

NIPISSING UNIVERSITY
BOARD OF GOVERNORS MEETING

OPEN SESSION

November 28, 2024

The Open Session of the regular Board of Governors meeting was held on Thursday, November 28, 2024, at 5:30 p.m. in the President's Boardroom and via Zoom Remote Conferencing.

Members Present: Dave Smits, Board Chair

Anahit Armenakyan
Marianne Berube
Patti Carr
Fran Couchie
John D'Agostino
Stacie Fiddler
Judy Koziol
Jessica McMillan
Laurel Muldoon
Doris Olmstead
Joe Sinicrope
Katrina Srigley
Maurice Switzer
Scott Russell
Ravil Veli
Kevin Wamsley
Kathy Wilcox
Sarah Winters

Regrets:

Matt DeVuono
Jamie Lowery
Alisher Mansurov
Judy Smith
Janet Stockton
Harikesh Panchal

Invited Guests: Ann-Barbara Graff (PVPA)
Renee Hacquard (VPFA)
Abby Blaszczyk (University Secretary)
Cheryl Zimba
Cheryl Foy

Official Observers:

of Observers: 2

Recording Secretary: Maggie Horsfield, Office of the President

1. Call to Order/Land Acknowledgment

The meeting was called to order at 5:31 p.m. The Board Chair offered a traditional land acknowledgement.

2. Declaration of Conflict of Interest

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

3. Use of Recording and/or Broadcasting Devices

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

4. Consent Agenda

The following items were included on the consent agenda:

- i. For Adoption
 - (a) Minutes of the September 26, 2024, Board of Governors Meeting (Open Session);
- ii. For Information Only
 - a) Minutes from Meetings of the Board's Standing Committee:
 - 1. University Governance Committee – Minutes from October 21, 2024;
 - 2. Audit & Finance Committee - Minutes from October 21, 2024;
 - 3. Community Relations Committee – Minutes from October 21, 2024;
 - 4. Fundraising Committee – Minutes from October 21, 2024; and
 - 5. Plant & Property Committee – Minutes from October 21, 2024.
 - b) Reports from Other Committees/Bodies:
 - 1. Academic Senate

Resolution 2024-11-01: ***That the items included “for adoption” on the November 28, 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 Ravil Veli; seconded by Marianne Berube.
Carried.*

5. Adoption of the Regular Agenda

Resolution 2024-11-02: ***That the Board of Governors adopt the November 28, 2024, Open Session regular agenda as circulated.***

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

6. Chair's Remarks

The Board Chair welcomed Cheryl Foy, President of Strategic Governance Consulting Services, who has been engaged to carry out a governance review, as funded through the Ontario Government's Efficiency and Accountability Fund. Ms. Foy has conducted both in-person and online surveys with members of both the Board of Governors and Senate, with a report expected for presentation to the Board in January. The NOUS Group has been contracted to review the remaining mandated areas, which include academic programming, physical assets and facilities, collaborative procurement opportunities, and revenue generating opportunities.

7. Chancellor's Remarks

The Chancellor provided remarks which are appended to these minutes. Dr. Russell spoke to his recent interactions with Nipissing staff, and current and prospective students, highlighting the connections made at the Ontario Universities Fair and the Fall Open House.

8. President's Remarks

The President provided a report on recent and upcoming activities on campus and in the community. The report, which is appended to these minutes, included an environmental scan of the post-secondary landscape, which stems from meetings of university executive members at the national and provincial levels. As a direct consequence of the international student portfolio and the ongoing tuition freeze, many universities are experiencing significant in-year deficits, including over \$300 million in deficits in Ontario universities this year.

At Nipissing University, there was great interest at both the Ontario Universities Fair and the Fall Open House, as well as an increase in applications for 2025-26. However, survey evidence suggests more and more Canadians are questioning the value of a university education, which raises broader concerns within society. The President spoke to the importance of shifting our approach to the way we present post-secondary education, utilizing our alumni, the Board of Governors, Academic Senate, and our students to be very clear about how the Nipissing University experience has positively impacted them.

Dr. Wamsley also spoke to recent meetings with members of the Ministry to discuss the next stages of the Strategic Mandate Agreement (SMA4), which begins in September 2025. The government was responsive to the 98.5% job rate for graduates at Nipissing, the jobs created annually within North Bay exceeding 1200, and local partnerships extend to over 350 groups regionally. Advocacy efforts are ongoing with the Province.

9. Academic Plan/Operational Plan

A finalized version of the Academic and Operational Plan was circulated with the meeting materials, and appended to these minutes is a document mapping each APOP action item to a commitment from the Strategic Plan. Work is ongoing to summarize the progress to date for the Board, with 47 of 73 actions underway.

10. Vice-Presidents' Remarks

The Provost and Vice-President, Academic (PVPA)

The PVPA highlighted the Ontario Universities Fair (OUF) and the Fall Open House, noting a decrease in participation at OUF, but an increase in attendance. Dr. Graff congratulated those faculty members who have received internal research awards, as well as the Women's Soccer team, who ranked 2nd in Ontario and 5th nationally.

In response to a question about how the University will accommodate an increase in international students, the PVPA spoke to the significant reduction this year in international students as a result of federal restrictions. As such, the University is not expecting a big increase in 2025-26. As recruitment numbers grow, campus resources, including residence, mental health, bridging, and competencies, will grow as well.

- Nipissing University Research Ethics Board

Per the Terms of Reference for the Research Ethics Board, the Board of Governors appoints NUREB members, including Chairs, through a fair and impartial process. The following resolution was brought forward:

Resolution 2024-11-03: ***That the Board of Governors accept the recommendation of the Provost and Vice-President, Academic to appoint Dr. Geoff Hartley as Vice-Chair, Training, Education, and Community Engagement (VC-TECE) of the Nipissing University Research Ethics Board (NUREB) for a three-year term effective immediately.***

*Moved by Ravil Velj; seconded by John D'Agostino.
Carried.*

- Annual Sexual Violence Report

The AVP, Students (Interim) provided the annual Sexual Violence Report for 2023-24.

The Vice-President, Finance & Administration (VPFA)

The VPFA was pleased to report that, for information, TD Bank would be removing covenants with respect to the General Security Agreement due to financial improvements.

12. Board Committee Reports

Audit and Finance Committee

The Chair of the Audit and Finance Committee spoke to highlights of the recent committee meeting, which included an in-depth Investment Performance review. The Chair noted that, while we are performing to our benchmark, the University does remain a conservative investor, while also speaking to a conversation around ethical investment at both the Investment Sub-Committee and Audit & Finance Committee levels. PH&N incorporates environmental, social, and governance (ESG) factors into investments, and as RBC is among the largest shareholder nationally, they are able to engage with Canadian companies on ethical investment on behalf of their clients.

The 2025/26 budget process was included in the meeting materials, and a resolution was brought forward:

Resolution 2024-11-04:

That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2025/26 Budget Process as presented.

*Moved by Marianne Berube; seconded by Ravil Veli.
Carried.*

13. Board Representatives on Other Committees/Bodies

Nipissing University Student Union

No report

Nipissing University Indigenous Council on Education

The Chair of NUICE provided an update on recent activities, noting the departure of the Director of the Office of Indigenous Initiatives, and spoke to his Mr. Fournier's active and Thoughtful engagement with students, on campus, and in the surrounding community. The

Chair also expressed his appreciation for the commitments to reconciliation within the Strategic Plan and noted that meetings were upcoming with members of NUICE and senior leadership to ensure the content is appropriately translated in the Academic and Operational Plan.

14. Question Period

A request was made to include the Senate Executive Committee minutes in the Board package and this will be brought under advisement.

A member questioned if the NOUS Group or Cheryl Foy of Strategic Governance Consulting Services would be utilizing generative AI when writing their reports. The PVPA indicated she would confirm. A request was made for more information on how the University is adapting within continually evolving AI environment, and it was noted that a working group has been established for AI policies, usage and possibilities. There are current expectations that should a student utilize AI, they are to site it, and syllabi should state how/if it can be used.

An additional request was made for an update on the status of the Joint Committee's work on suspension of enrolment. The President that the committee has met on numerous occasions and to date, there is a current proposal on regulations that covers the suspension process and procedures. The Joint Committee has a deadline in place to vote on the proposal and an update will be available at the next Board meeting.

15. Other Business

Nipissing University was asked to be a signatory to the Canadian Military, Veteran, and Family Connected Campus Consortium (CMVF3C), a consortium of public sector institutes and associated community partners committed to advancing military connected campuses in Canada and beyond. It is a collaborative and systematic approach to ensure the academic success and well-being of students. The President highlighted that there was no financial implication in signing on to this consortium.

Following discussion, a resolution was made:

Resolution 2024-11-05:

That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2025/26 Budget Process as presented.

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

16. Next Meeting/Adjournment

The next Committee Day is January 27, 2025, and will include all standing committees.

The next Board meeting is February 13, 2025.

Resolution 2024-11-06: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

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

Open session adjourned at 7:07 p.m.

President & Vice-Chancellor/Secretary of the Board

Board Chair



Chancellor's Report to the Board

November 2024

Chancellor's Report

It's great to be here, albeit virtually, and to be able to comment on the impressive work that's being done at Nipissing with regard to the future of the institution.

In particular, I am mindful of the commitment that our leaders have made to long term financial stability in an uncertain time for the entire sector and our belief that we need to embrace and celebrate our unique character in post secondary education. We are indeed, a small, intimate, student centred, university, and to my way of thinking that's not a bad thing at all. It gives us an identity and helps us define what is valuable to the students who choose to pursue their studies here.

Through my interactions with the folks at Nipissing and my visits to campus, it strikes me that our school offers an attractive option. At Nipissing there is an environment which is based on a set of values. Excellence, respect, friendship, harmony with our surrounding landscape and community, as well as the pursuit of truth and reconciliation.

I'm encouraged by reports that demonstrate a large increase in the efforts of our recruiters. Our connections made at the Ontario Universities Fair reveal heightened interest in what we have to offer. The attendance at the fall Open House was up and the many visitors I spoke with were excited to be here.

I love the fact that our varsity teams are climbing the national rankings. What is equally impressive is that 42 percent of our student-athletes are either Academic All-Canadians or have earned OUA academic achievement awards. We continue to punch above our weight on the field of play and in the classroom.

We are a very humane university. And maybe our strength lies in our commitment to graduate leaders who will contribute to the well-being of their diverse communities in a positive way. Our nursing graduates who are so desperately needed, and those who will become teachers and influence generations to come. I am particularly fond of Nipissing's programs that will produce teachers and leaders in physical education.



Chancellor's Report to the Board

November 2024

The lack of physical literacy is a growing problem in many of our communities. Our young people are increasingly NOT physically fit. Part of the problem lies in the fact that physical and health education is NOT core curriculum in many of our primary and secondary schools. The consequences of this are ominous. It will lead to a strain on the health care system and unhealthy people are bound to become unhappy people who inevitably encounter mental health problems.

I applaud Nipissing's dedication to nurturing teachers of physical and health education who can make a difference in the lives of young Canadians down the road.

At Nipissing those who study the environment and research ways to be more mindful of our precious resources of land and water promise to be very influential in an era which is justifiably concerned with the spectre of climate change.

In short, I am inspired by the positivity of the place. As the authors of our Academic and Operational Plan (APOP) noted at the outset. "After a time of austerity we are entering a period of optimism and opportunity and we can set a course for sustainable growth."

I'm just a newcomer but already I'm extremely excited about Nipissing's prospects and our commitment to academic programs which graduate critical and creative thinkers and, most importantly, our future leaders. I'm also very encouraged by the efforts of our entire leadership group to pave the road ahead at Nipissing. It makes me to delighted to be part of the team and help in any way that I can to attract more people to this fantastic place.



President's Report

November 28, 2024

Board of Governors Report

Good evening fellow Board members. We are heading towards the end of a successful Fall Term, classes end on December 4, followed by our exam schedule. I have a number of items to report on today but I would like to begin with an environmental scan of the post secondary landscape, which stems from our national and provincial presidents' meetings, vice president meetings, and from some work that the Council of Ontario Universities has been doing to address the severe funding shortages. I'm sure that you are all aware of the multiple reports coming from many of our Ontario universities of different sizes. As a direct consequence to the international student portfolio and the funding freezes, many universities are experiencing significant in-year deficits in the 10s of millions of dollars – in total, over \$300m in deficits for Ontario universities for this fiscal year and projecting \$600m next year. As we consider our broad approach to the provincial government, there is some evidence that the landscape is shifting and that we must attend to it. Certainly, we have seen a great interest from prospective students to Nipissing University at both the Ontario Universities Fair, our very successful Fall Open House, and from increased applications for 2025-26. However, survey evidence is suggesting that more and more Canadians in general are questioning the value of a university education, and these questions are being raised within broader concerns in Canadian society. Education rests at number 11 in topics which most concern Canadians. Inflation is 1, Health Care 2, and Immigration 3. It used to be, in fact just two years ago, that 71% of Canadians saw great value in post secondary education – that number shifted to 59% last year. My intent is not to raise alarm bells here but, rather, to state that we need to change our approach to the way we talk about post secondary education – we need to rouse our alumni, our Board, our Senate, our members, our students to be very clear about what their university experience has done for them. In our marketing and in our storytelling, we need to further contextualize the Nipissing experience within the broader value of university and to work with other institutions and the COU to make sure that voters understand what is at stake. We must appeal to parents, students, and voters. There is a general misunderstanding about how universities are funded and concern that universities have mismanaged their finances which results in poorer quality education. It is up to us to counter this narrative. We have to counter with



President's Report

November 28, 2024

the clear statement that 98.5% of Nipissing graduates have good jobs within 18 months of graduation, the highest rate in Ontario if not beyond. And the conference board of Canada data show that university degrees significantly increase income over one's career in both the short and long term. We also need to counter the message that if governments support universities, there will be less support for other areas of importance. We can't for example separate the investments in health care from post secondary ed, otherwise there would be no doctors, nurses, or health care professionals – in fact our graduates are providing all of the professional and business expertise for this entire region – something that should not be taken for granted.

We have recently met with members of the Ministry office to discuss the next stage of our funding agreement, called SMA4, which begins in September. We took the opportunity to talk about our history, our present, and our plans for the future couched in the language of partnership with the province to ensure sustainability. The polls are showing that another Conservative government is likely, so the notion of partnership with this government is critical. They are impressed by the 98.5% job rate. The annual expenditures created by Nipissing University exceed \$130m, the jobs created annually exceed 1200 in North Bay, and our partnerships extend to 350 groups in the region. 92% of our enrolment is within a 3.5 hour drive, we have more education students and more nursing students per square inch than any other university in Ontario, and we are looking to increase our domestic enrolment and international enrolment over the next five years, primarily in STEM programs where we have 8 new or redesigned programs planned.

We were very clear about tuition, our unfunded students based on the current corridor model (we currently lose \$1.5m annually in our School of Education for example, because our corridor is set too low). The government is fully aware that Nipissing University has 25% of the enrolment at the Northern universities but receives only 10% of the Northern Grant, creating an annual funding gap of \$3.3m. Over the past five years, unfunded education students and Northern Grant inequities have cost us over \$23m.

One other item of information is the Auditor General's office completes term reports on how far each of the universities is progressing with the recommendations. We are satisfied with our progress on the recommendations. To date we are on track with the recommendations



President's Report

November 28, 2024

according to the timelines that we have set for each. However, we do not know how the Auditor General's office will characterize our progress – they may argue that things are not happening fast enough. So, this is a heads up that a report will be issued publicly next week and that although we may or may not agree with its findings, we are satisfied with our progress.

Finally, our advocacy of course will continue with the Province and you will soon see our new campaign released which celebrates the experience of our undergraduate students in research, for which we will build a national reputation. Our Day of Giving Campaign focuses on these field experiences unique to Nipissing as we focus our attention on paid opportunities in hands-on research. We will also add increased emphasis and support towards work integrated learning and employment on campus a three-pronged approach to supporting students and their professional and personal development. I listed research as a top priority for us in our previous Board meeting. The Day of Giving, December 3 will launch our fundraising projects, as we move towards research month and a number of important events.





Meeting Book - Board of Governors Meeting

Open Session

1. Call to Order/Land Acknowledgement <i>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.</i>		Dave Smits
2. Declaration of Conflict of Interest		Dave Smits
3. Use of Recording and/or Broadcasting Devices <i>Only pre-approved methods of recording and/or broadcasting may be used. Disseminating any information during the meeting is prohibited.</i>		Dave Smits
4. Consent Agenda <i>That the items included "for adoption" on the November 28, 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>	Resolution	Dave Smits
i. i) For Adoption a. a) Minutes of Previous Board of Governors Meeting(s) - Open Session 2024-09-26 - Open Session Minutes.docx ii. ii) For Information a. a) Minutes from Meetings of the Board's Standing Committees 2024-10-21 - UGC Minutes.docx 2024-10-21 Audit Finance Minutes (final).docx 2024-10-21 Community Relations Minutes (Final).docx 10-21-2024 - Fundraising Minutes.docx 2024-10-21 - Plant & Property Minutes.pdf b. b) Reports from Other Committees/Bodies Senate Report to the Board of Governors November 20, 2024.docx		
5. Adoption of Regular Agenda <i>That the Board of Governors adopt the November 28, 2024, Open Session regular agenda as circulated.</i>	Resolution	Dave Smits
6. Chair's Remarks		Dave Smits
7. Chancellor's Remarks		Dr. Scott Russell (D.Litt)
8. President's Remarks		Dr. Kevin Wamsley
9. Academic Plan/Operational Plan		

10. Vice-President's Remarks

i. Provost and Vice-President, Academic

Dr. Ann-
Barbara Graff

a. Provost's Report

b. Nipissing University Research Ethics Board

That the Board of Governors accept the recommendation of the Provost and Vice-President, Academic to appoint Dr. Geoff Hartley as Vice-Chair, Training, Education, and Community Engagement (VC-TECE) of the Nipissing University Research Ethics Board (NUREB) for a 3-year term effective immediately.

Resolution

b. Annual Sexual Violence Report

SVPE Report 23-24.pdf

ii. Vice-President, Finance & Administration

Renee
Hacquard

a. VPFA Board Report - November 2024.docx

11. Board Committee Reports

i. Audit & Finance Committee

That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2025/26 Budget Process as presented.

Resolution

Marianne
Berube

a. Budget Process

12. Board Representatives on Other Committees/Bodies

i. Nipissing University Student Union (NUSU)

13. Question Period

14. Other Business

15. Next Meeting Dates/Adjournment

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

Resolution

NIPISSING UNIVERSITY BOARD OF GOVERNORS
UNIVERSITY GOVERNANCE COMMITTEE MEETING

OPEN SESSION

October 24, 2024

The Governance Committee met on Monday, October 21, 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
Marianne Berube
Judy Smith
Dave Smits
Sarah Winters
Laurel Muldoon
Kevin Wamsley
Scott Russell
Renee Hacquard (VPFA – non-voting)
Ann-Barbara Graff (PVPA – non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Ravil Veli
Harikesh Panchal
Tyandra Miller (Student Observer – non-voting)

Recording Secretary: Abby Blaszczyk (University Secretary)

1. Call to Order/Traditional Land Acknowledgement

The meeting was called to order at 9:04 a.m. The Board 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. Selection of Committee Vice-Chair

The role of the Committee Vice-Chair was reviewed. Judy Smith agreed to assume the role for the current academic year.

4. Review of Committee Terms of Reference

The Committee terms of reference as outlined in the Board Bylaws were reviewed. There were no concerns expressed with the current terms.

5. Review of Annual Work Plan

The draft annual work plan was reviewed.

6. 2023-24 Board Evaluation Survey: Results

The results from the 2023-24 Annual Board Evaluation were circulated with the meeting materials and the Committee Chair spoke to the response rate, noting a total of twelve (12) respondents completed the survey. Given the lower response rate than previous year, additional time will be included at the end of the last Board meeting of the year to encourage participation.

Responses were reviewed and overall, feedback received was positive. The Governance Committee will review those responses that were rated 'neutral' in an effort to address any practices that could improve.

7. Other Business

A Committee member raised an issue about revisions made to the Student Code of Rights and Responsibilities. As the Code of Conduct is under the purview of the Assistant Vice-President, Students, and is not a Board-approved nor Senate policy, and as such, is not an appropriate Board discussion.

Additional information was requested regarding Cheryl Foy, President of Strategic Governance Consulting Services Ltd., and the upcoming governance review. The President indicated that the Efficiency and Sustainability Process was mandated by the Province and will include reviews in governance, academic programming, physical assets and facilities, collaborative procurement opportunities, and revenue generating opportunities. It is expected that additional funds provided by the Province will be contingent on completion of this mandated review.

The meeting adjourned at 9:28 a.m.

Recording Secretary

Chair of University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

October 21, 2024

The Audit and Finance Committee met on Monday, October 21, 2024, at 10:30 a.m. in the President's Boardroom (F303) and Zoom remote conferencing.

Members Present: Marianne Berube, Committee Chair
Patti Carr
John D'Agostino
Janet Stockton
Sarah Winters
Jessica McMillan
Matt DeVuono
Kevin Wamsley
Dave Smits
Scott Russell
Renee Hacquard (VP, Finance & Administration – non-voting)
Ann-Barbara Graff (Provost – non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets:

Guests: Leila Fiouzi (PH&N)
Patricia Lupton
Heather Hersemeyer

Recording Secretary: Abby Blaszczyk (University Secretary)

1. Welcoming Remarks/Land Acknowledgement

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

2. Conflict of Interest

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

3. Investment Performance Review

An Investment Performance review was circulated electronically and Leila Fiouzi, Senior Investment Counsellor, PH&N, highlighted key points from the presentation, including an asset mix review, with

Ms. Fiouzi noting that Nipissing University has a conservative portfolio of 50% bonds, with an upcoming shift of 5% moving from mortgages to US equities in November 2024.

The Committee Chair asked Ms. Fiouzi to speak about ethical investing, and she noted that PH&N incorporates environmental, social and governance (ESG) factors into investments. As RBC is among the largest shareholder nationally, they are able to engage with Canadian companies on ethical investment on behalf of their clients.

4. Spring/Summer Semester Close Financial Update

The Vice-President, Finance and Administration reviewed the actual year-to-date as at August 31, 2024, compared to the annual budget, noting an Operating fund surplus of approximately \$25,000,000, which is in line with expectations for this time of year, as the majority of tuition revenue is recorded prior to the start of the Fall semester and expenses continue to occur on a more linear basis. She also highlighted an additional \$2.5 million projection in government grants compared to budget, including \$1.6 million in the Northern Grant, and \$880k in an 'across-the-board' top-up grant.

It is expected that international tuition will not meet budget, with a projected shortfall of approximately \$2.5 million, and evaluations are underway for the impact of those shortfalls on future budget years.

When reviewing the Ancillary fund, the VPFA highlighted a surplus of approximately \$5,600,000 as of August 31, 2024, also in line with expectations. Revenues are expected to be slightly better than budget, largely due to a successful season in summer accommodations.

In total, the University has a consolidated surplus of approximately \$31 million as of August 31, with an overall projected surplus of \$849k by year-end, as expenses will outweigh revenues for the remaining eight months of the fiscal year. With these projections, the VPFA anticipates to remain in the 'low action' category within the Ministry's Financial Accountability Framework. A low action plan will require the University to continue to report on an annual basis to the Ministry until all health categories are in the 'no action' band.

Spendable net assets were reviewed and, due to the impacts of the international tuition shortfall, net asset growth may be slower than originally projected. More data will be available at the January committee meeting when the Fall semester close is reviewed.

