Small Float Fund</b>	<b>8.8</b>	<b>16.0</b>	<b>10.1</b>	<b>8.5</b>	<b>19.9</b>	<b>13.6</b>	<b>10.2</b>
S&P/TSX Capped Composite Index	6.6	14.0	4.0	9.1	17.0	10.0	7.7
<b>RBC QUBE Low Volatility Global Equity Fund</b>	<b>7.0</b>	<b>11.8</b>	<b>8.1</b>	<b>9.3</b>	<b>10.1</b>	<b>6.7</b>	<b>10.2</b>
MSCI World Net Index C\$	11.7	25.1	12.3	11.3	17.0	12.4	11.6
<b>RBC Global Equity Focus Fund</b>	<b>12.7</b>	<b>19.2</b>	<b>6.0</b>	<b>5.4</b>	<b>14.4</b>	<b>10.4</b>	<b>-</b>
MSCI World Net Index C\$	11.7	25.1	12.3	11.3	17.0	12.4	-
<b>RBC QUBE Global Equity Fund</b>	<b>13.0</b>	<b>29.5</b>	<b>16.1</b>	<b>13.8</b>	<b>19.7</b>	<b>13.3</b>	<b>12.3</b>
MSCI World Net Index C\$	11.7	25.1	12.3	11.3	17.0	12.4	11.6

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

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**Wealth Management**  
PH&N Investment Counsel

## NIPISSING UNIVERSITY

Policy Category: Financial

Policy Number: 2.7.2012.B

Policy Name: Investment Policy and Guidelines for Trust and Endowment Funds

Responsible Department: Vice-President, Finance and Administration

Original Approval Date: May 2012

Approval Authority: Board of Governors

Last Reviewed/Updated: ~~March 2022~~ May 2024

Next Review Date: 2027~~5~~

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### A. Purpose

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

### B. Scope

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

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

## Investment Policy and Guidelines for Trust and Endowment Funds

### C. General

1. Funds are to be managed on a going concern basis. Within the levels of risk identified in this policy, the overriding objective is to:

- a) maximize each fund's total long-term investment return;
- b) generate sufficient income to meet annual spending requirements;
- c) prevent capital erosion; and
- d) provide consistent results.

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

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

### D. Definitions

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

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

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

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

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

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

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

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

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

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

### E. Policy

#### 1. Asset Mix

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

Asset Class	Target*	Permissible Ranges*
<b>Fixed Income:</b>	<b>30%</b>	<b>20% - 45%</b>
Cash and Equivalents	05%	0% - 2015%
Canadian Bonds	2530%	15% - 4045%
<b>Equities:</b>	<b>5055%</b>	<b>3040% - 6065%</b>
Canadian	20%	10% - 35%
ForeignGlobal	3030%	1520% - 4040%
U.S.	5%	0% - 15%
<b>Alternatives:</b>	<b>2015%</b>	<b>5% - 3025%</b>
Conventional Mortgages	2015%	5% - 3025%

\* Expressed as a percentage of the total fund

#### 2. Investment Guidelines

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



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

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

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of securities and their appropriateness as investments regardless of the classifications provided by the rating services;

- d. The investment manager shall have the flexibility to adjust the maturity structure to take advantage of current and anticipated market conditions and yield curve opportunities.

### iii. Balanced Fund Management

- a. Balanced fund managers may vary equity, bond and cash commitments within ranges set by this policy.

### iv. Canadian Fixed Income

- a. Canadian fixed income may include Canadian and Provincial Government and Agency obligations, municipal bonds and corporate bonds. These are to be managed to ensure appropriate balances in quality and maturities consistent with current market and economic conditions;
- b. Each portfolio shall possess an average quality rating of A or better at all times;
- c. The minimum quality rating per issue shall be BBB.

### v. Domestic Equity

- a. Securities may include common shares, preferred shares, convertible securities, trust units and real estate funds;
- b. The majority of equity holdings must be mid to large companies as measured by market capitalization.

### vi. Foreign Equity

- a. Securities may include common shares, preferred shares, convertible securities, trust units and real estate funds;
- b. Global equity management may include forward exchange contracts on currency provided that the use of such contracts is designed to dampen portfolio volatility rather than leverage portfolio risk exposure. Currency contracts may be utilized to either hedge the portfolio's currency risk exposure or in the settlement of securities transactions. The use of futures and options to establish a leveraged position is prohibited;
- c. Global equity investments in the Emerging Market countries will be limited to no more than 10% of the market value of the global equity portfolio.

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### vii. Alternative Investments

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

### 3. Portfolio Rebalancing

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

### 4. Performance Goals

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

Asset Class	Policy Mix	Asset Class Benchmark
Cash	50%	FTSE Canada 30 Day T-Bill Index
Canadian Bonds	2530%	FTSE Canada Universe Bond Index
Canadian Equity	20%	S&P/TSX Capped Composite Index
Foreign Global Equity	3030%	MSCI World Net Index in C\$
U.S. Equity	5%	S&P 500 Index in C\$
Mortgages	2015%	FTSE Canada Short Term Overall Bond Index
<b>Total Benchmark</b>	<b>100%</b>	

- ii. Risk exposure as measured by the standard deviation of return and risk-adjusted returns shall be regularly evaluated for each investment option and compared with other comparable funds and managers. Risk exposure should generally rank in the midrange of

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comparable funds, but should be no higher than the 25th percentile. Risk-adjusted returns are expected to consistently exceed comparable market indices and consistently rank in the top half of comparable funds.

- iii. The overall objective is to achieve real rate of return on the portfolio over the long-term sufficient to exceed the University's spending requirements plus the costs of investing and administering the funds within the acceptable level of risk provided for under this policy and also add to the overall capital funds available for future long-term use. The real rate of return will be monitored on a four (4) year annualized basis.

### 5. Evaluation of Investment Managers

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

## Investment Policy and Guidelines for Trust and Endowment Funds

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

### 6. Conflict of Interest

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

### F. Investment Manager Responsibilities

The investment manager must:

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

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### c. SEMI-ANNUALLY:

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

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

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### v. Other Business

- a) Includes any other comments or information.

### d. ANNUALLY:

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

### e. UPON WRITTEN OR ORAL REQUEST:

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

## G. Audit and Finance Committee Guidelines

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

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

## Investment Policy and Guidelines for Trust and Endowment Funds

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

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

Revised Jun 2016: Resolution #2016-06-05

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

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