5. 2025/26 Budget Update

The 2025/26 budget process is appended to these minutes, and a motion was made:

Motion: ***That the Audit and Finance Committee recommend the Board of Governors approve the 2025/26 Budget Process as presented.***

*Moved by Dave Smits; seconded by Jessica McMillan.
Carried.*

6. IT Investment Plan, Risk Assessment and Disaster Recovery Plan

Heather Hersemeyer, Director of University Technology Services, provided an overview of IT risk, mitigation strategies, recovery plans, and investment priorities as outlined in the *IT Risk Review* report, which is attached to these minutes. She emphasized key sector-wide issues, including global cybersecurity threats, outdated IT infrastructure, and an increased reliance on third-party services.

In response to a question about the statistics from simulated phishing exercises conducted for staff and faculty, the Director underscored the growing sophistication of Artificial Intelligence and highlighted the importance of regular phishing simulations to ensure staff and faculty are prepared to identify and report such attempts.

When asked about the rise in significant cyberattacks within the higher education sector over the past year, including the incident at Laurentian University, Heather explained that universities benefit from partnerships that facilitate the broad and anonymous sharing of threat intelligence and specific indicators of compromise (IOCs). This collaborative approach is essential to preventing further attacks.

7. Other Business

There was no further business.

The meeting adjourned at 11:35 a.m.

Recording Secretary

Committee Chair



Wealth Management
PH&N Investment Counsel

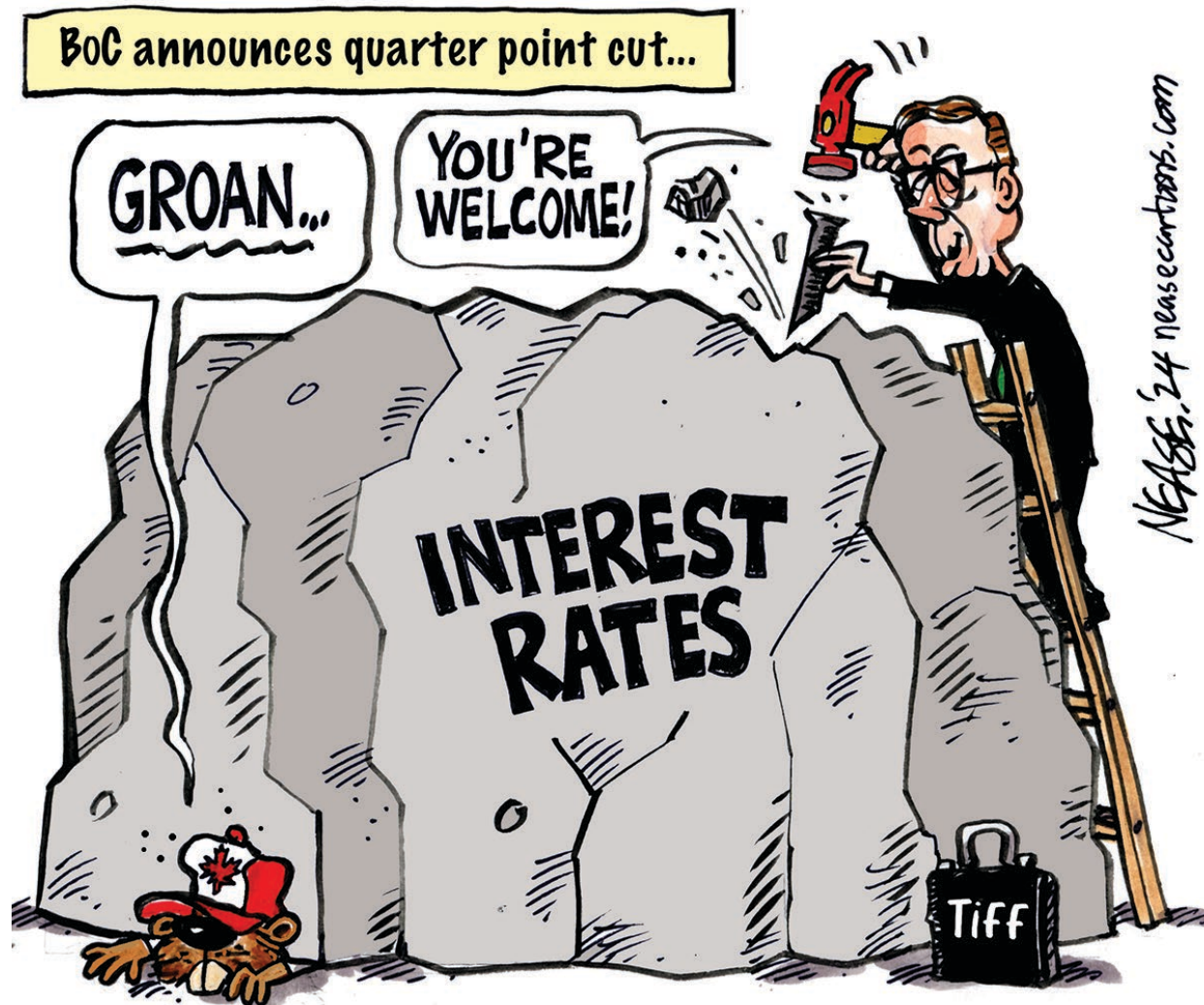
Presentation to:

Nipissing University

Leila Fiouzi, CFA
Senior Investment Counsellor

October 21, 2024

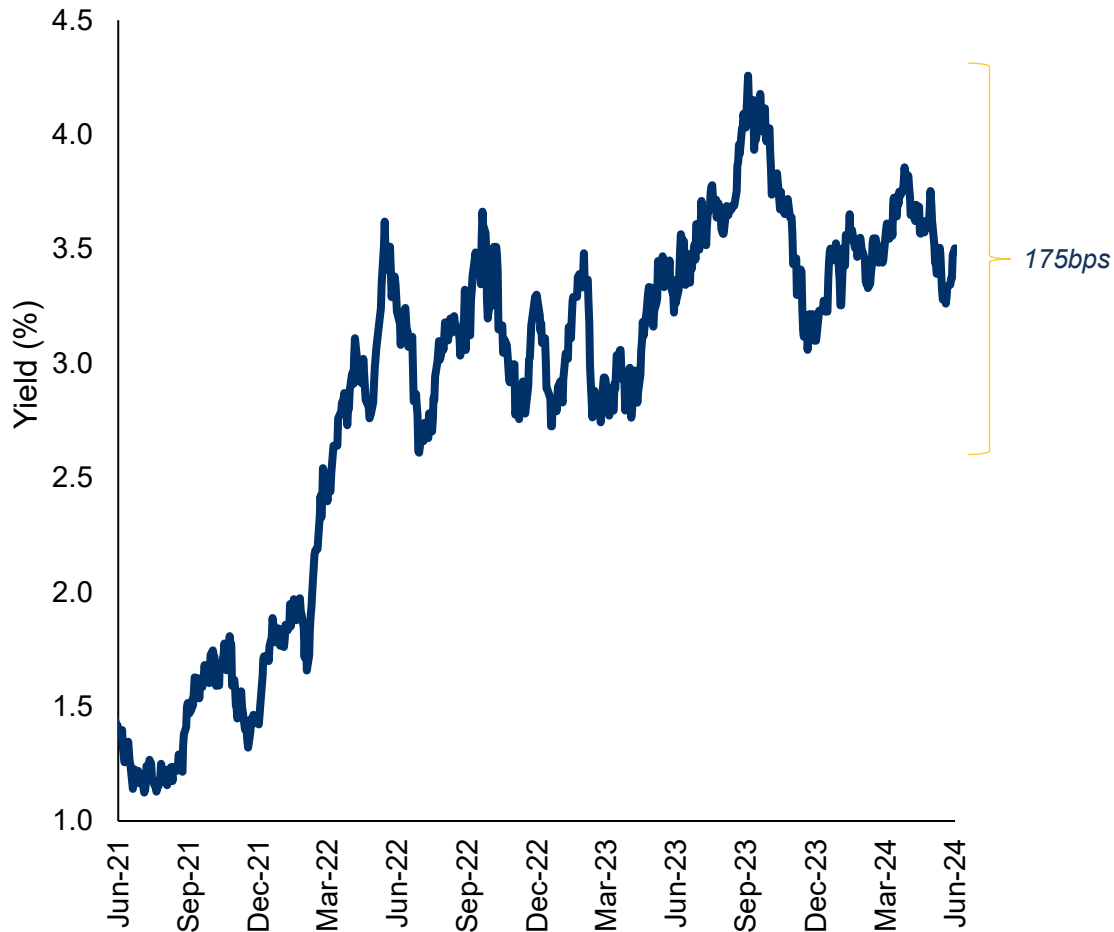
Bank of Canada monetary policy easing begins...



Bond yields remain volatile

Large daily yield movements have become common

10 Year GoC Yield



Days with 10-year GoC yield movements > 5 bps



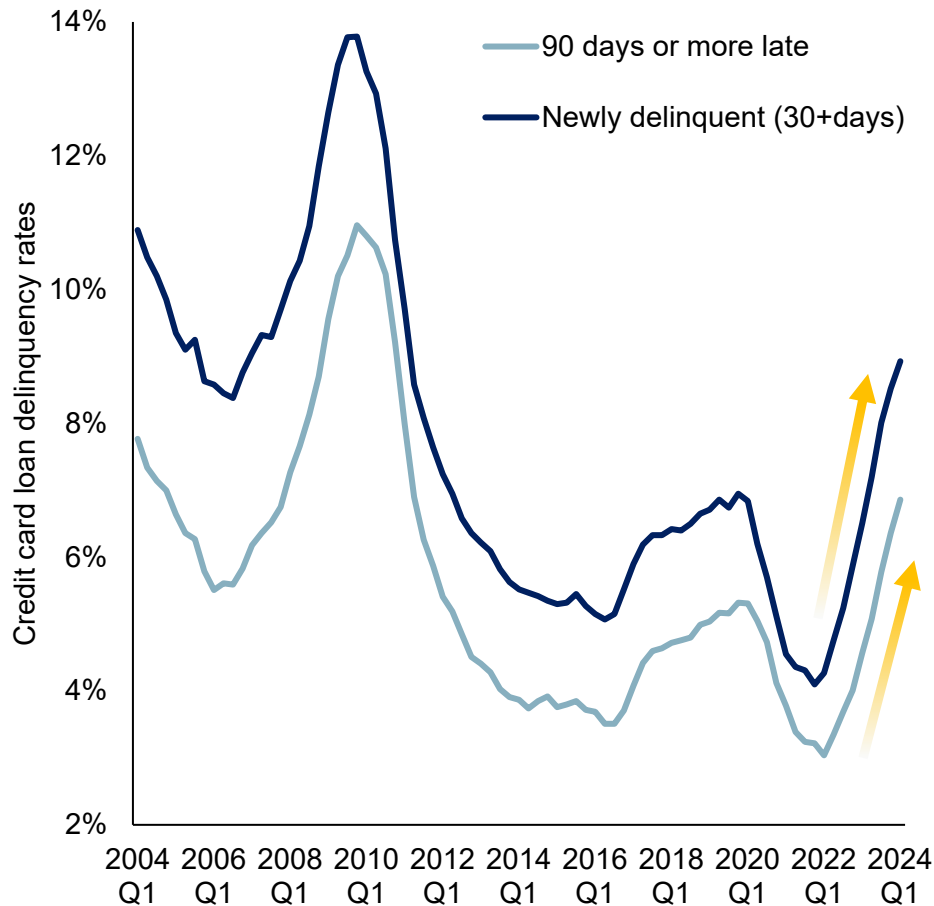
*Long term average is for the period Jan 2005 to June 2024

Source: FTSE Global Debt Capital Markets Inc., Bloomberg
As of June 30, 2024

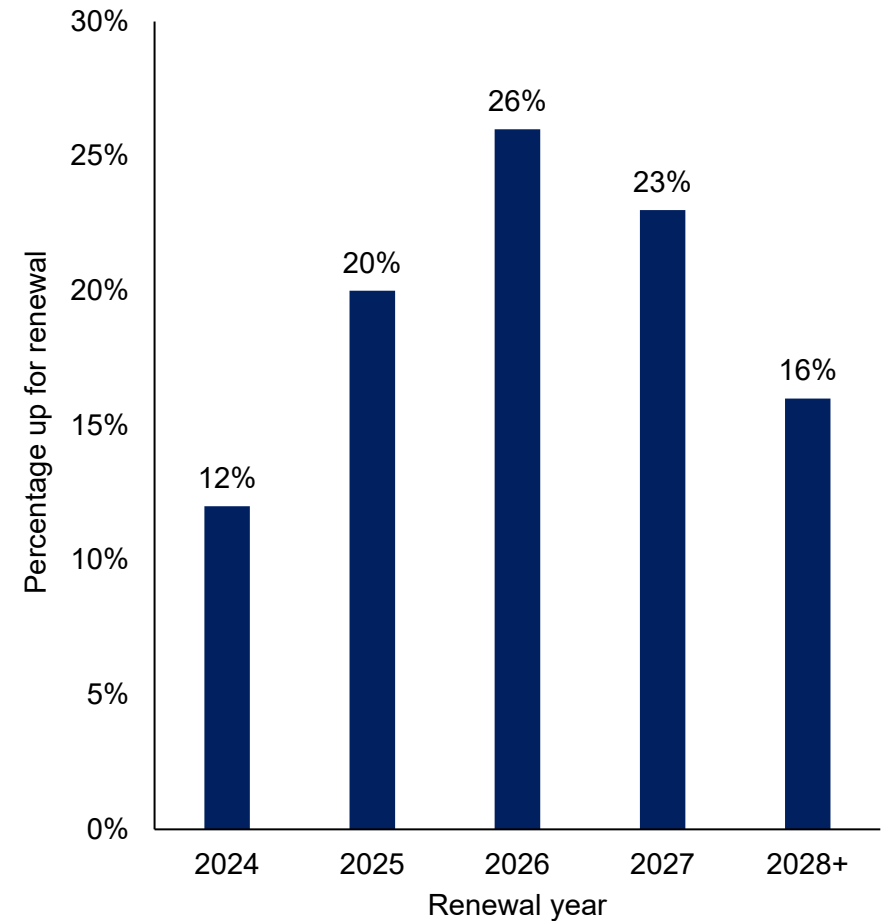
High interest rates continue to have intended effect

Consumers are increasingly feeling the impact

Credit card delinquency rates rapidly increasing



Estimated residential mortgages up for renewal at Canadian chartered banks

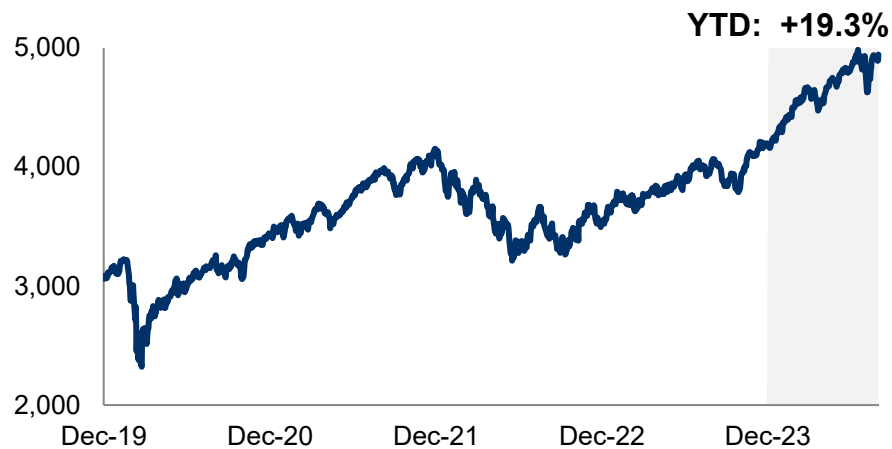


Source: Federal Reserve Bank of New York, RBC Capital Markets, RBC Wealth Management, Statistics Canada. As of June 30, 2024.

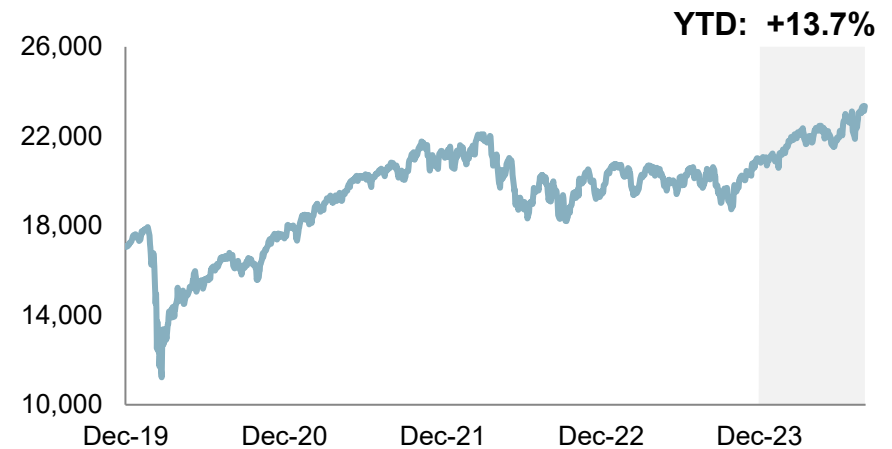
Capital markets update

As of August 31st, 2024

Global equities – MSCI World Net Index



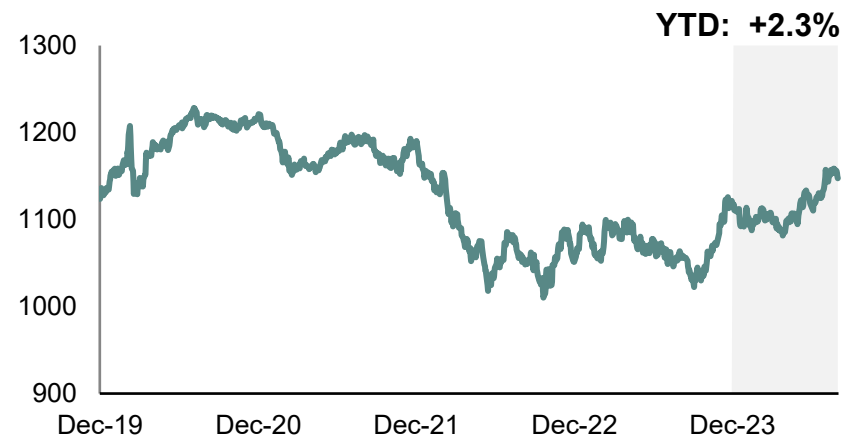
Canadian equities – S&P/TSX Capped Composite Index



U.S. equities – S&P 500 Index



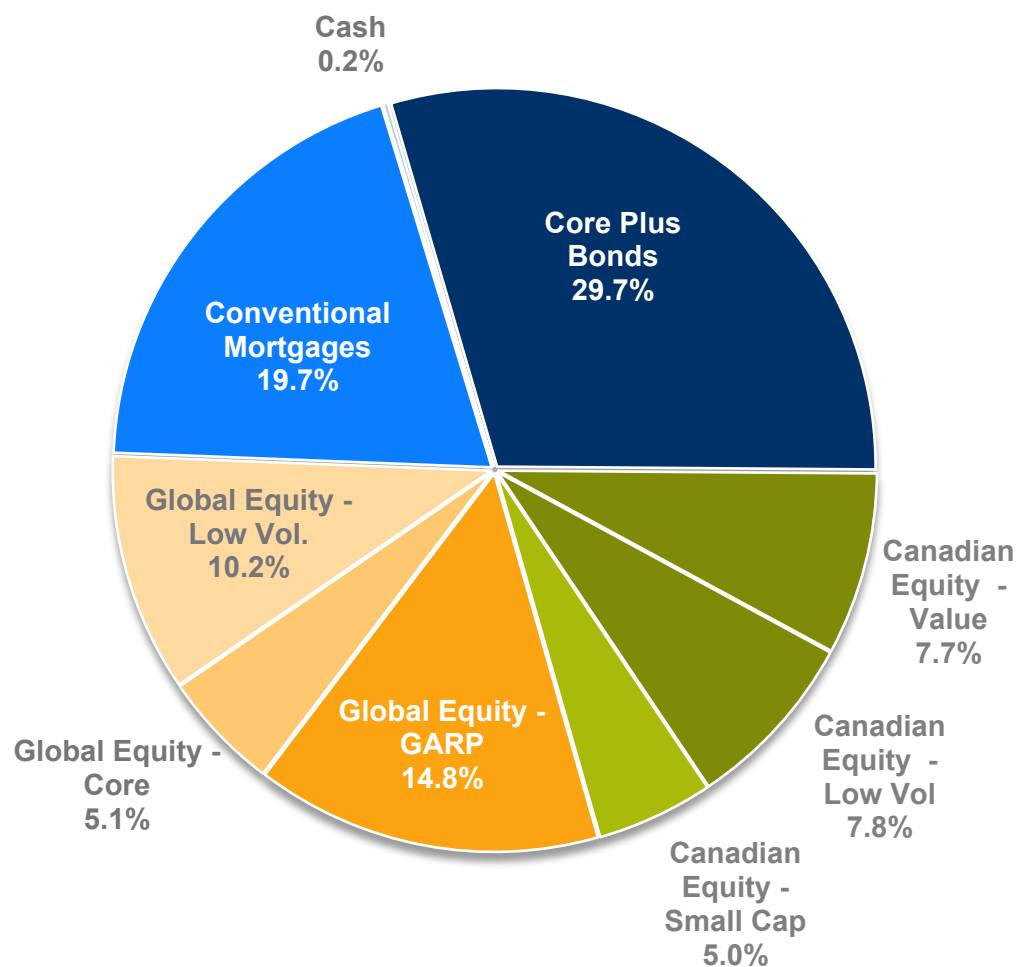
Canadian Fixed income – FTSE Canada Universe Bond Index



Source: RBC GAM, Bloomberg, S&P, MSCI, FTSE
Note: All indices shown in Canadian dollars

Nipissing University

Asset Mix as at September 30, 2024¹



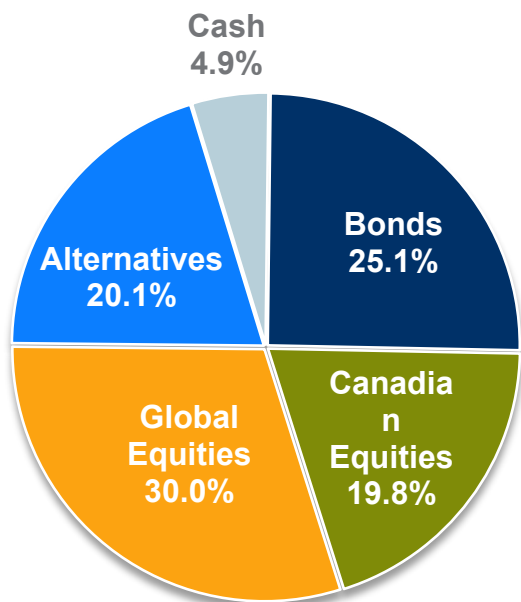
Asset Class	Target Allocation (%)	Current Allocation (%)
Cash	0.0	0.2
Fixed Income	30.0	29.7
Equities	55.0	50.5
Canadian Equities	20.0	20.4
US Equities	5.0	0.0
Global Equities	30.0	30.1
Alternative Investments	15.0	19.7
Mortgages	20.0	19.7

¹Reflects Nipissing – OSOTF I account

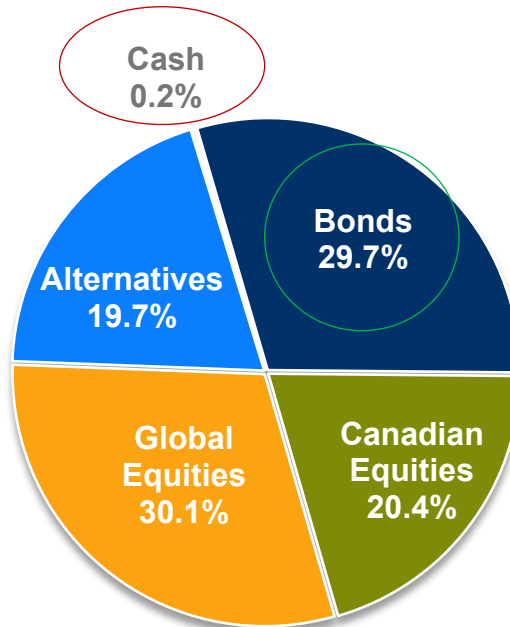
Nipissing University – Asset Mix

Enhance expected returns and portfolio liquidity

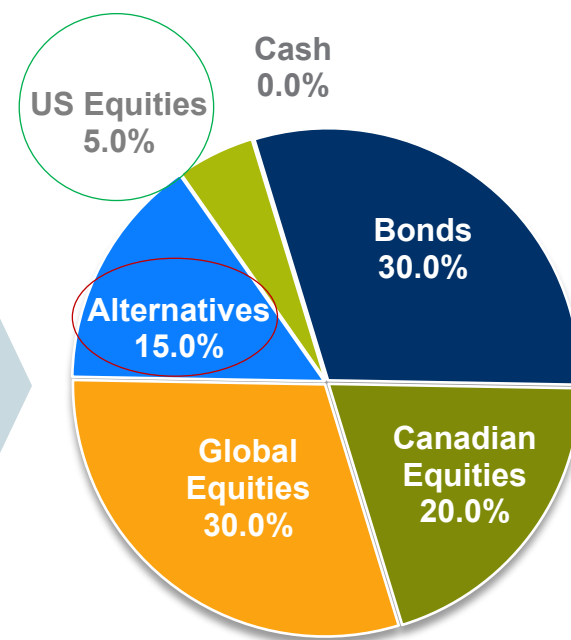
July 2024 Asset Mix



Current Asset Mix



2025 Asset Mix



Summary Investment Returns – September 30, 2024

Robust absolute returns despite portfolio tilt towards conservative asset allocation

Market Value: \$ 31,759,990

Annualized Returns	Three Months (%)	One Year (%)	Two Years (%)	Three Years (%)	Four Years (%)	Five Years (%)	Since Inception*
Nipissing University	6.0	20.1	12.6	5.2	6.4	5.6	6.2
<i>Benchmark **</i>	5.5	20.1	13.9	5.9	7.1	7.0	6.7

* 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.

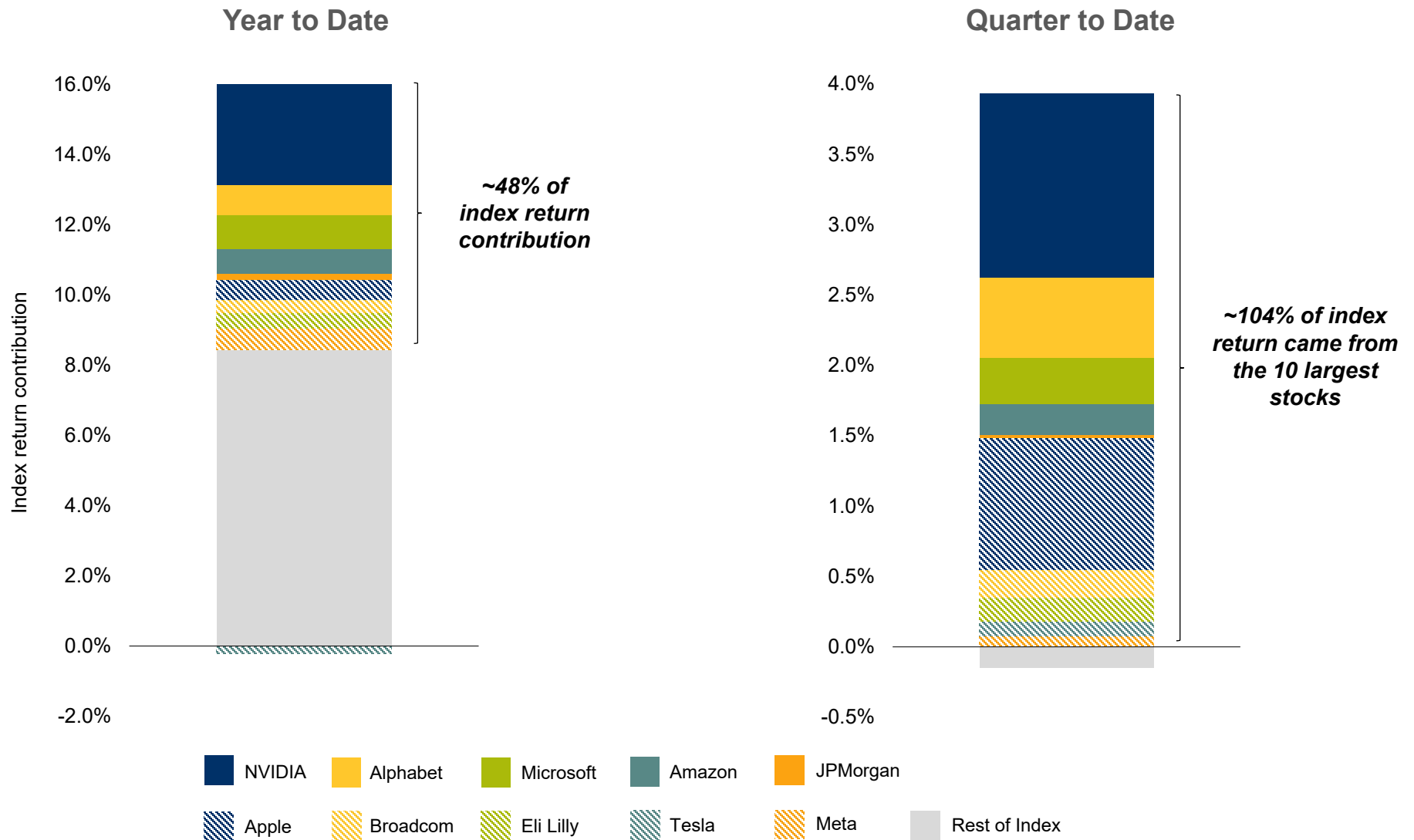
Nipissing University – OSOTF I

Index of Performance

Interval End	Market Value	Net Cash Flow	Interval Return	Annualized Return
Jan 31, 2017	\$5,237,025	\$5,125,853	-	-
Dec 31, 2017	\$5,576,564	\$-21,103	6.89 %	-
Dec 31, 2018	\$5,385,835	\$-301,336	1.96 %	4.59 %
Dec 31, 2019	\$5,803,958	\$-175,668	11.19 %	6.81 %
Dec 31, 2020	\$6,108,234	\$-33,946	5.86 %	6.57 %
Dec 31, 2021	\$6,346,298	\$-371,825	10.38 %	7.33 %
Dec 31, 2022	\$5,613,454	\$-179,933	-8.77 %	4.42 %
Dec 31, 2023	\$6,081,638	\$-26,701	8.84 %	5.05 %
Sep 30, 2024	\$6,614,512	\$-206,453	12.51 %	6.16 %
		\$3,808,888		

Global Equities - Stock Return Contributions

Led by 10 largest stocks

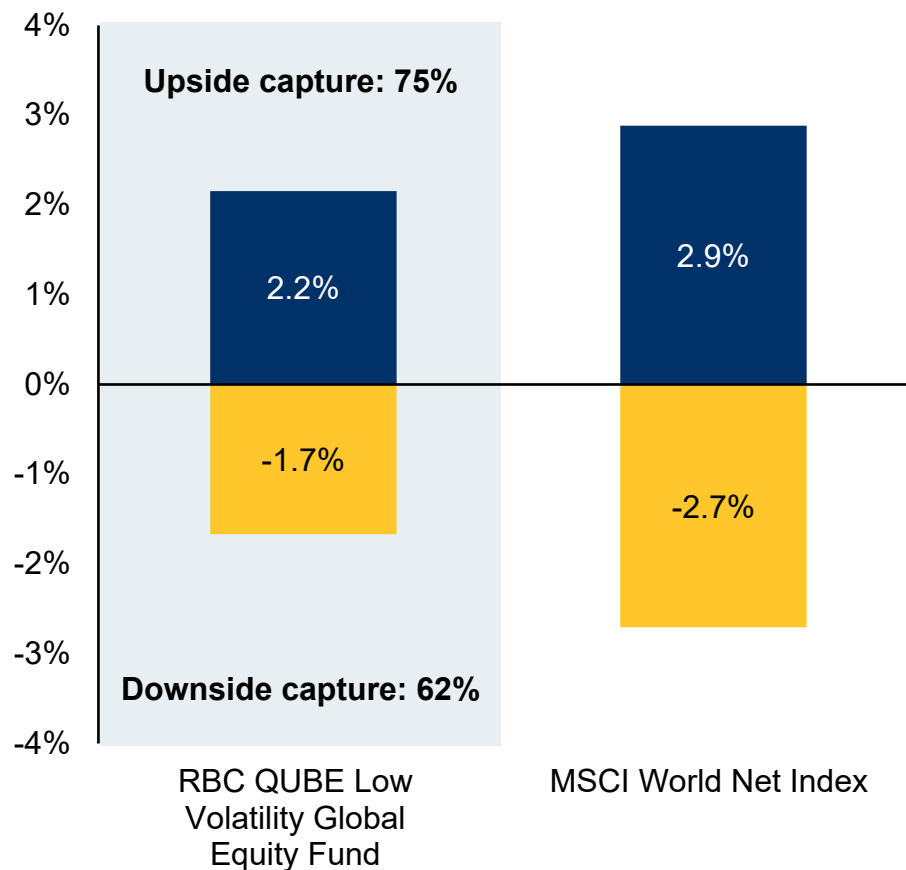


Source: RBC GAM.

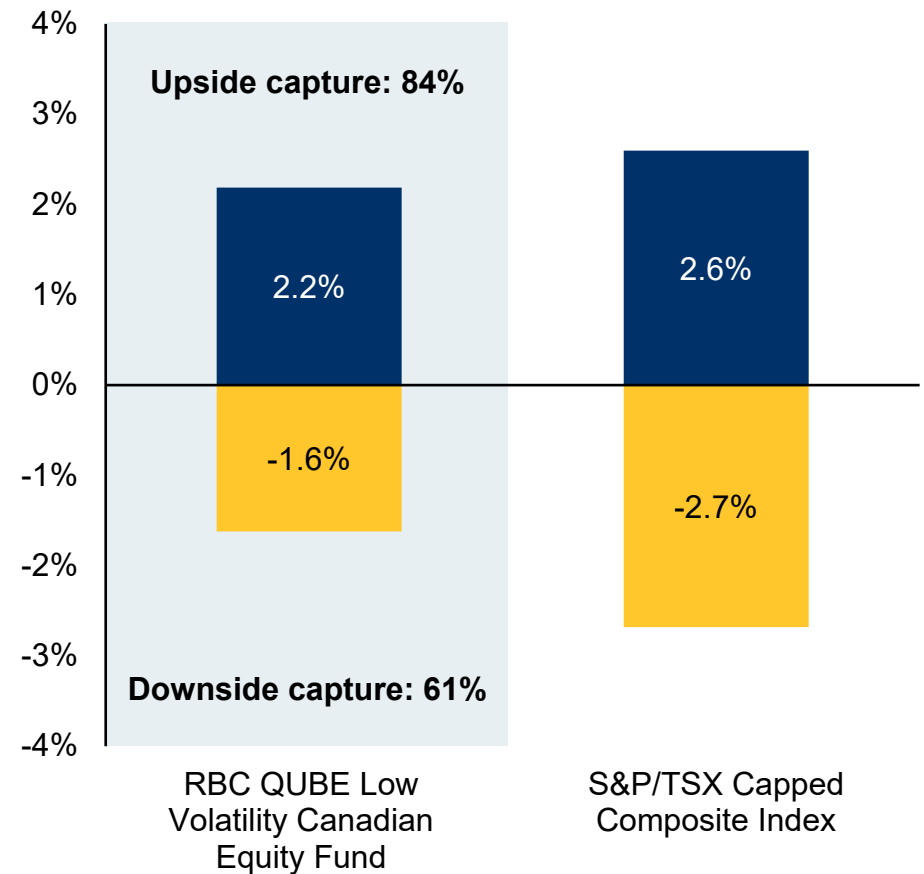
Low Volatility Equities

Long-term capture ratios confirm good downside protection

Global equity



Canadian equity



■ Average return during a month when the index return is positive

■ Average return during a month when the index return is negative

The upside (downside) capture measures the average return for the fund vs. the benchmark for those monthly periods when the benchmark return is positive (negative).

Source: RBC GAM. All returns are in CAD

Global equities are for the period January 31, 2013 to June 30, 2024

Canadian equities are for the period November 30, 2012 to June 30, 2024

Global equities: low volatility strategy

Participating well in gains but lagging market as expected year-to-date

Performance as of June 30, 2024	2022	2023	YTD 2024	Jul/ Aug*
RBC QUBE Low Volatility Global Equity Fund	-2.66	7.24	7.85	7.86
<i>MSCI World Net Index</i>	<i>-12.19</i>	<i>20.47</i>	<i>15.96</i>	<i>2.88</i>

Global equities – Dec 31, 2021, to August 31, 2024



As at August 31, 2024.

Source: RBC GAM, MSCI. The MSCI World Index is the benchmark for the fund. MSCI World Minimum Volatility Index is shown for informational purposes only.

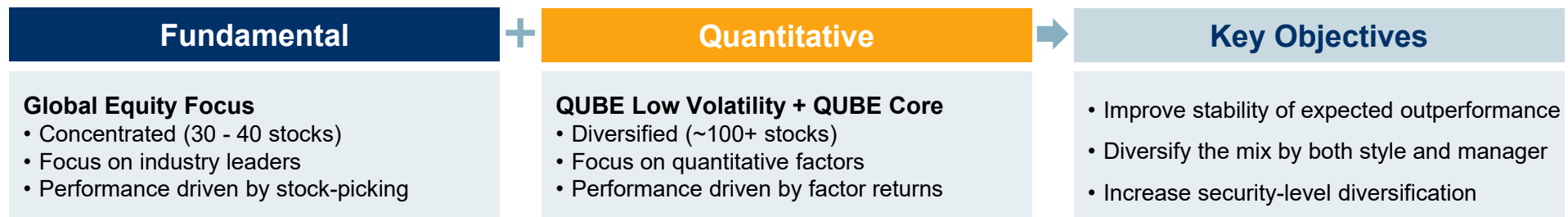
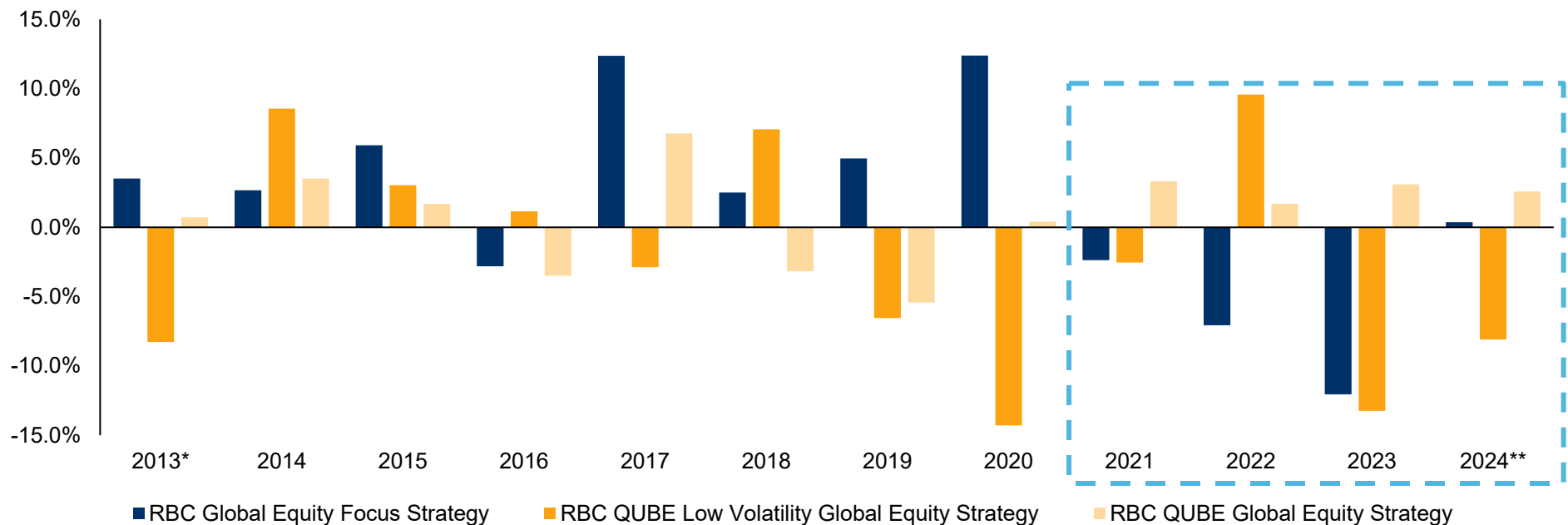
Returns are presented gross of management fees and operating expenses and includes the reinvestment of all income. Performance is not annualized for periods less than one year.

* Jul/Aug return represents the 2-month return as at August 31, 2024.

Style diversification in global equity funds

Combining fundamental and quantitative styles for a smoother return experience

Excess return above MSCI World Index C\$



Source: RBC GAM. As of June 30, 2024. Past performance is not indicative of future results and is calculated in CAD. Excess returns relative to MSCI World Total Return Net Index. RBC Global Equity Focus Strategy, Global Equity Focus = RBC GAM Global Equity – Concentrated Composite; RBC QUBE Low Volatility Global Equity Strategy, QUBE Low Volatility = RBC GAM Global Equity - Quantitative Low Volatility Composite; RBC QUBE Global Equity Strategy, QUBE Core = RBC GAM Global Equity - Quantitative – Core Composite.

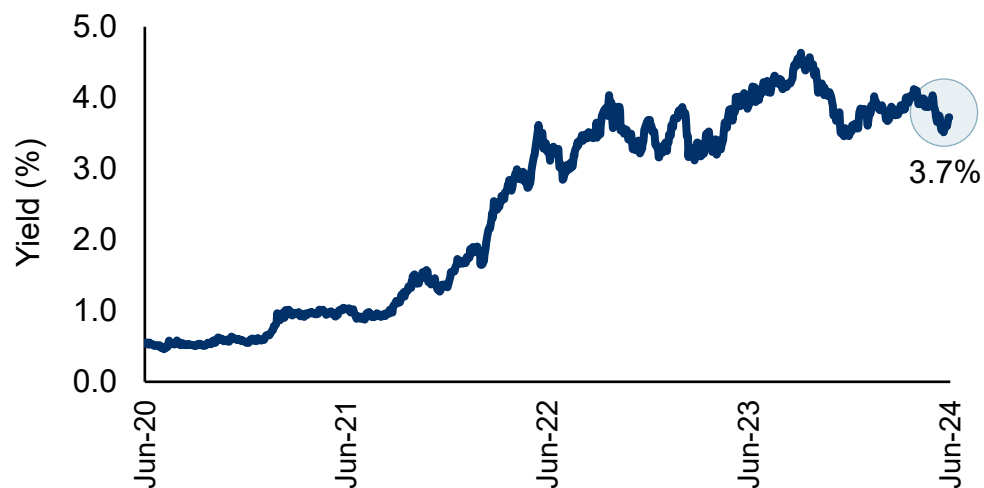
* 2013 period for RBC QUBE Global Equity Strategy represents performance from inception (June 30, 2013) to December 31, 2013.

** 2024 period for all strategies is YTD to June 30, 2024.

Bond market review

GoC yield curve steepened, credits spreads slightly wider

FTSE Canada Federal Bond Index yields



Total returns as of June 30, 2024 (%)

	3 mo	1 yr	4 yr
Short Term Overall Bond Index*	1.24	5.61	0.65
Universe Bond Index*	0.86	3.69	-1.94
Long Term Overall Bond Index*	0.22	0.38	-5.59

FTSE Universe Corporate Bond OAS**



Sector Mid Term Overall Bond Index

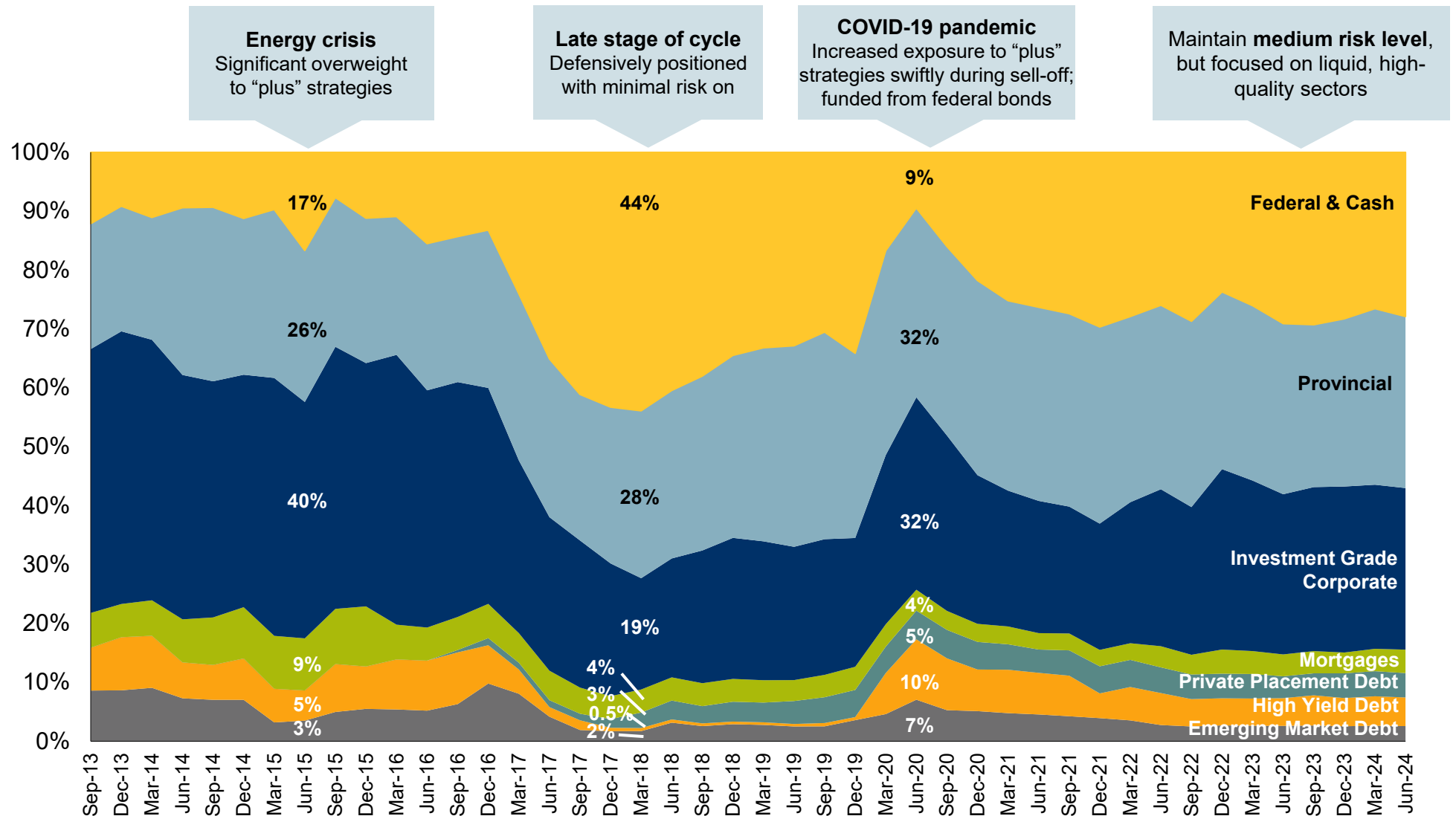
Canada	0.63	2.59	-2.78
Provincial	0.92	4.06	-1.33
Corporate	1.21	7.38	0.44

Source: RBC GAM, FTSE Global Debt Capital Markets Inc.

* Representative components of the FTSE Canada bond indices. ** Option adjusted spread.

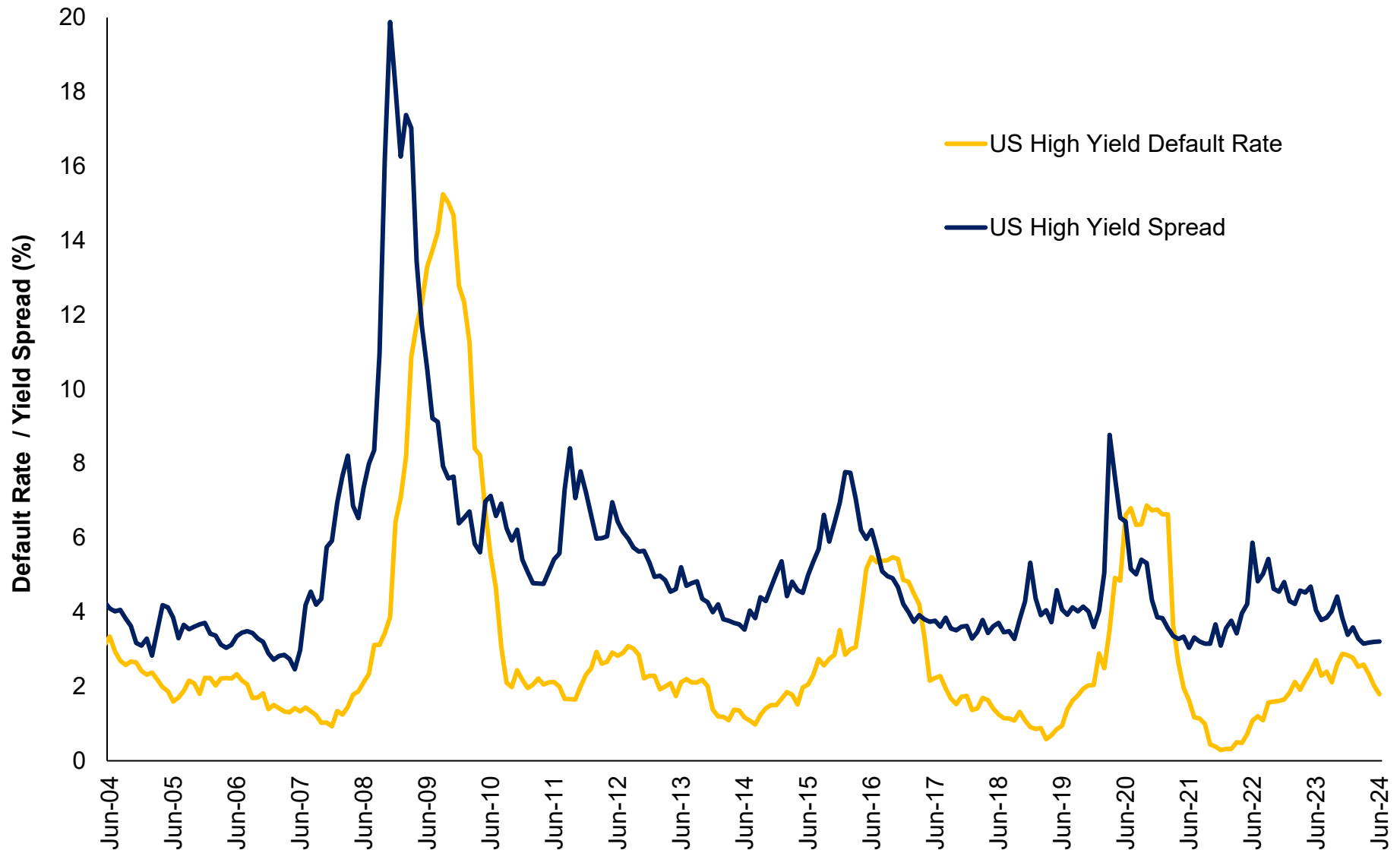
PH&N Core Plus Bond Fund

Tactical management of asset mix



High yield market spreads remain tight

Default activity continues to moderate in 2024



Source: Bloomberg, as of June 30, 2024. US High Yield spread data represented by ICE BofA Merrill Lynch US High Yield index. US high yield default rate represented by ICE BofA Merrill Lynch US High Yield index to December 31 2019, JPMorgan January 31 2020 to current.

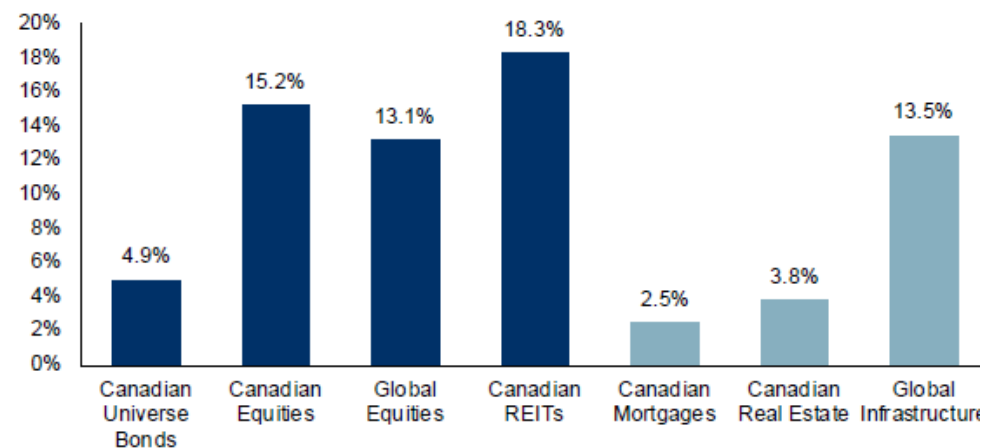
Why Private Markets?

Attractive risk-adjusted return profile

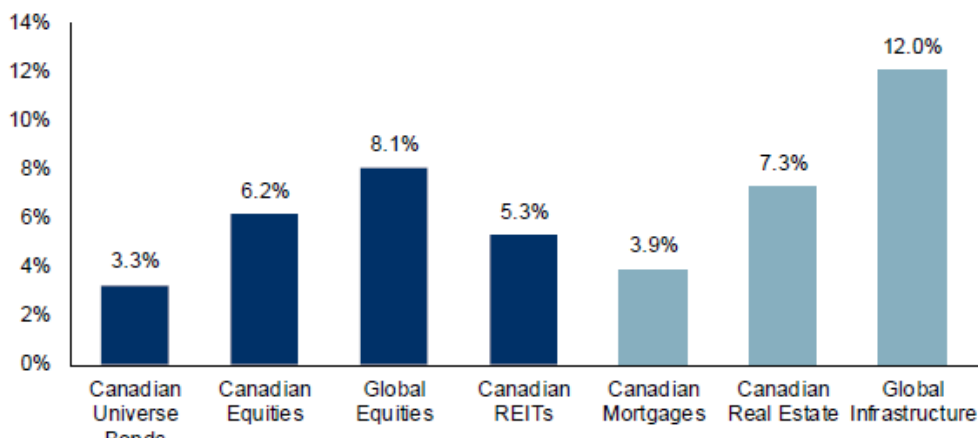
Correlations

	Canadian Universe Bonds	Canadian Equities	Global Equities	Canadian REITs	Canadian Mortgages	Canadian Real Estate	Global Infrastructure
Canadian Universe Bonds	1						
Canadian Equities	0.0	1					
Global Equities	0.2	0.8	1				
Canadian REITs	0.2	0.8	0.6	1			
Canadian Mortgages	0.8	0.0	0.1	0.2	1		
Canadian Real Estate	-0.4	0.1	-0.1	0.1	-0.4	1	
Global Infrastructure	0.4	0.1	0.2	0.3	0.4	0.1	1

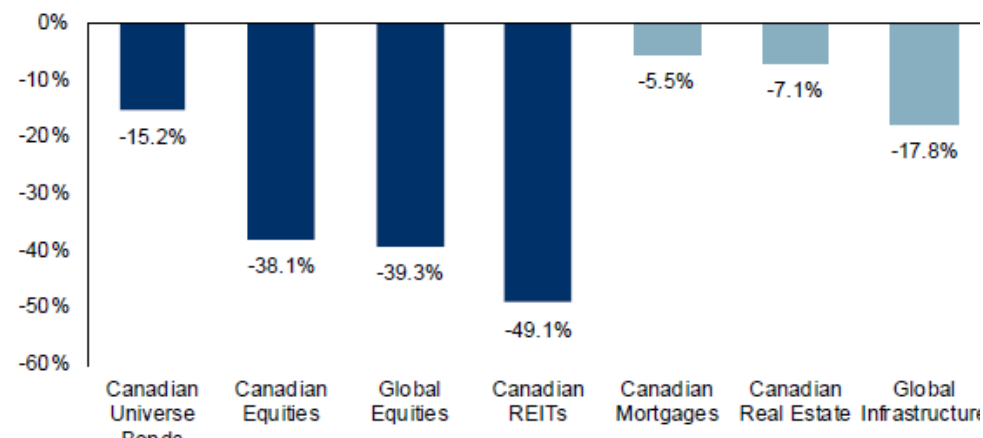
Standard Deviations



Annualized Performance



Maximum Drawdown



Source: RBC GAM, Bloomberg, MSCI. Quarterly data from December 2006 to June 2024, unless otherwise stated; Canadian Universe Bonds = FTSE Canada Universe Bond Index (CAD); Canadian Equities = S&P/TSX Composite Index (CAD); Global Equities = MSCI World Net Total Return Index (CAD); Canadian REITs = S&P/TSX Capped REIT Total Return Index (CAD); Canadian Mortgages = PH&N Mortgage Pension Trust Series O (CAD); Canadian Real Estate = MSCI RealPAC Canada Quarterly Property Fund Index (Unfrozen) (CAD); Global Infrastructure = INFRA300 EDHEC Index (CAD); PH&N Mortgage Pension Trust Series O (CAD) performance as at June 2024: 1 year 6.74%, 3 year 1.68%, 5 year 2.43%, 10 year 2.95%. 1 Annualized standard deviation and maximum drawdown based on quarterly returns from December 31, 2019 to June 30, 2024; 2 Since inception: October 31, 2019

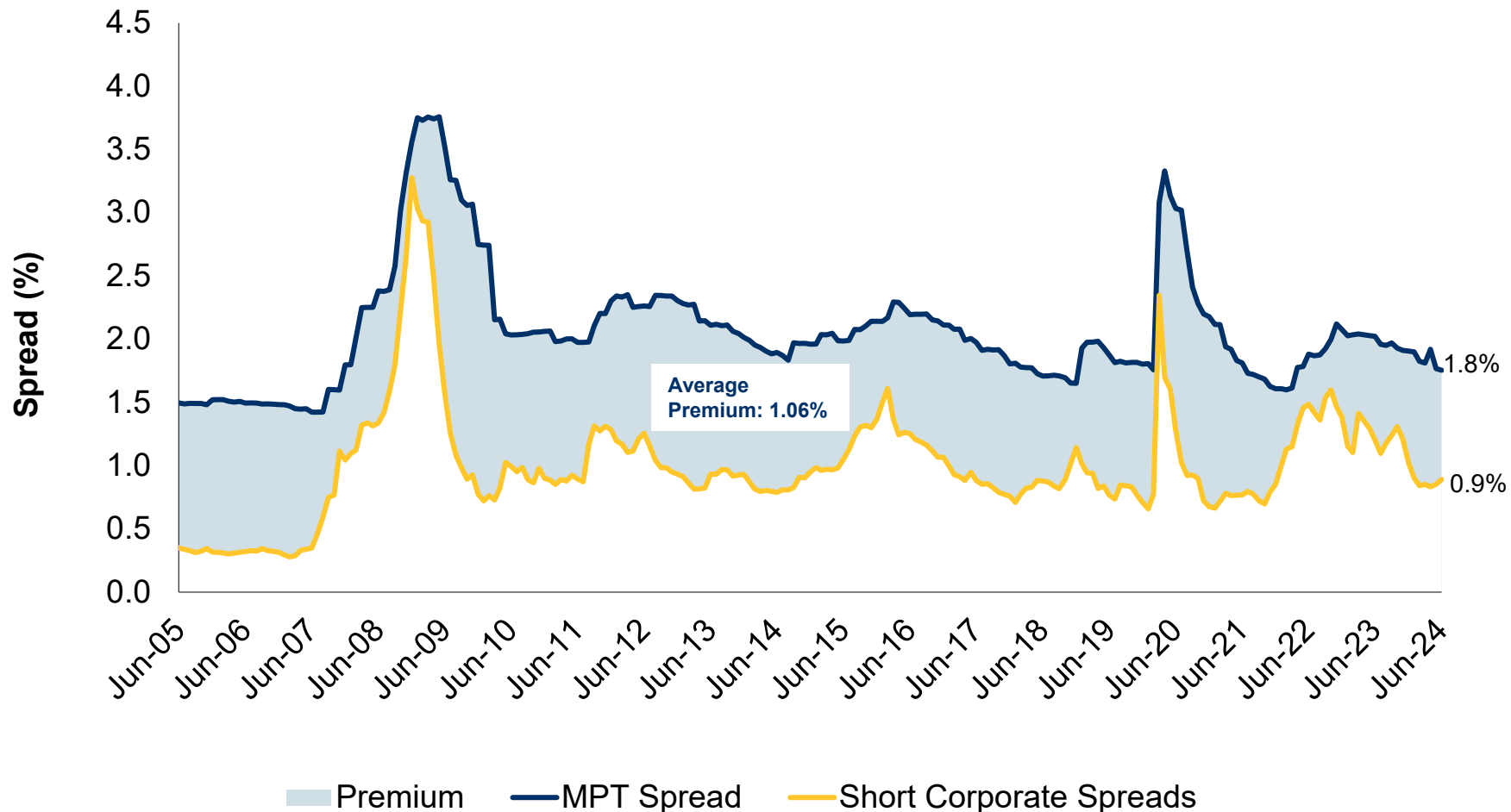


Wealth Management
PH&N Investment Counsel

Commercial Mortgages

Lender demand keeping mortgage spreads tight; average coupons are higher

Spread over similar-term Canadas



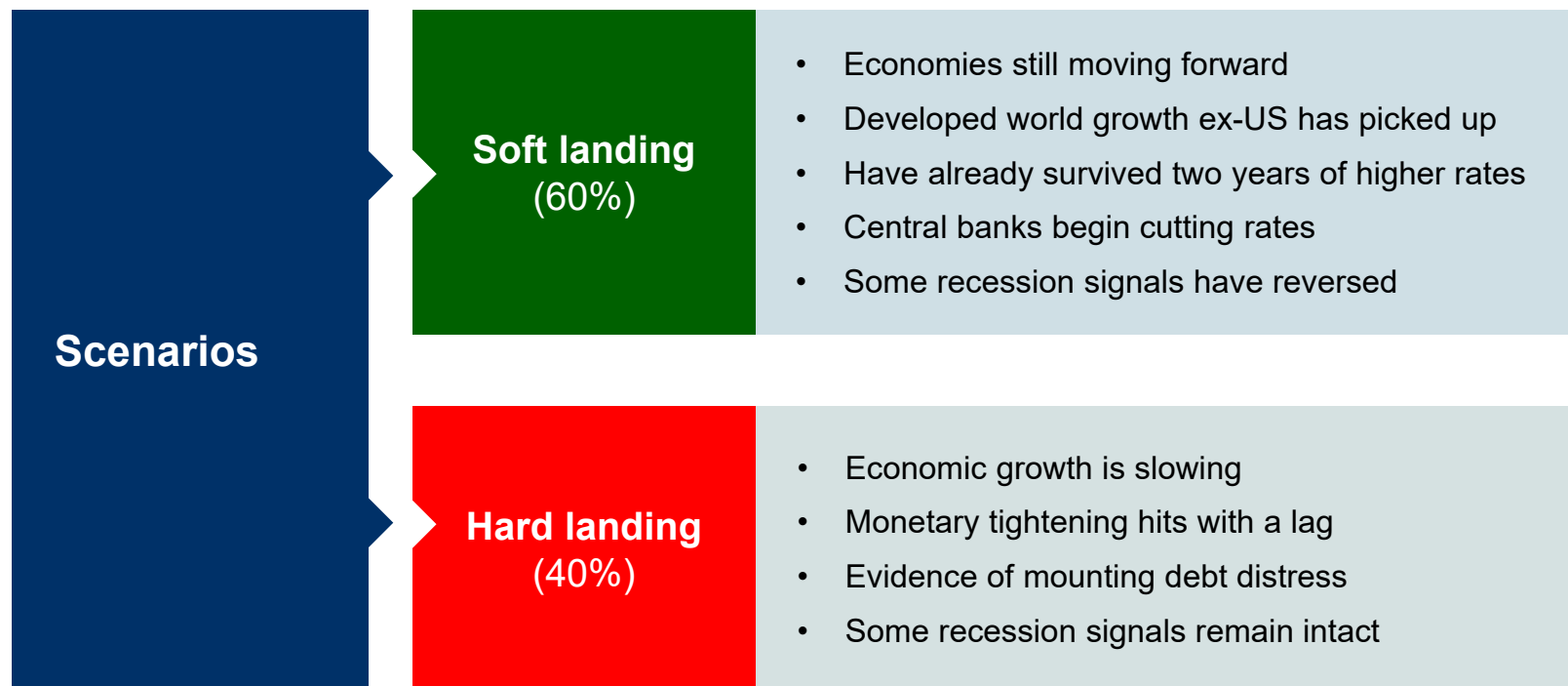
As of June 30, 2024

Short Corporate Spreads represented by FTSE Canada Short Term Corporate Bond Index

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

Long-term average represents average from March 2005 - March 2024

Soft landing still most likely, but not certain



Source: As at 06/28/2024. Source: RBC GAM

S&P500 Returns 12 months after first rate cut

One-year average over the past six rate-cutting cycles sits at 7.1%.



Cost of Missing Best Days

History shows that missing the best days can set investors behind



Source: Morningstar, RBC GAM, S&P/TSX Composite. As of August 31, 2024. Returns greater than one year are annualized.

Appendix



Wealth Management
PH&N Investment Counsel

Nipissing University

Portfolio Component Returns

Annualized Performance <i>As of September 30, 2024</i>	3 Mo	1 Yr	2 Yr	3 Yr	4 Yr	5 Yr	10 Yr
PH&N Canadian Money Market Fund	1.2	5.2	5.0	3.7	2.8	2.5	1.9
FTSE Canada 30 Day T-Bill Index	1.1	5.0	4.7	3.4	2.5	2.2	1.6
PH&N Core Plus Bond Fund	4.8	13.8	6.5	0.5	0.0	2.0	3.4
FTSE Canada Universe Bond Index	4.7	12.9	5.5	-0.1	-0.9	0.6	2.3
PH&N Mortgage Pension Trust	3.7	10.7	6.7	2.7	2.6	3.0	3.2
FTSE Canada Short Term Overall Bond Index	3.4	9.3	5.4	1.7	1.3	2.0	2.0
RBC QUBE Low Volatility Canadian Equity Fund	11.1	29.7	17.9	11.9	14.7	10.9	9.6
S&P/TSX Capped Composite Index	10.5	26.7	17.8	9.5	13.9	10.9	8.1
PH&N Canadian Equity Value Fund	10.6	26.7	18.1	11.9	17.2	11.9	9.1
S&P/TSX Capped Composite Index	10.5	26.7	17.8	9.5	13.9	10.9	8.1
PH&N Small Float Fund	7.6	27.4	19.4	7.7	11.8	13.4	10.5
S&P/TSX Capped Composite Index	10.5	26.7	17.8	9.5	13.9	10.9	8.1
RBC QUBE Low Volatility Global Equity Fund	8.4	22.3	16.9	9.5	10.5	7.7	10.5
MSCI World Net Index C\$	5.0	32.3	26.0	11.4	14.0	13.5	12.2
RBC Global Equity Focus Fund	4.7	31.2	18.2	4.5	9.3	11.6	13.4
MSCI World Net Index C\$	5.0	32.3	26.0	11.4	14.0	13.5	12.2
RBC QUBE Global Equity Fund	5.1	34.9	29.5	14.6	16.2	15.6	12.7
MSCI World Net Index C\$	5.0	32.3	26.0	11.4	14.0	13.5	12.2

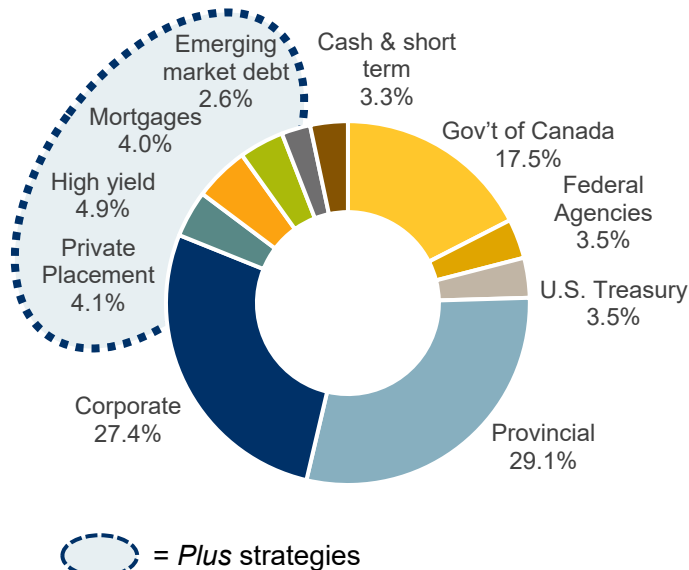
Performance reflected in Canadian dollars, gross of investment management fees.



PH&N Core Plus Bond Fund

Portfolio structure and principles – June 30, 2024

Sector distribution



Portfolio characteristics

Portfolio modified duration*	7.05 yr
Benchmark ¹ modified duration	7.20 yr
Difference	-0.15 yr
Portfolio yield to maturity**	4.67%
Benchmark ¹ yield to maturity	4.18%
Incremental	+0.49%

* Duration includes the duration of foreign instruments, which are less correlated with Canadian interest rates.

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

¹ Benchmark represents FTSE Canada Universe Bond Index; Source: RBC GAM (BondLab), FTSE Global Debt Capital Markets Inc.

Key Portfolio Characteristics/Principles

- Access to actively managed traditional **core sectors**
 - Government of Canada
 - Quasi-government
 - Corporates
- Diversified sources of value-added by accessing multiple **plus strategies**
 - Private placements
 - Conservative Commercial Mortgages
 - High yield
 - Emerging market debt
- **Tactical management** of core and plus segments in response to changing market environment
- **Derivatives are not used** to access *plus* strategies
- **Daily liquidity**

PH&N Canadian Equity Value Fund

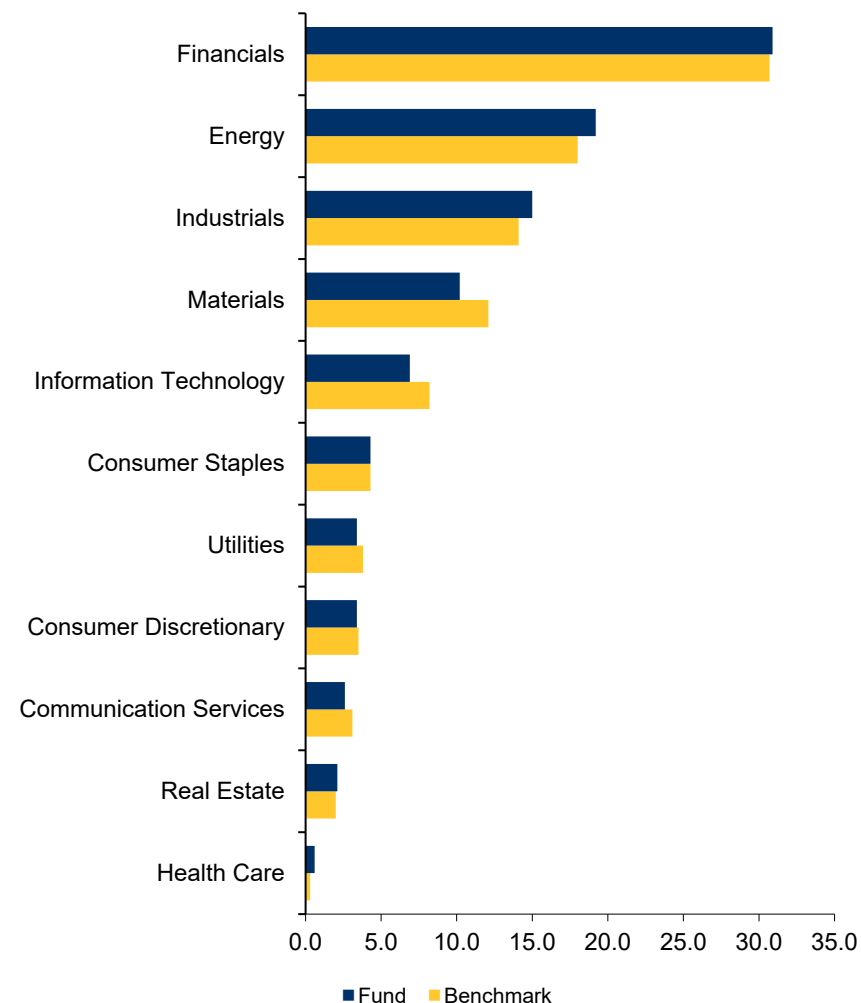
As at June 30, 2024

Top 5 Holdings	Sector	Relative %
Imperial Oil	Energy	1.1
George Weston	Consumer Staples	0.9
PrairieSky Royalty	Energy	0.8
Power of Canada	Financials	0.8
Brookfield	Financials	0.7

Bottom 5 Holdings	Sector	Relative %
Cenovus Energy	Energy	-0.6
Brookfield Asset Management	Financials	-0.6
Brookfield Infrastructure Partners	Utilities	-0.6
Metro	Consumer Staples	-0.5
TFI International	Industrials	-0.5

	Fund	Benchmark
Holdings (ex Cash)	83	226
Dividend Yield	3.1%	3.1%

Sector allocation (%)



As at 6.30.2024

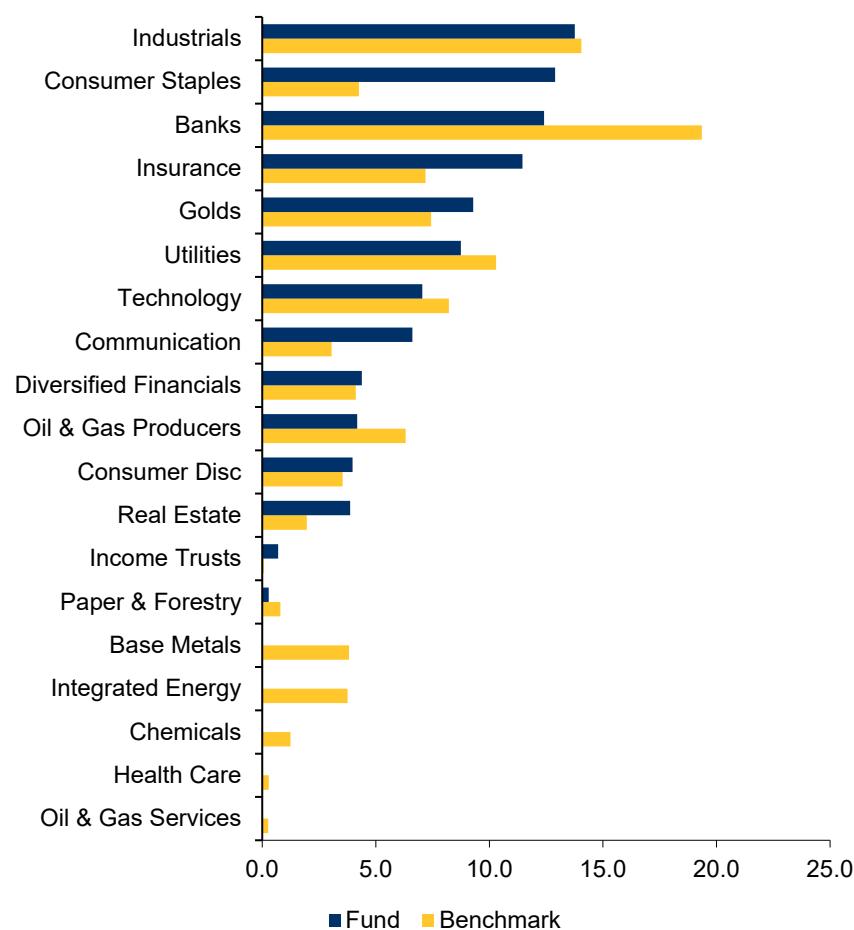
Source: RBC Global Asset Management, S&P Dow Jones Indices. Fund data for Series O. The yield shown is calculated based on the average dividend yield of the securities held by the fund. The S&P/TSX Capped Composite Index is the benchmark for the fund.

RBC QUBE Low Volatility Canadian Equity Fund

As at June 30, 2024

Issuer	Sector	Fund %
Royal Bank of Canada	Banks	4.4
Bank of Nova Scotia	Banks	4.2
Metro	Consumer Staples	4.1
Loblaw Cos	Consumer Staples	4.0
Franco-Nevada	Golds	4.0
Thomson Reuters	Industrials	4.0
Dollarama	Consumer Disc	4.0
National Bank of Canada	Banks	3.9
Pembina Pipeline	Utilities	3.8
Alimentation Couche-Tard	Consumer Staples	3.8
Fund		Benchmark
Holdings (ex Cash)	59	226
Dividend Yield	3.0%	3.1%

Sector allocation (%)



As at 6.30.2024

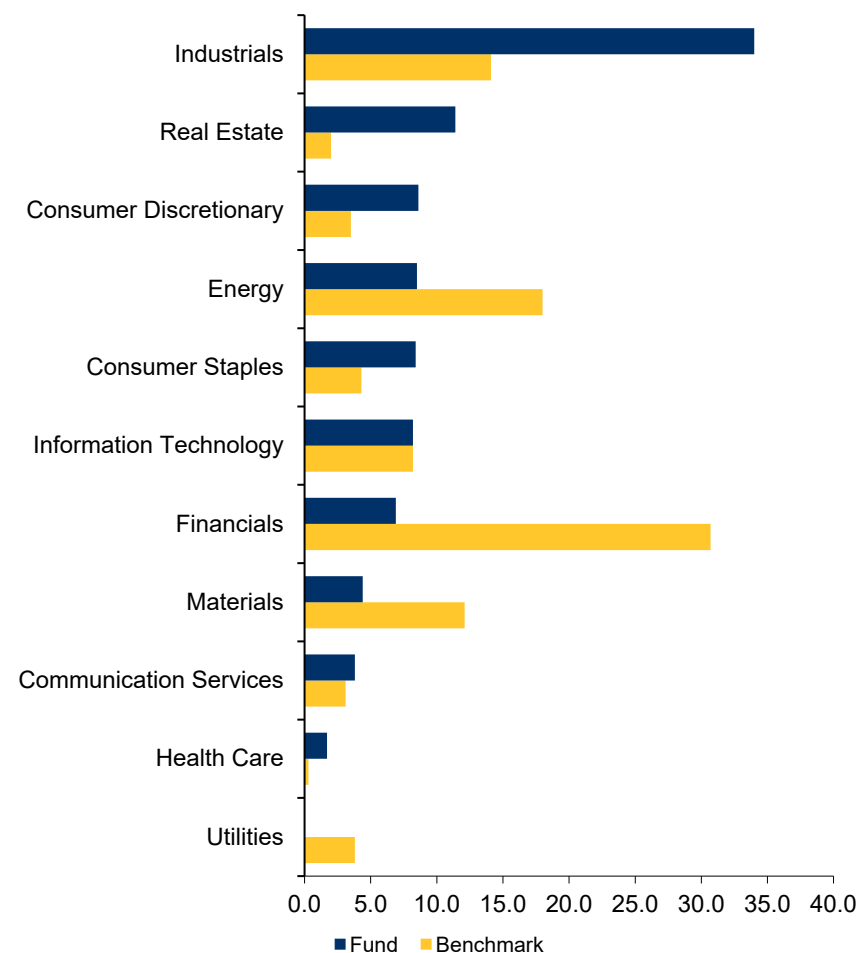
Source: RBC Global Asset Management, S&P Dow Jones Indices. Fund data for Series O. The yield shown is calculated based on the average dividend yield of the securities held by the fund. The S&P/TSX Capped Composite Index is the benchmark for the fund.

PH&N Small Float Fund

As at June 30, 2024

Issuer	Sector	Relative %
PrairieSky Royalty	Energy	8.3
Boyd Group Services	Industrials	6.4
Element Fleet Management	Industrials	6.4
Stantec	Industrials	5.9
Badger Infrastructure Solutions	Industrials	5.4
Kinaxis	Information Technology	5.1
Aritzia	Consumer Discretionary	5.0
Stella-Jones	Materials	4.3
Quebecor	Communication Services	3.6
Mainstreet Equity	Real Estate	3.3
Fund		Benchmark
Holdings (ex Cash)	29	226
Dividend Yield	1.5%	3.1%

Sector allocation (%)



As at 6.30.2024

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

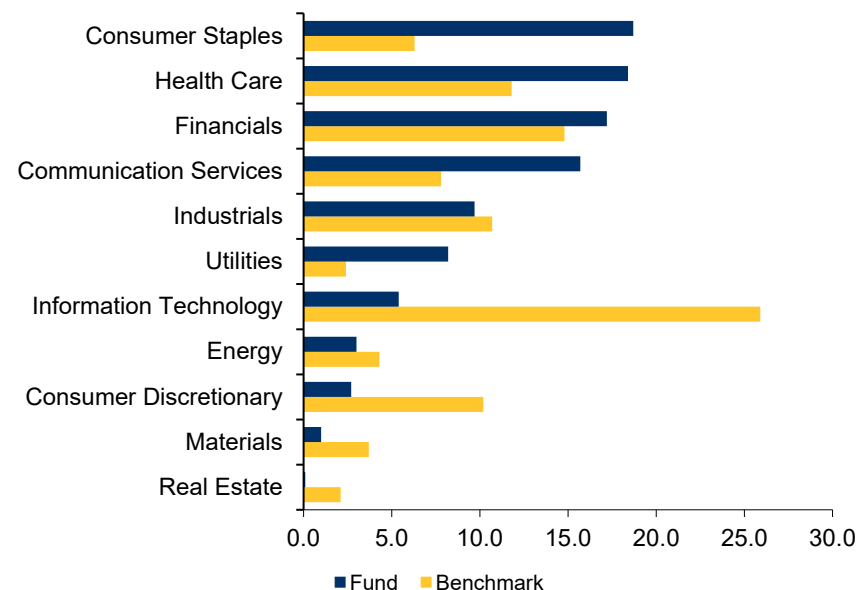
RBC QUBE Low Volatility Global Equity Fund

As at June 30, 2024

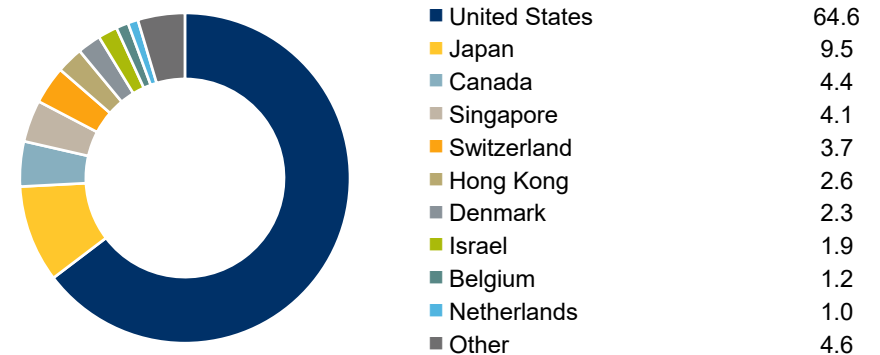
Issuer	Sector	Fund %
Coca-Cola	Consumer Staples	3.1
Colgate-Palmolive	Consumer Staples	3.0
T-Mobile US	Communication	3.0
Johnson & Johnson	Health Care	3.0
Procter & Gamble	Consumer Staples	3.0
Costco Wholesale	Consumer Staples	2.9
Vertex Pharmaceuticals	Health Care	2.9
Kimberly-Clark	Consumer Staples	2.9
KDDI	Communication	2.6
Oversea-Chinese Banking	Banks	2.6

	Fund	Benchmark
Holdings (ex Cash)	96	1,415
Dividend Yield	2.7%	1.8%

Sector allocation (%)



Geographic allocation (%)



As at 6.30.2024

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

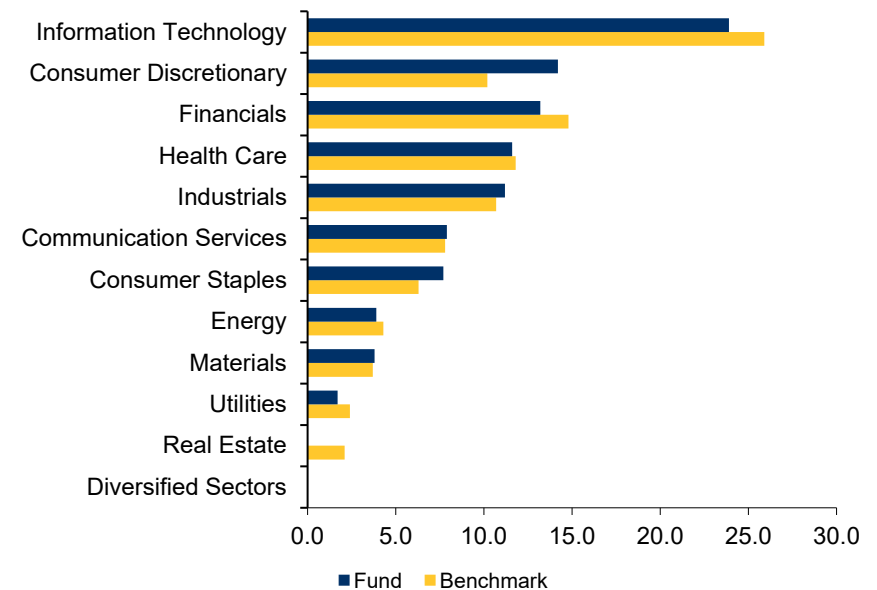
RBC Global Equity Focus Fund

As at June 30, 2024

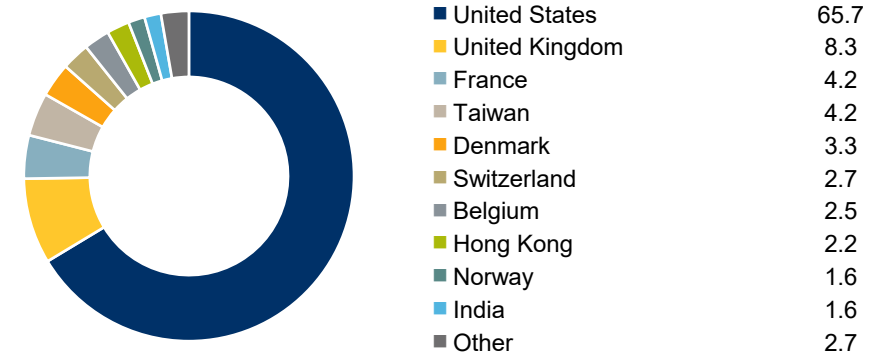
Issuer	Sector	Fund %
Microsoft	Information Technology	6.8
NVIDIA	Information Technology	6.1
Amazon.com	Consumer Discretionary	5.4
UnitedHealth	Health Care	4.6
TSMC	Information Technology	4.2
Visa	Financials	3.7
Safran	Industrials	3.5
Fortive	Industrials	3.4
Novo Nordisk	Health Care	3.3
AutoZone	Consumer Discretionary	3.3

	Fund	Benchmark
Holdings (ex Cash)	38	1,415
Dividend Yield	1.4%	1.8%

Sector allocation (%)



Geographic allocation (%)



As at 6.30.2024

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

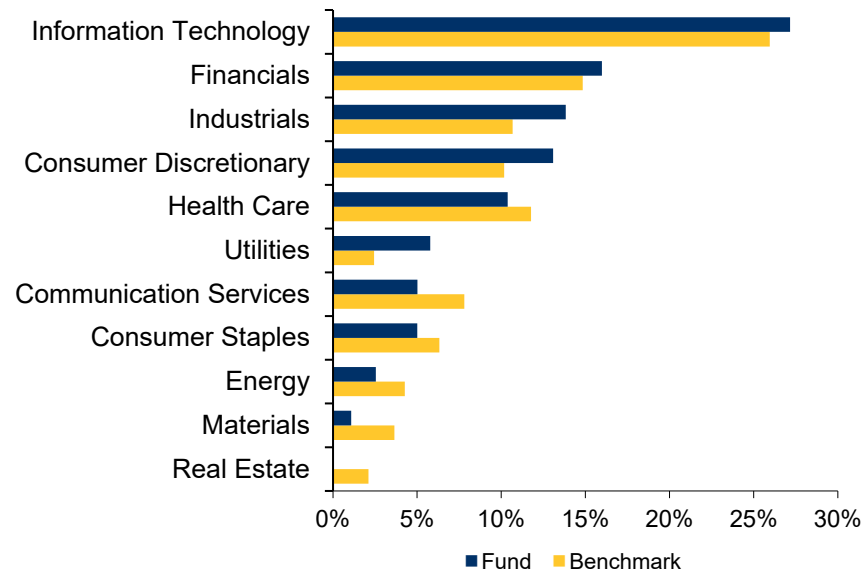
RBC QUBE Global Equity Fund

As at June 30, 2024

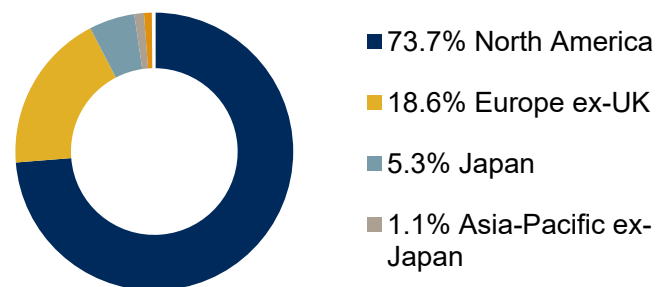
Issuer	Sector	Weight (%)	Active Weight (%)
Apple	Information Technology	6.3	+1.6
Nvidia	Information Technology	5.8	+1.1
Johnson & Johnson	Health Care	2.8	+2.3
Colgate-Palmolive	Consumer Staples	2.7	+2.5
Alphabet	Communication Services	2.4	-0.6
Amazon	Information Technology	2.4	-0.3
Microsoft	Consumer Discretionary	2.4	-2.3
Ameriprise Financial	Financials	2.4	+2.3
MasterCard	Financials	2.3	+1.7
Berkshire Hathaway	Financials	2.1	+1.3

	Fund	Benchmark
Holdings (ex Cash)	139	1,430
Dividend Yield	1.82%	1.79%

Sector allocation (%)



Geographic allocation (%)



Source: RBC GAM. As of June 30, 2024. Reflects the RBC QUBE Global Equity Fund. Portfolio characteristics are subject to change

PH&N Mortgage Pension Trust

As at June 30, 2024

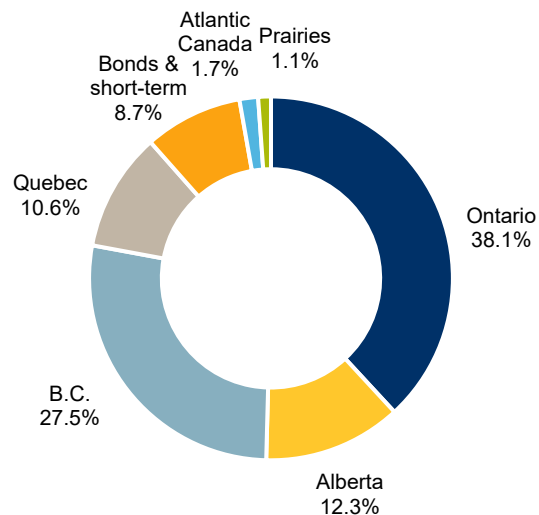
Portfolio statistics

AUM:	\$5,020.9 million
Number of mortgages:	392
Weighted average spread ¹ :	175 basis points
Yield-to-maturity ² :	5.39%
Modified duration:	3.11 yr
Weighted amortization ³ :	22.5 yr
Coverage ratios ⁴ :	Cash flow coverage = 1.6x
	Loan/value = 51%

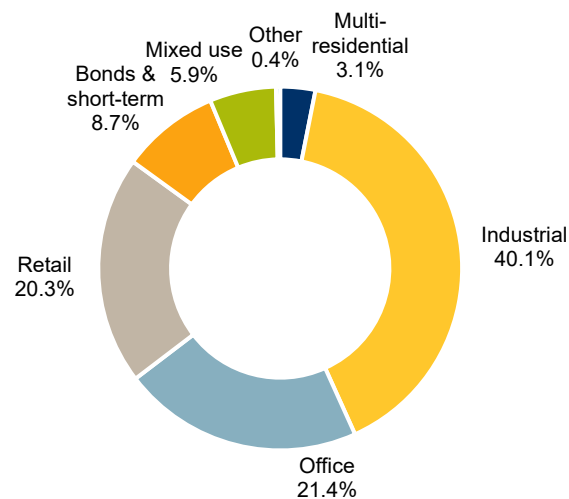
Portfolio constraints

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

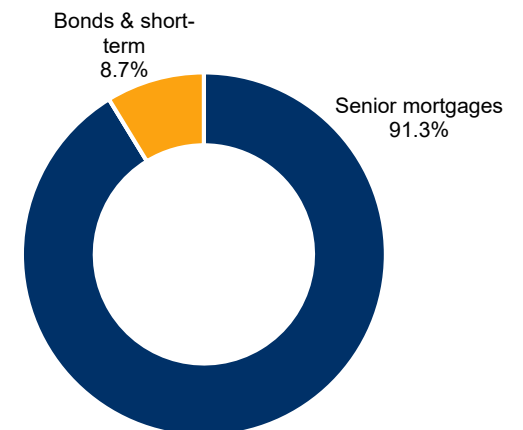
Geographic distribution



Property type distribution



Security distribution



1 Over equivalent term Canada issues.

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

3 Excludes interest only mortgages which represent 18.8% of the total mortgages.

4 This does not include cash.

PH&N Mortgage Pension Trust

High quality, diversified portfolio of direct commercial mortgages

Industrial



Industrial sector maintains strong credit fundamentals

Land scarcity in key logistics hubs continues to drive tenant demand

Despite some reprieve in market rental rates for tenants, supply-demand imbalances are expected to persist

Office



The office sector continues to face challenges in high vacancy and flight-to-quality

However, increase in market leasing activity and stabilizing vacancies is encouraging

Quality office portfolio in centrally located properties, backed by strong sponsorship

Retail



The retail sector remains resilient despite recent pullbacks in spending

Limited construction and strong leasing activity in non-discretionary anchored assets kept vacancies low

Portfolio focus remains on non-discretionary anchored retail properties

Multi Residential



Demand continues to be driven by Canada's record population growth and poor housing affordability.

Despite increases in new-housing starts, supply is insufficient to meet demand

Very difficult to compete with CMHC rates and terms in conventional markets

Current allocation (% Market Value of Mortgages)¹

40.1%

133 mortgages

21.4%

59 mortgages

20.3%

139 mortgages

3.1%

18 mortgages

¹Excludes cash and other segments. As of June 30, 2024

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Wealth Management
PH&N Investment Counsel

NIPISSING

U N I V E R S I T Y

Audit & Finance Committee Semester Close Results – as at August 31, 2024

October 21, 2024



Overview

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



Actual Vs. Budget – Operating Fund – as at August 31, 2024

	Actuals	Annual Budget	YTD Actual as a % of Annual Budget	Target % at August 31	% variance	Projection to year end	Projected variance to budget	Notes
Revenue								
Government Grants	\$ 10,154,772	\$ 36,422,619	28%	33%	-5%	\$ 38,881,434	\$ 2,458,815	1
Domestic Tuition	\$ 26,826,871	\$ 27,573,130	97%	95%	2%	\$ 27,573,130	\$ -	2
International Tuition	\$ 8,147,003	\$ 10,306,486	79%	95%	-16%	\$ 7,740,073	\$ (2,566,413)	3
Student Fees - Ancillary & Other	\$ 3,250,958	\$ 3,788,684	86%	80%	6%	\$ 3,788,684	\$ -	4
Other	\$ 720,776	\$ 2,427,196	30%	33%	-4%	\$ 2,427,196	\$ -	4
Revenue Total	\$ 49,100,380	\$ 80,518,115	61%	59%	2%	\$ 80,410,517	\$ (107,598)	
Expenses								
Instructional Staff	\$ 9,106,050	\$ 30,308,595	30%	33%	-3%	\$ 30,308,595	\$ -	4
Non-Instructional Staff	\$ 5,777,712	\$ 19,953,275	29%	33%	-4%	\$ 19,953,275	\$ -	4
Benefits	\$ 2,951,856	\$ 10,051,829	29%	33%	-4%	\$ 10,051,829	\$ -	4
Salary recoveries	\$ (318,434)	\$ (1,170,187)	27%	33%	-6%	\$ (1,170,187)	\$ -	4
Total salaries & benefits	\$ 17,517,184	\$ 59,143,512	30%	33%	-3%	\$ 59,143,512	\$ -	
Non-staff expense	\$ 5,672,079	\$ 17,002,026	33%	33%	0%	\$ 17,002,026	\$ -	5
Scholarships and Bursaries	\$ 849,433	\$ 3,351,275	25%	27%	-2%	\$ 3,351,275	\$ -	5
Expenses Total	\$ 24,038,696	\$ 79,496,813	30%	33%	-3%	\$ 79,496,813	\$ -	
Surplus (Deficit) Before Undernoted	\$ 25,061,684	\$ 1,021,302				\$ 913,704	\$ (107,598)	
Transfers								
Transfers (to) from other funds	\$ (9,384)	\$ (331,555)	3%	33%	25%	\$ (331,555)	\$ -	
Transfers Total	\$ (9,384)	\$ (331,555)	3%	33%	25%	\$ (331,555)	\$ -	
Total Operating Deficit	\$ 25,052,300	\$ 689,747				\$ 582,149	\$ (107,598)	

Variance explanations:

- 1) Projections include additional Northern Grant and top-up funding
- 2) On track to meet domestic tuition enrolment target of 4,481 FTE
- 3) Budget included 408 FTE (264 returning, 144 new), we are currently 100 lower than budget. Winter intake is projected to reduce this variance slightly
- 4) YTD variance is due to timing – no material variances noted.
- 5) YTD is close to target – no material variances noted.

Actual Vs. Budget – Ancillary Fund – as at August 31, 2024

	Actual YTD	Annual Budget	YTD Actual as a % of Annual Budget	Target % at August 31	% Variance	Projections to year end	Projected variance to budget	
Revenue								
Accommodations	\$ 7,311,037	\$ 7,120,769	103%	100%	3%	\$ 7,120,769	\$ -	1
Ancillary services	\$ 9,385	\$ 107,250	9%	33%	-24%	\$ 107,250	\$ -	2
Conference Services (Corporate events and Summer Accommodations)	\$ 381,153	\$ 370,458	103%	80%	23%	\$ 381,153	\$ 10,695	3
Extended Learning	\$ 47,676	\$ 151,971	31%	60%	-29%	\$ 151,971	\$ -	4
Revenue Total	\$ 7,749,251	\$ 7,750,448	100%	95%	5%	\$ 7,761,143	\$ 10,695	
Expenses								
Salaries and Benefits	\$ 727,242	\$ 2,377,927	31%	33%	-2%	\$ 2,377,927	\$ -	5
Operating	\$ 926,839	\$ 2,458,969	38%	33%	5%	\$ 2,458,969	\$ -	6
Long term debt	\$ 413,893	\$ 1,175,107	35%	33%	2%	\$ 1,175,107	\$ -	5
Expenses Total	\$ 2,067,974	\$ 6,012,003	34%	33%	1%	\$ 6,012,003	\$ -	
Surplus (Deficit) Before Undernoted	\$ 5,681,277	\$ 1,738,445				\$ 1,749,140		
Transfers								
Transfers to (from) Other funds	\$ -	\$ -	0%	0%	0%	\$ -	\$ -	
Transfers Total	\$ -	\$ -	0%	0%	0%	\$ -	\$ -	
Total	\$ 5,681,277	\$ 1,738,445				\$ 1,749,140	\$ 10,695	

Variance explanations:

- 1) Accommodations revenue is currently over budget, we are anticipating having to process some refunds. We expect to be on budget or better.
- 2) Due to timing – revenue from 3rd parties will not occur on a linear basis. Not anticipating any material variances here at this time.
- 3) Summer accommodations and conference bookings were better than budget due to more bookings compared to budget.
- 4) YTD is below target, will monitor for potential shortfalls during the year
- 5) YTD is close to target – no material variances noted.
- 6) YTD is over target – no significant variances noted, mostly due to timing of expenses.

Ancillary Fund results by division – as at August 31, 2024

	Extended Learning		Ancillary provided by 3rd parties (Food Services, Bookstore, Parking, etc..)		Other Ancillary (Lakers Shop, Varsity concessions, etc..)		Residences		Conference Services & Summer accommodations		Total				
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actuals	Budget	YTD Actual as a % of Annual	Target % at August 31	Variance
Revenue															
Sales and Service revenues	\$ 47,676	\$ 151,971	\$ 1,667	\$ 49,000	\$ 7,718	\$ 58,250	\$ 7,311,037	\$ 7,120,769	\$ 381,153	\$ 370,458	\$ 7,749,251	\$ 7,750,448	100%	95%	5%
Revenue Total	\$ 47,676	\$ 151,971	\$ 1,667	\$ 49,000	\$ 7,718	\$ 58,250	\$ 7,311,037	\$ 7,120,769	\$ 381,153	\$ 370,458	\$ 7,749,251	\$ 7,750,448	100%	95%	5%
Expenses															
Salaries and Benefits	\$ 109,786	\$ 226,868	\$ 35,528	\$ 42,010	\$ -	\$ 56,603	\$ 372,633	\$ 1,776,851	\$ 209,294	\$ 275,595	\$ 727,242	\$ 2,377,927	31%	33%	-2%
Operating	\$ 462	\$ 9,370	\$ 28,350	\$ 124,258	\$ 4,912	\$ 33,200	\$ 853,465	\$ 2,239,001	\$ 39,651	\$ 53,140	\$ 926,839	\$ 2,458,969	38%	33%	5%
Long term debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 413,893	\$ 1,175,107	\$ -	\$ -	\$ 413,893	\$ 1,175,107	35%	33%	2%
Expenses Total	\$ 110,248	\$ 236,238	\$ 63,878	\$ 166,268	\$ 4,912	\$ 89,803	\$ 1,639,991	\$ 5,190,959	\$ 248,945	\$ 328,735	\$ 2,067,974	\$ 6,012,003	34%	33%	1%
Total Surplus / (Deficit)	\$ (62,572)	\$ (84,267)	\$ (62,211)	\$ (117,268)	\$ 2,806	\$ (31,553)	\$ 5,671,046	\$ 1,929,810	\$ 132,208	\$ 41,723	\$ 5,681,277	\$ 1,738,445			
Transfers															
Transfers to (from) Other funds	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Transfers Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Total	\$ (62,572)	\$ (84,267)	\$ (62,211)	\$ (117,268)	\$ 2,806	\$ (31,553)	\$ 5,671,046	\$ 1,929,810	\$ 132,208	\$ 41,723	\$ 5,681,277	\$ 1,738,445			

Consolidated Income Statement – as at August 31, 2024

	Operating Fund 10	Internally Restricted 11	Ancillary Fund 15	Capital Fund 40	Trust Fund (Non- Endowed) 50	Research Fund 60	Agency Fund 70	Endowed Funds 51	Total Consolidated Results
REVENUE									
Government Grants (new)	10,154,772		-	91,500		889,920	42,372		11,178,564
Government Grants (cfwd from prior year)						1,868,587	200,688		2,069,275
Student Fees	38,224,832								38,224,832
Ancillary fees (Accommodation Fees, Conference Services, etc...)			7,749,251						7,749,251
Other	461,343					103,553	244,332		809,228
Other (cfwd from prior year)						306,432			306,432
Investment	259,433				795,086			158,298	1,212,817
Donations (new)				-	51,128	1,790			52,918
Donations (cfwd fom prior year)					644,427				644,427
TOTAL REVENUE	49,100,380	-	7,749,251	91,500	1,490,641	3,170,282	487,392	158,298	62,247,744
EXPENSES									
Salaries and Benefits	17,517,184	16,045	727,242		-	657,983	83,962		19,002,416
Operating and Research	4,155,555	122,852	900,779	84,955		650,049	184,547	1,554	6,100,291
Occupancy Costs	1,203,381		26,060	-	14,124		480,662		1,724,227
Scholarships and Bursaries	849,433				286,500		16,000	63,800	1,215,733
Principal and Interest on Long Term Debt	313,143		413,893	(434,361)					292,675
TOTAL EXPENSES	24,038,696	138,897	2,067,974	(349,406)	300,624	1,308,032	765,171	65,354	28,335,342
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUE) BEFORE THE UNDERNOTED	25,061,684	(138,897)	5,681,277	440,906	1,190,017	1,862,250	(277,779)	92,944	33,912,402
TRANSFERS									
Transfer from (to) other funds in-year	(9,384)		-	-	(48,643)	150,971	-	(92,944)	-
Transfer from (to) deferred contributions/revenues		(323,554)			(1,141,374)	(2,013,221)	277,779		(3,200,370)
TOTAL EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	25,052,300	(462,451)	5,681,277	440,906	-	-	-	-	30,712,032
TRANSFERS TO/(FROM) INTERNALLY RESTRICTED	(462,451)	462,451		-			-		-
TOTAL EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES AFTER TRANSFERS	24,589,849	-	5,681,277	440,906	-	-	-	-	30,712,032

Actual Vs. Budget – Consolidated summary

	Actual YTD	Annual Budget	Projection to year end (April 30/25)	Projected variance to budget
Total Operating Surplus/(Deficit)	\$ 25,052,300	\$ 689,747	\$ 582,149	\$ (107,598)
Total Ancillary Surplus/(Deficit)	\$ 5,681,277	\$ 1,738,445	\$ 1,749,140	\$ 10,695
Total Accounting & other adjustments	\$ (21,545)	\$ (1,482,220)	\$ (1,482,220)	\$ -
Total Consolidated	\$ 30,712,032	\$ 945,972	\$ 849,069	\$ (96,903)

Statement of Financial Position

	31-Aug-24	30-Apr-24	\$ Difference	% Change	
Assets					
Current assets:					
Cash and cash equivalents	\$ 11,568	\$ 14,635	\$ (3,067)	-21%	1
Accounts receivable	37,134	2,050	35,084	1711%	2
Investments - short-term	5,748	8,884	(3,136)	-35%	3
Other assets	203	1,571	(1,368)	-87%	4
	54,653	27,140	27,513	101%	
Investments - long-term	28,601	26,645	1,956	7%	5
Capital assets	66,885	66,885	-	0%	6
	\$ 150,139	\$ 120,670	\$ 29,469	24%	
Liabilities and Net Assets					
Current liabilities:					
Accounts payable and accrued liabilities	\$ 9,727	\$ 7,506	\$ 2,221	30%	7
Employee related	2,286	2,799	(513)	-18%	8
Deferred revenue	3,262	6,457	(3,195)	0%	9
Current portion of long-term debt	1,318	1,318	-	0%	6
	16,593	18,080	(1,487)	-8%	
Long-term:					
Long-term debt	29,219	29,653	(434)	-1%	10
Deferred contributions	13,369	13,001	368	3%	9
Deferred capital contributions	32,713	32,713	-	0%	11
Employee future benefits	6,807	6,807	-	0%	12
	98,701	100,254	(1,553)	-2%	
Net assets:					
Unrestricted:					
- operating	34,851	5,035	29,816	592%	
- employee future benefits	(9,091)	(9,091)	-	0%	
Internally restricted	12,509	11,613	896	8%	
Endowments	13,169	12,859	310	2%	
	51,438	20,416	31,022	152%	
	\$ 150,139	\$ 120,670	\$ 29,469	24%	

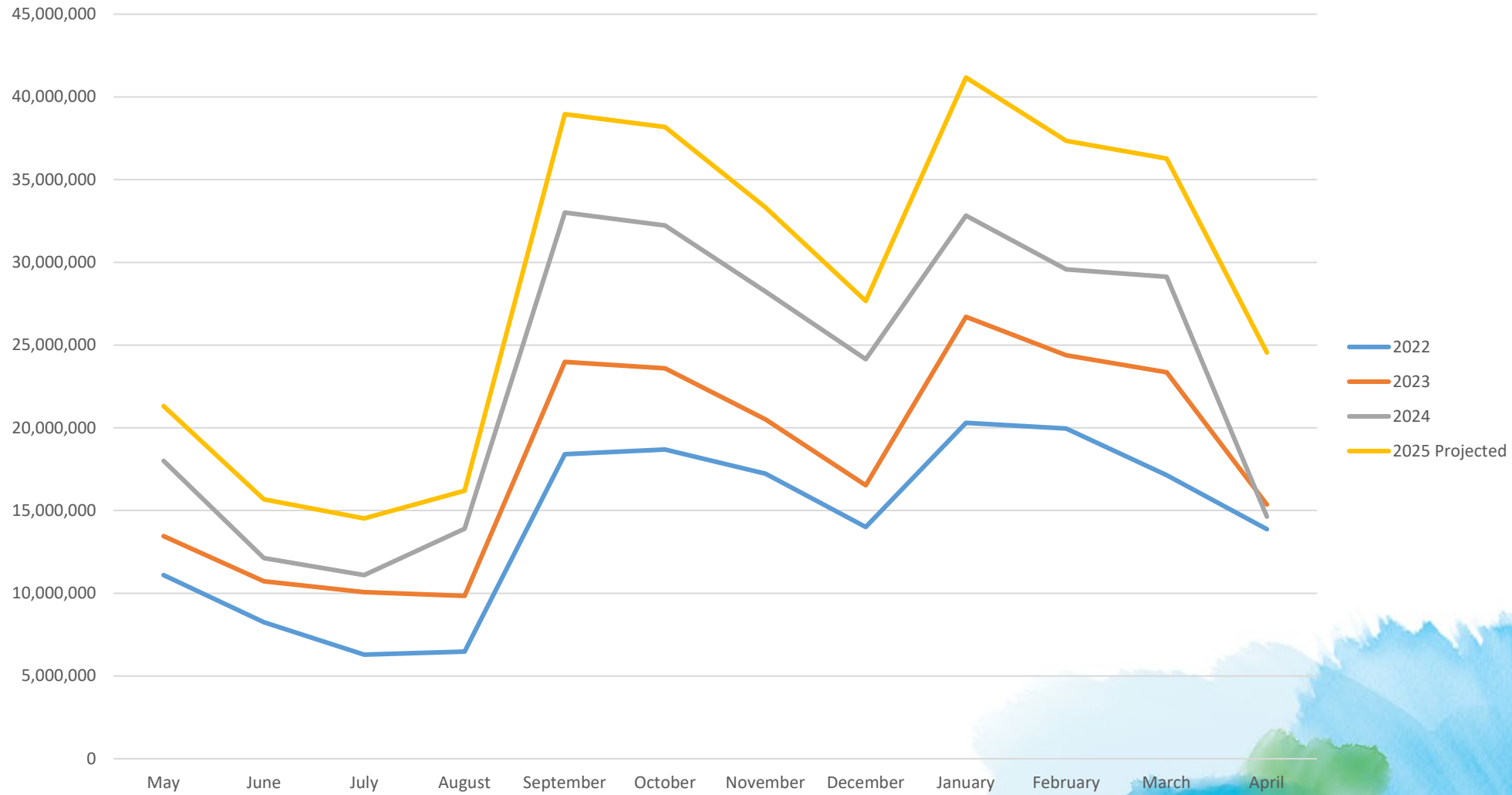
Variance explanations:

- 1) Cash levels typical of August results. We use more cash than we bring in during the first semester
- 2) Includes receivables for Fall/Winter tuition
- 3) Decrease due to non-renewal of a term deposit to assist with cash flow
- 4) Typical level for August – prepaid expenses from year-end have been transferred to expenses
- 5) Due to market fluctuations
- 6) No changes until year-end
- 7) Due to timing of payments
- 8) Variance is not material
- 9) Due to timing of revenue recognition
- 10) Payments on long-term debt

Unrestricted & Restricted Cash reconciliation

	31-Aug-22	31-Aug-23	31-Aug-24
Cash	\$ 8,746	\$ 12,598	\$ 11,568
Short-term investments	\$ 1,961	\$ 4,439	\$ 5,748
Restricted investments	\$ 24,884	\$ 25,793	\$ 28,601
Total	\$ 35,591	\$ 42,830	\$ 45,917
Deferred Revenue	\$ 5,143	\$ 3,446	\$ 3,262
Deferred Contributions	\$ 11,641	\$ 11,599	\$ 13,369
Internally restricted net assets (excluding investment in capital assets)	\$ 8,301	\$ 7,962	\$ 9,297
Endowments	\$ 12,588	\$ 12,706	\$ 13,169
Total	\$ 37,673	\$ 35,713	\$ 39,097
Working capital differential (Accounts receivable less accounts payable)	\$ 22,612	\$ 23,235	\$ 27,407
Net cash position	\$ 20,530	\$ 30,352	\$ 34,227

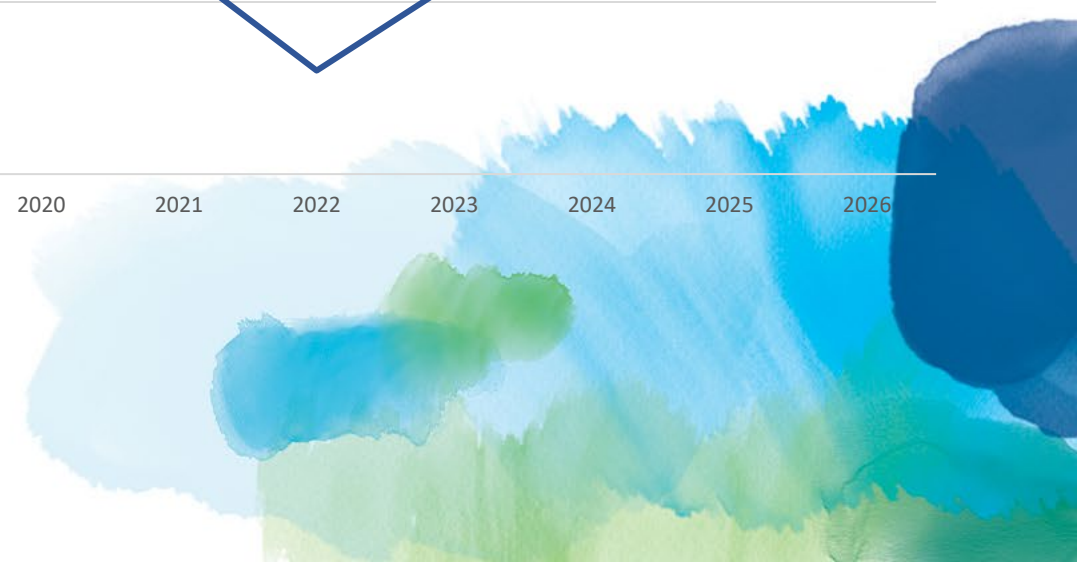
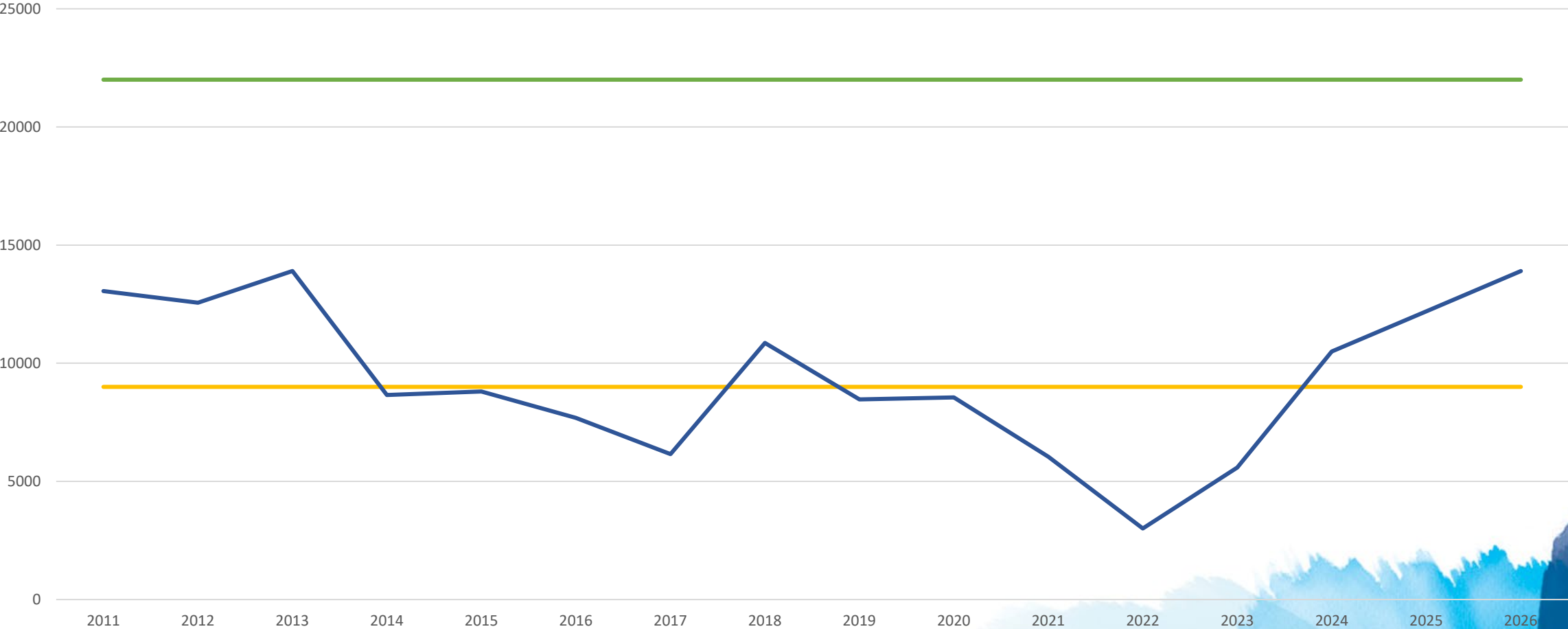
Cash Flows



Ministry Financial Accountability Ratios

		Thresholds			2025 Projected			2024			2023 Confirmed			What is required (based on 2024) to get to:				
		Medium-risk	High-risk	Weight	Ratio calculation	Rating	Overall Category rating	Ratio calculation	Rating	Overall Category rating	Ratio calculation	Rating	Overall Category rating	Medium-risk	No risk			
Liquidity Ratios:																		
	Primary reserve (days):	< 90	< 30	50%	47.06	1	0.5	41.57	1	0.5	23.42	2	1.5	n/a	\$13 million	Additional spendable reserves		
	Working Capital	< 1.25	< 1	50%	1.50	-		1.50	-		1.25	1				n/a	n/a	
Sustainability Ratios																		
	Viability ratio	< 60%	< 30%	25%	43%	1	0.8	35%	1	0.8	18%	2	1.0	n/a	\$8 million	Additional spendable reserves		
	Debt ratio	> 35%	> 55%	25%	56%	2		56%	2		59%	2		\$7 million	\$82 million	Additional assets		
	Debt to revenue ratio	> 35%	> 50%	25%	30%	-		32%	-		35%	-		n/a	n/a	Additional revenues		
	Interest burden ratio	> 2%	> 4%	25%	1%	-		1%	-		1%	-		n/a	n/a			
Performance																		
	Net income / (loss) ratio	< 1.5%	< 0%	50%	1%	1	1.0	4%	-	0.5	2%	-	-	n/a	n/a	Additional revenues		
	Net operating revenue ratios	< 7%	< 2%	50%	6%	1		6%	1		8%	-		n/a	n/a			
Credit rating																		
	Third party credit rating				BBB Stable	1	1	BBB Stable	1	1	BBB Stable	1	1					
Overall Risk Score Action Plan					Low Action			Low Action			Medium Action							

Spendable net assets



Nipissing University Budget Process

Updated October 2024

The annual university budget is the financial plan for how the university will receive and spend funds in a fiscal year (May 1 to April 30).

The budget document:

- represents a statement of allocation of resources
- includes an estimate of revenues and expenditures
- allows for the prioritization of resources to be allocated in a way that achieves the goals and objectives of the university
- provides accountability to stakeholders

Actual results may vary from the budget due to changes in assumptions that materialize as the year unfolds. Examples include:

- Grant revenue changes due to one-time funding or other new sources of funding
- Tuition revenue changes based on increased or decreased enrolment numbers compared to budget
- Expense increases such as utility increases, or additional increases based on in-year budget requests

University budget development

When it comes to developing and distributing the university's annual budget strategy and managing finances throughout the fiscal year, various groups are in place to take the lead.

Operating & Ancillary base budgets are set starting with the adjusted budget from the prior year, as of October 31.

The Office of Institutional Planning works with the Deans to determine enrolment forecasts to assist in determining the tuition revenue budget. The Office of Institutional Planning and Analysis is also responsible for the Government Grants budget.

The Manager, Budgeting & Accounting in conjunction with the Human Resources department prepares the base budgets for salaries & benefits using existing staffing and known collective agreement increases.

The Manager, Budgeting & Accounting also prepares the budgets for other sources of revenues (ancillary fees, interest income, etc..).

The department lead (AVPs, Deans, Administrative Directors) are responsible to prepare their budgets, as well as new positions and new initiatives for consideration.

The Manager, Budgeting & Accounting prepares the budget for all other funds that make up the University's consolidated budget, and also prepares the consolidated budget presentation.

Once budget requests are received, the Integrated Budget Committee reviews the budget submissions and meets with each department lead to review/discuss their budget requests for the year.

Budget approval process:

Once the Integrated Budget Committee is satisfied with the overall draft budget, it is presented to the Audit & Finance Committee. The Audit & Finance Committee recommends the approval of the budget to the Board of Governors.

Once the budget is approved by the Board of Governors, the budget is then made available publicly to the University community.

Budget management process:

The Integrated Budget Committee meets on a regular basis to review projections and budget requests. Revenue projections are reviewed, as well as expense projections.

Year-end projections are presented to the Audit & Finance committee on a regular basis.

Budget Timeline

Month	Activity
November/December	Budgets for upcoming year are updated with known information (ex: negotiated salary increases, grant funding, etc..)
January	Academic and administrative units receive their preliminary base budget package and prepare required budget submission for submission by end of month.
February	Discussions of budget submissions take place with Integrated Budget Committee and budget holders.
March	University budget is finalized based on consultation, submissions and updated enrolment information and government funding
April	Detailed budget is presented to the Audit & Finance Committee, and then for approval of budget and tuition fees by the Board of Governors
May	Implementation of approved budget

NIPISSING UNIVERSITY BOARD OF GOVERNORS

COMMUNITY RELATIONS COMMITTEE MEETING

OPEN SESSION

October 21, 2024

The Community Relations Committee met on October 21, 2024, at 1:30 p.m. in the President's Boardroom (F303) and via Zoom remote conferencing.

Members Present: Stacie Fiddler, Committee Chair
Joe Sinicrope
Fran Couchie
Janet Stockton
Anahit Armenakyan
Doris Olmstead
Dave Smits
Harikesh Panchal
Laurel Muldoon
Maurice Switzer
Kevin Wamsley
Scott Russell
Renee Hacquard (VPFA – non-voting)
Ann-Barbara Graff (Provost & Vice-President, Academic – non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Harikesh Panchal
Jamie Lowery
Laurel Muldoon
Maurice Switzer

Guests: Maggie Horsfield
Steven Smits
Patricia Lupton

Recording Secretary: Abby Blaszczyk (University Secretary)

1. Welcome/Traditional Land Acknowledgement

The meeting was called to order at 1:30 p.m. and 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. Selection of Committee Vice-Chair

As outlined in the committee terms of reference, a Vice-Chair is to be selected for the committee at the first meeting of the year and Fran Couchie was appointed to the role.

4. Review of Annual Work Plan

The draft Annual Work Plan was circulated with the meeting materials.

5. Review of Committee Terms of Reference

The Terms of Reference were circulated with the committee agenda and a committee member raised a question about Term #4, "...issues pertaining to the brand and reputation of the University." Concerns by Indigenous and non-Indigenous campus and community members continue to be raised about the name of the campus Library and encouraged the continuation of conversations between the University and the Nipissing University Indigenous Council on Education (NUICE).

6. Community Engagement Update

The Chair provided an update on upcoming events in North Bay, including Business Week celebrations like the Chamber of Commerce Awards of Excellence, and a 'State of Canada' session with MP Anthony Rota.

Maggie Horsfield, Government and Foundations Relations Officer, spoke to her new position to support the university's senior leadership and various departments in identifying grant opportunities and handling ministry directives. She works closely with organizations like Universities Canada and the Council of Ontario Universities (COU) to coordinate messaging on key issues that impact universities, while also supporting the university's presence in the North Bay community.

Ms. Horsfield spoke to the annual Community Engagement report, noting its evolution and importance in tracking how the university connects with the local community. In partnership with the Government and Foundations Officer and the Office of the President, the External Relations team is taking a collaborative, team-based approach to community engagement, with the President and senior leadership team making a concerted effort to attend events and work with external partners.

Discussion ensued, with a committee member raising the idea of offering university spaces for charity events at discounted or donated rates. Consideration around donation-in-kind for spaces is ongoing. Additional suggestions were noted, including engaging more directly with local service clubs to inform members on programming, fostering more opportunities for bringing high school students to campus and alumni engagement.

7. Other Business

There was no other business.

The meeting was adjourned at 2:30 p.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

FUNDRAISING COMMITTEE MEETING

OPEN SESSION

October 21, 2024

The Fundraising Committee met on October 24, 2024, at 2:30 p.m. in the President's Boardroom (F303) and via Zoom remote conferencing.

Members present: Dave Smits, Board Chair
Joe Sinicrope
Kathy Wilcox
Judy Koziol
Alisher Mansurov
Jessica McMillan
Laurel Muldoon
Kevin Wamsley
Scott Russell
Renee Hacquard (VPFA – non-voting)
Ann-Barbara Graff (Provost & VPA– non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Ravil Veli, Committee Chair
Matt DeVuono
Preston English (student observe – non-voting)

Guests: Steven Smits, Advancement & Alumni
Patricia Lupton

Recording Secretary: Abby Blaszczyk, University Secretary

1. Opening Remarks/ /Land Acknowledgement – Dave Smits, Board Chair

The meeting was called to order at 2:34 p.m. The Board Chair filled the role of Committee Chair, and a traditional land acknowledgement was offered.

2. Conflict of Interest

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

3. Selection of Committee Vice-Chair

As outlined in the committee terms of reference, a Vice-Chair is to be selected for the committee at the first meeting of the year. As a result, Judy Koziol agreed to assume the position.

4. Review of Committee Terms of Reference

The Terms of Reference for the Fundraising Committee and no concerns were raised.

5. Review of Annual Work Plan

The Chair referred members to the draft Annual Work Plan document that was included with the agenda. He inquired if there were any comments/questions regarding the draft and a committee member asked if the Naming of Campus Assets policy was to be updated at the University Governance Committee. The University Secretary indicated that the Fundraising Committee has been tasked by the Board with reviewing and updating the policy as required, and recommendations from the Committee are forwarded to the Board for final approval.

6. Advancement Report

Steven Smits, Manager of Alumni and Advancement, presented the Advancement Report, highlighting 2024/25 departmental priorities, including the formalization of a major gifts program, continued alumni engagement and a athletic-focused sponsorship collective. He also spoke to the actions tasked to the Alumni and Advancement Department within the Academic and Operational Plan (APOP) pertaining to community and partnership engagement. Actionable items include the creation of a comprehensive community relations strategy, a five-year alumni plan to broaden and deepen alumni engagement, a scalable approach to philanthropy to advance the University's mission, and to launch a sponsorship strategy to maximize the University's approach sponsorship revenue, while offering opportunities to grow and enhance relationships and partnerships with external stakeholders.

Questions and comments were welcomed, and the Board Chair spoke to development of Key Performance Indicators (KPIs) and how Nipissing University could utilize data to benchmark against other institutions to measure progress. The Manager of Alumni and Advancement indicated that the current software does benchmark against other universities and the appropriate data will be brought forward at the next meeting of the Committee.

7. Other Business

There was no other business.

The meeting was adjourned at 3:00 p.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

PLANT & PROPERTY COMMITTEE MEETING

OPEN SESSION

October 21, 2024

The Plant & Property Committee met on Monday, October 21, 2024, at 3:30 p.m. in the President's Boardroom (F303) and via Zoom Remote Conferencing.

Members present: Judy Smith
Judy Koziol
Fran Couchie
Kathy Wilcox
Doris Olmstead
Maurice Switzer
Dave Smits
Kevin Wamsley
Scott Russell
Renee Hacquard (VPFA - non-voting)
Ann-Barbara Graff (PVPA – non-voting)
Abby Blaszczyk, University Secretary (non-voting)

Regrets: Matt Devuono
Scott Russell
Maurice Switzer

Guests: David Drenth, Director, Facilities

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

1. Call to Order/Land Acknowledgement

The Committee Chair called the meeting to order at 3:30 p.m. and a traditional land acknowledgment was made.

2. Conflict of Interest

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

3. Selection of Committee Vice-Chair

Judy Koziol agreed to serve as committee vice-chair for this academic year.

4. Review of Committee Terms of Reference

The committee terms of reference were circulated with the agenda and no questions or concerns were raised.

5. Review of Annual Work Plan

The draft Annual Work Plan was reviewed.

6. Capital & Construction Update

David Drenth, Director of Facilities provided a Capital & Construction update. The presentation, which is appended to these minutes, highlighted projects through the Facilities Renewal Program (FRP), Ancillary, Donations/Grants, and Canadore projects.

Several questions were addressed, including if funds designated within the Facilities Renewal Program can be utilized for projects in the future, and the Director noted that it is to be typically used in the same fiscal year. Discussion also took place regarding the Duchesnay Creek Bridge project as conversations continue with the City to evaluate the possibility of a replacement bridge.

7. Other Business

There was no other business.

The meeting adjourned at 4:10 p.m.

Recording Secretary

Committee Chair

NIPISSING

U N I V E R S I T Y



Plant and Property - October 2024

Plant and Property Committee Meeting

Capital and Construction

Projects categorized by funding source

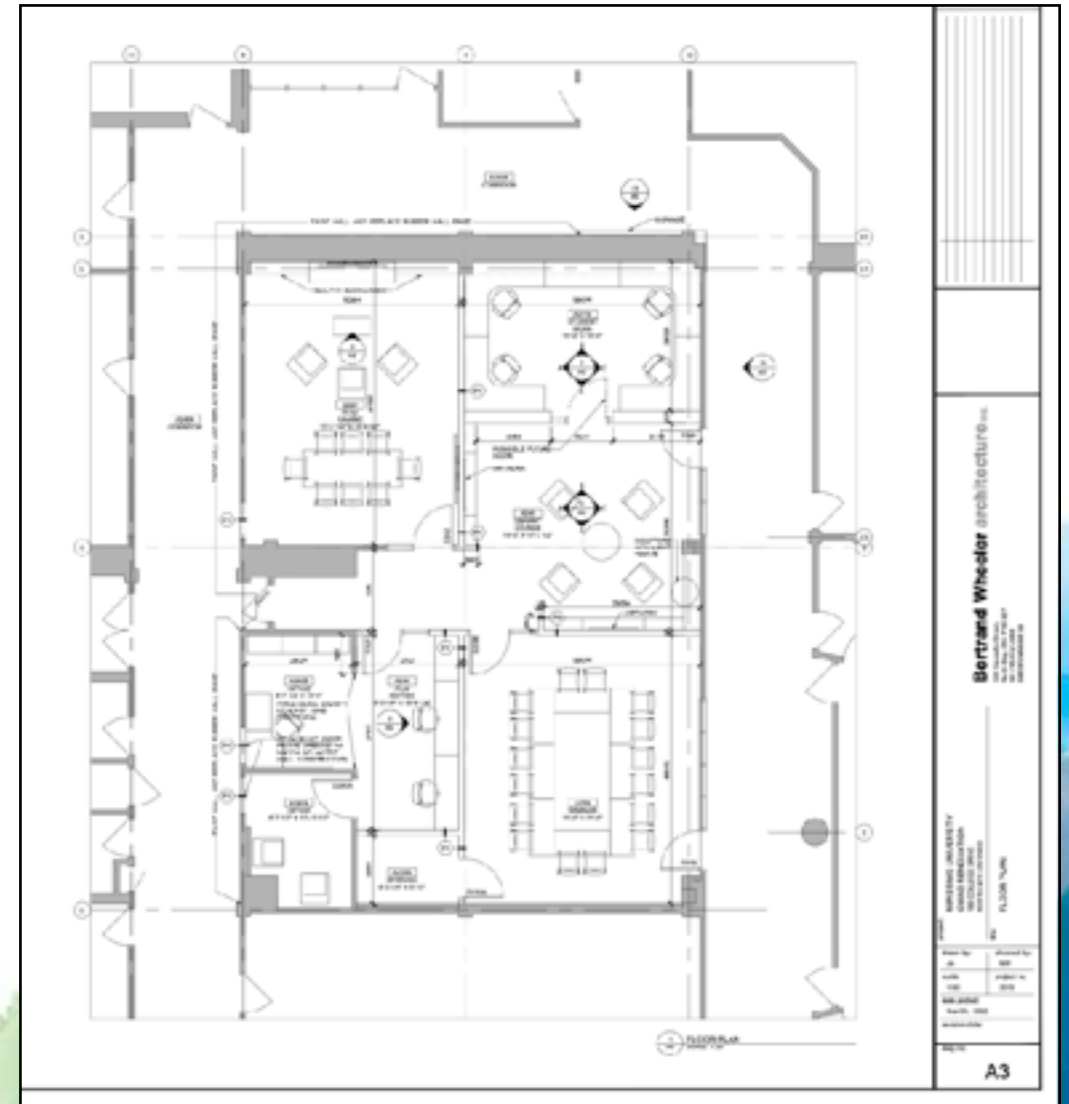
- Facilities Renewal Program
- Ancillary
- Donations/Grants
- Canadore Projects



Capital and Construction Project Update

Facilities Renewal Program

- Total Funding : \$2,637,900
- Classroom Renovations : \$740,000
- Building Renovations : \$875,000
- Electrical Replacements/Upgrades : \$57,500
- HVAC Replacements/Upgrades : \$685,000
- Grounds Infrastructure Repairs : 91,500
- Remaining amount allocated to miscellaneous fees and contingency

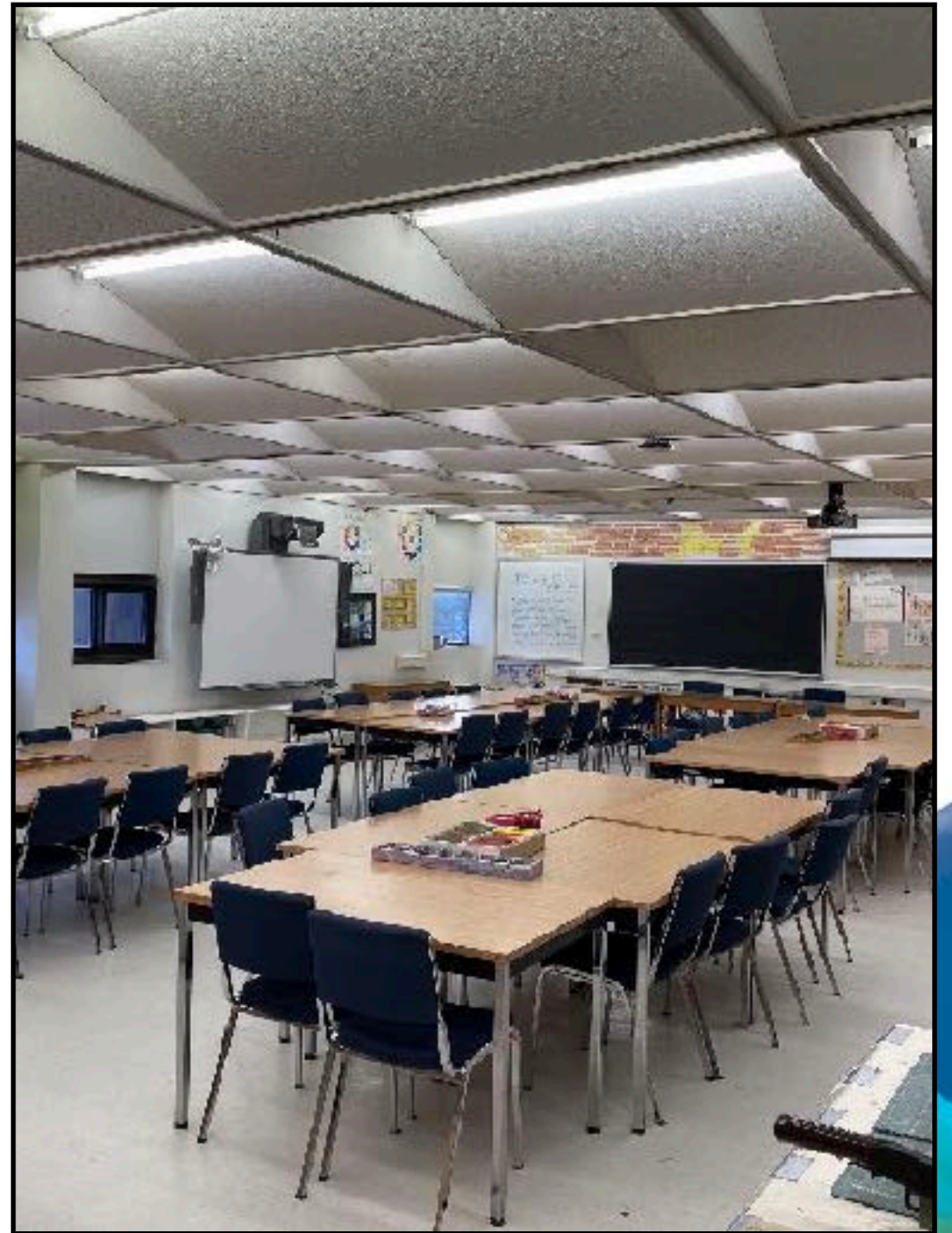


FRP - Classroom Renovations

A-Wing Classroom Updates

Project Description:

- Update original A-Wing Classroom spaces A120, A122, A233, A236, A238 as well as newer A224 & A226
- Assess and resolve any existing designated substance concerns
- Remove obsolete alcove ceiling systems, fire stopping, LED lighting, flooring



FRP - Classroom Renovations

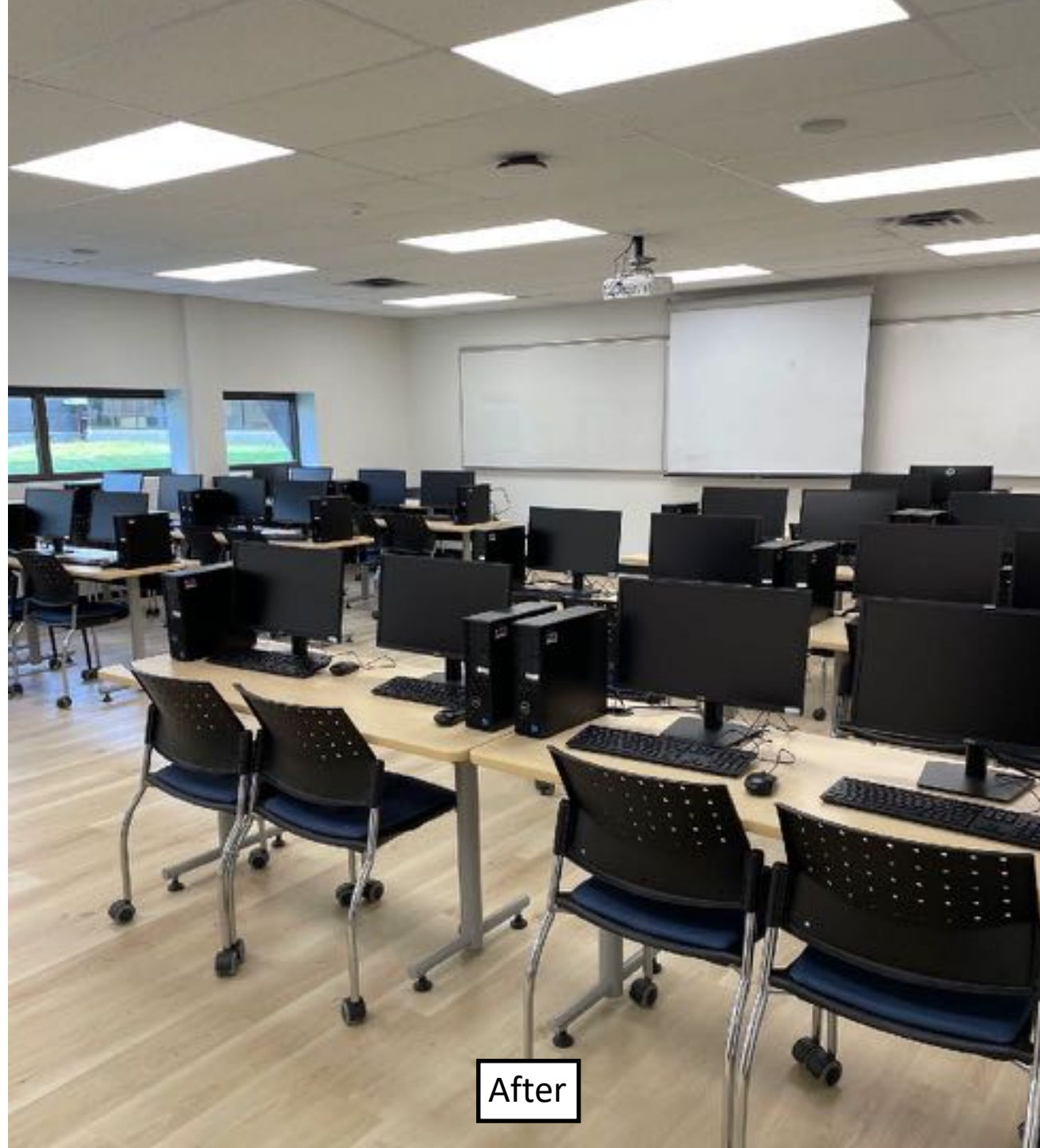


A-Wing Classroom Updates

- Contractor: Venasse Building Group
- Project Cost: \$660,000
- Funding Sources: FRP
- Status:
 - Completed prior to September startup
 - Delays were experienced due to late delivery of lighting components



Before

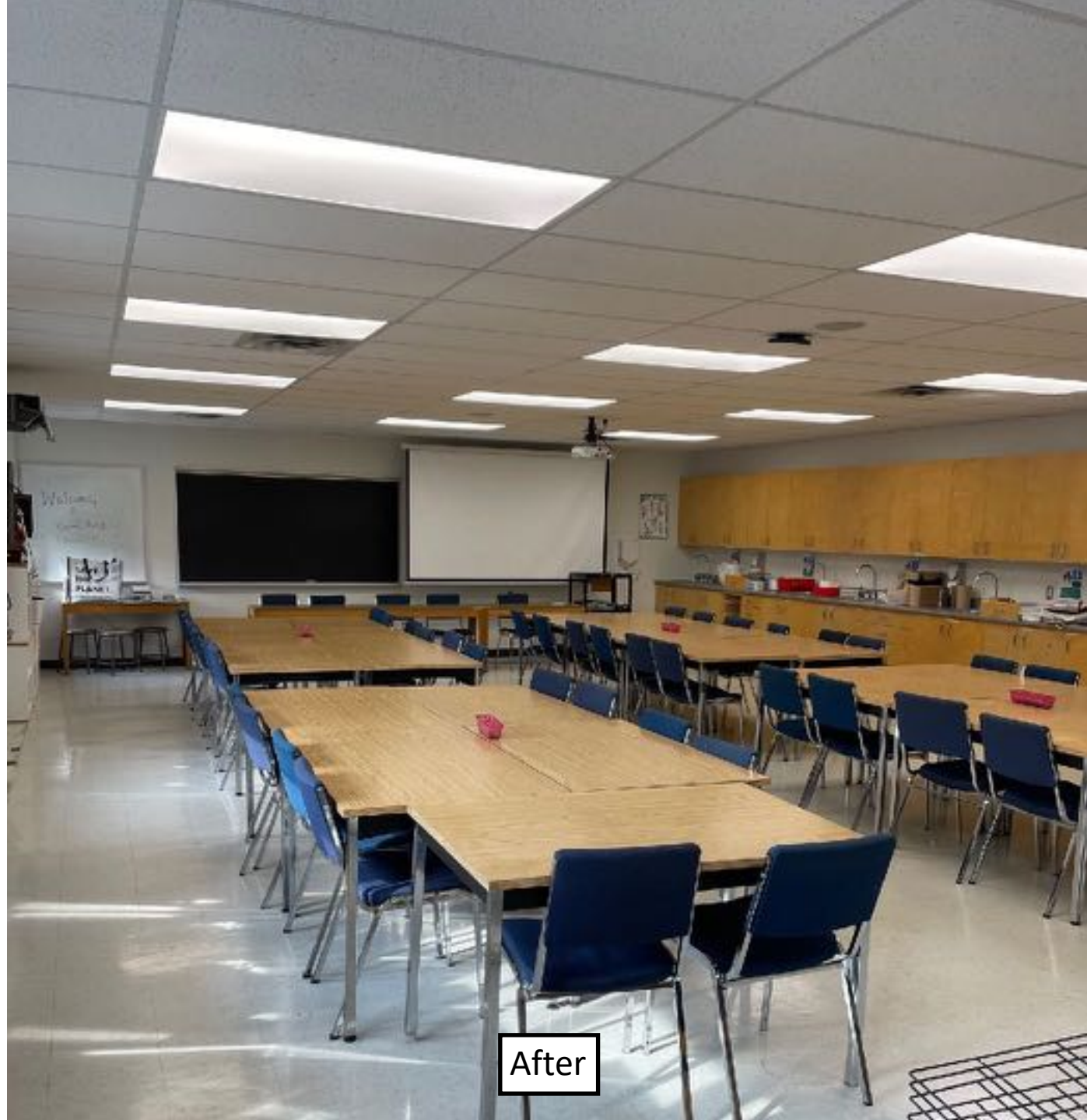


After





Before

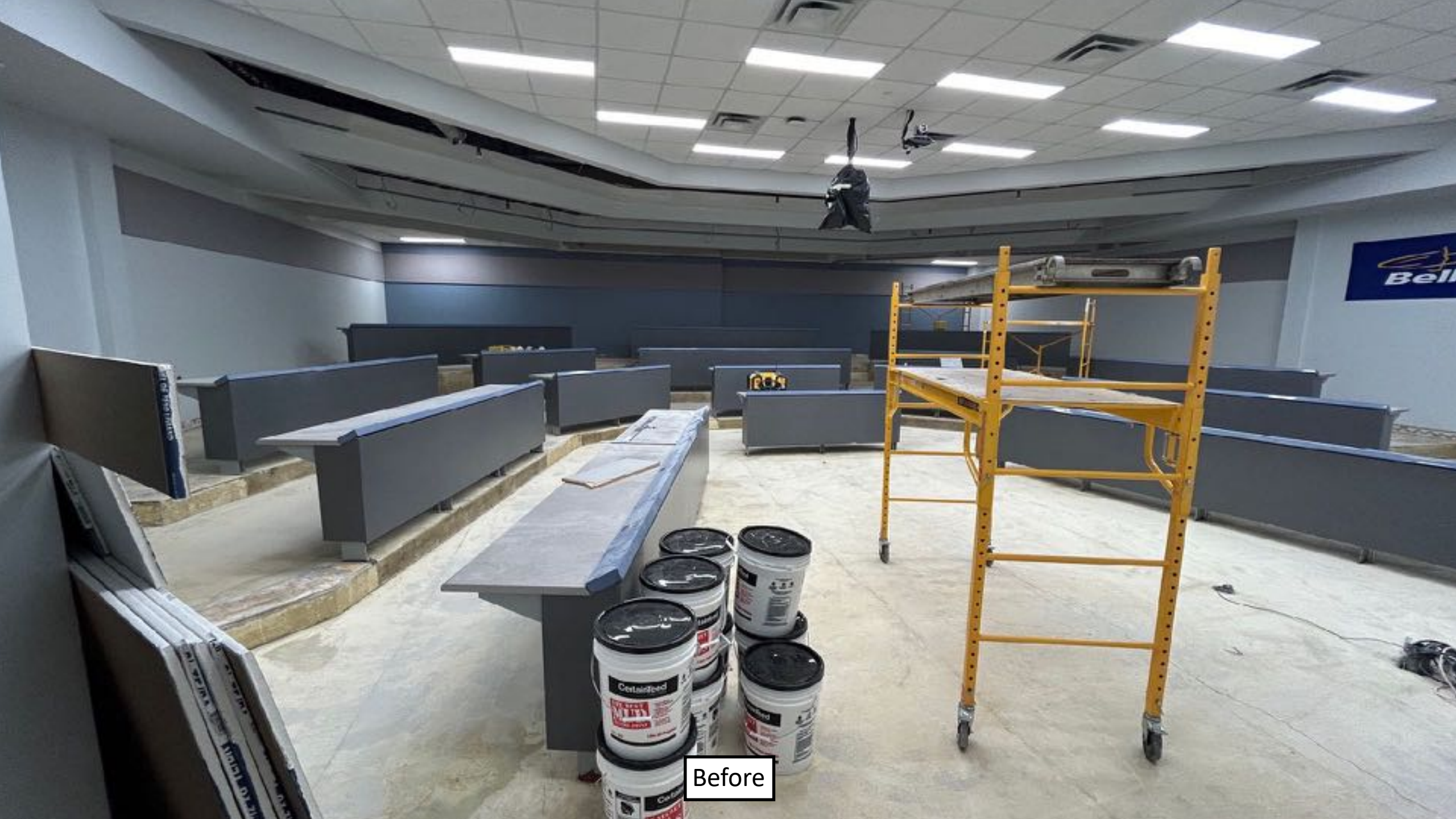


After





Before



Before



After



FRP - Building Renovations

Jane St Roof Replacement

Project Description:

- Replace original section of roof

Project Status Update

- Contractor: Designed Roofing
- Project Cost: \$270,000
- Funding Sources: FRP
- Status : Complete



5.3 Typical Condition of Existing Roof Panels that were Replaced





5.2 New Roof Panel Installation Complete





After



After



After

FRP - Building Renovations



Monastery Windows

Project Description:

- Replace original wood frame single pane windows with

Project Status Update

- Contractor: Kenalex
- Project Cost: \$132,000
- Funding Sources: FRP
- Status : Complete



After

FRP - HVAC Replacements/Upgrades

Building Automation Controls

Honeywell

Project Description:

- Replace obsolete controllers in B-Wing, H-Wing and IT areas
- Replace large multi-zone controllers
- Update and upgrade controllers for R-wing hydronic heating systems

Project Status Update

- Contractor: Honeywell
- Project Cost: \$230,000
- Funding Sources: FRP
- Status : Ongoing



FRP - Grounds Infrastructure Repairs

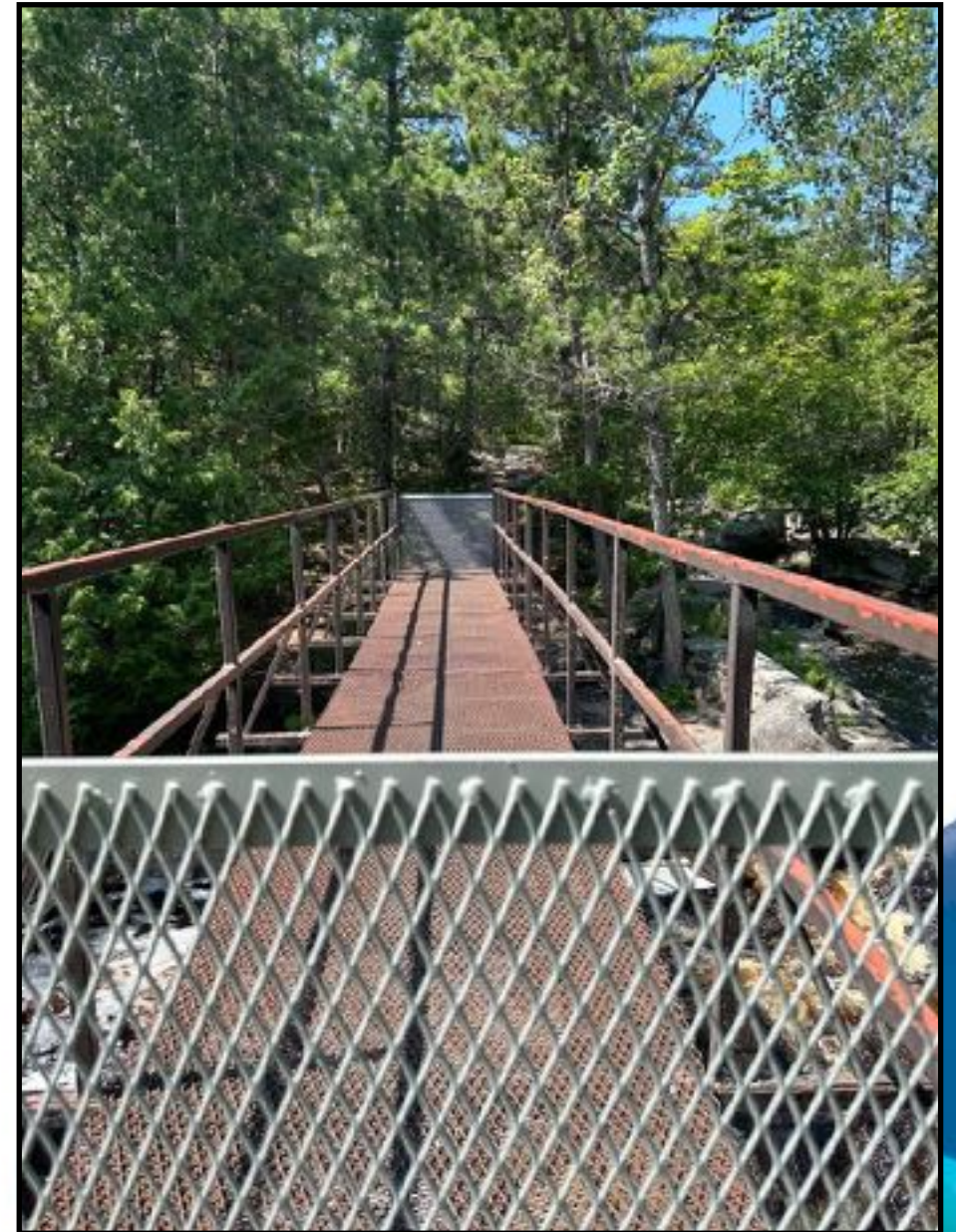
Duchesnay Creek Bridge

Project Description:

- Close and remove existing pedestrian creek bridge
- Evaluate replacement

Project Status Update

- Contractor: EXP
- Project Cost: \$44,500
- Funding Sources: FRP
- Status : Ongoing



Capital and Construction Project Update

Ancillary

- Total Funding : \$350,000
- Residence Roofing : \$230,000
- Residence HVAC: \$30,000
- TRC Windows & Doors: \$90,000



Ancillary - Building Renovations



Residence Roofing

Project Description:

- Replace a section of original single membrane roofing on the Chancellor's House residence building
- Additional phases in future years

Project Status Update

- Contractor: Designed Roofing
- Project Cost: \$230,000
- Funding Sources: Ancillary
- Status : Complete



Damage







5.3 Wet Insulation, Mould and Water Under Existing Vapour Barrier



5.1 New Roofing Installation Overview



5.2 New Roofing Installation Overview

Ancillary - Building Renovations

Residence HVAC

Project Description:

- Replace obsolete heating & cooling units in all facilities - recently dis-continued
- Introducing multiple units per year

Project Status Update

- Consultant: Piotrowski Engineering
- Project Cost: \$30,000+/-
- Funding Sources: Ancillary
- Status : Complete





After



Capital and Construction Project Update

Donations/Grants

- Total Funding : \$1,000,000
- Outdoor Classroom : \$1,000,000



Donations/Grants - Outdoor Classroom

Outdoor Classroom

Project Description:

- Build an outdoor classroom facility to provide a venue for academic learning, student gatherings, cultural exchanges, and public events

Project Status Update

- Architect: Mitchell Jensen Architects
- Contractor: TBD
- Project Cost: \$1,000,000
- Funding Sources: Donation/Grant



Donations/Grants - Outdoor Classroom



Outdoor Classroom Update

- Site selection completed
- Clearing completed
- Geotechnical completed
- Enbridge property review completed
- Property severance underway
- Tender documents underway

Capital and Construction Project Update

Canadore Projects

- Village Phase 2 - Long Term Care Centre
- Parking Lot Replacement

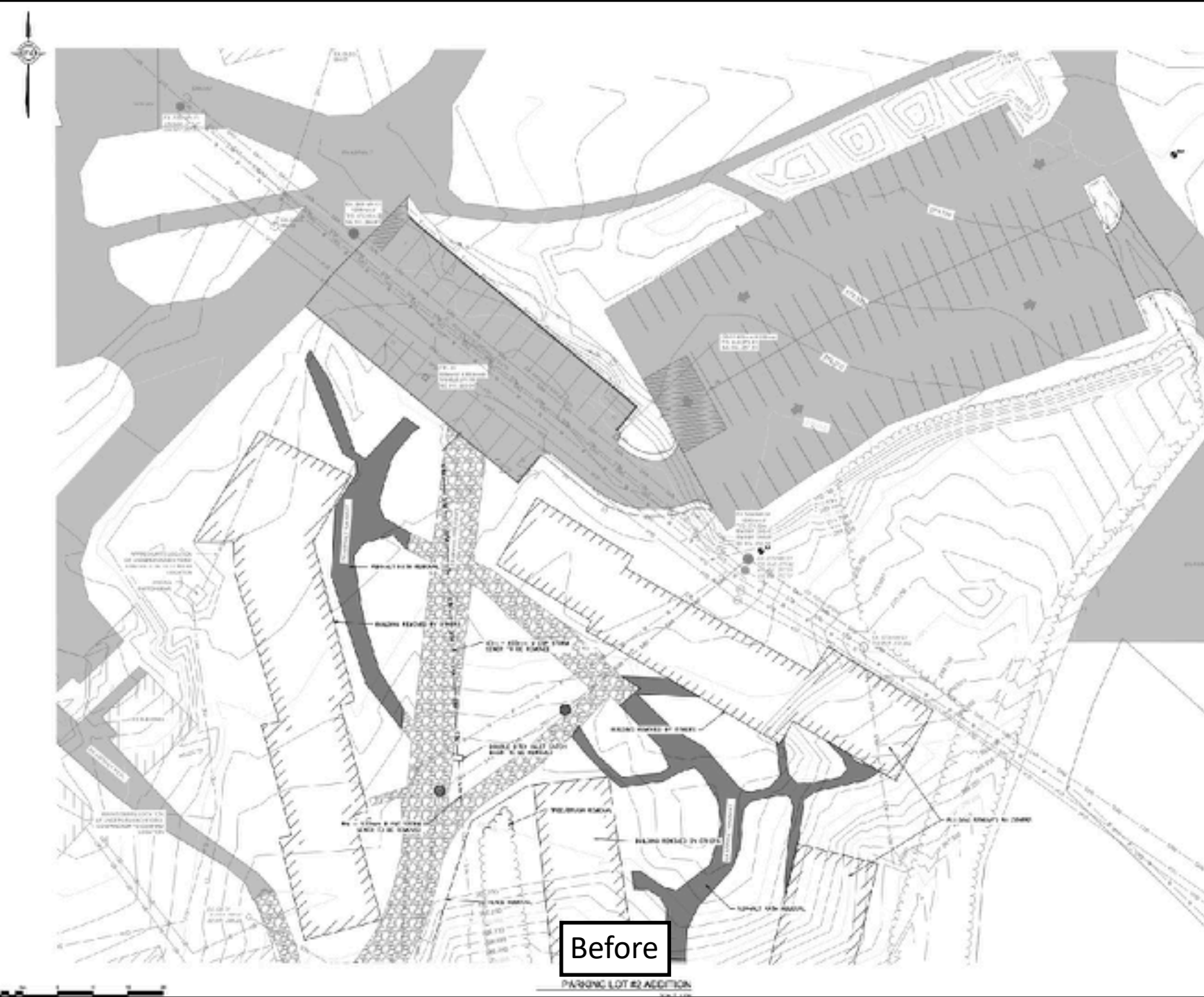


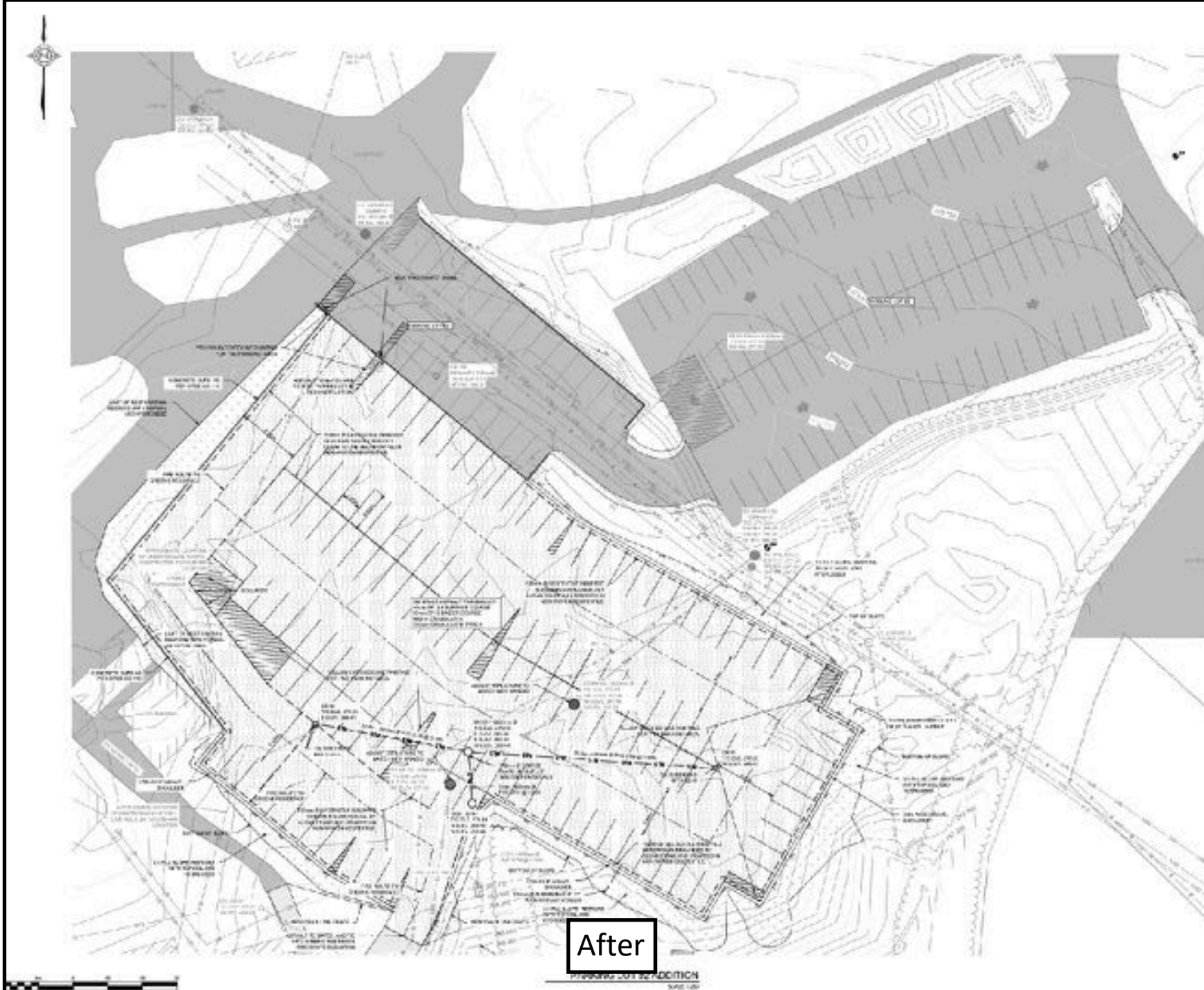
Canadore Projects - Village Phase 2



LTC Update

- Ongoing new parking lot construction to replace spots that will be displaced in Lot #9
- Expansion of Lot #2 is underway with a completion date by end of November (prior to asphalt plant closure)





After



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 left and right sides, which create a sense of depth and texture. The overall effect is ethereal and artistic.

End

Nipissing University
Report of the Academic Senate

November 20, 2024

October 11, 2024 Senate Meeting

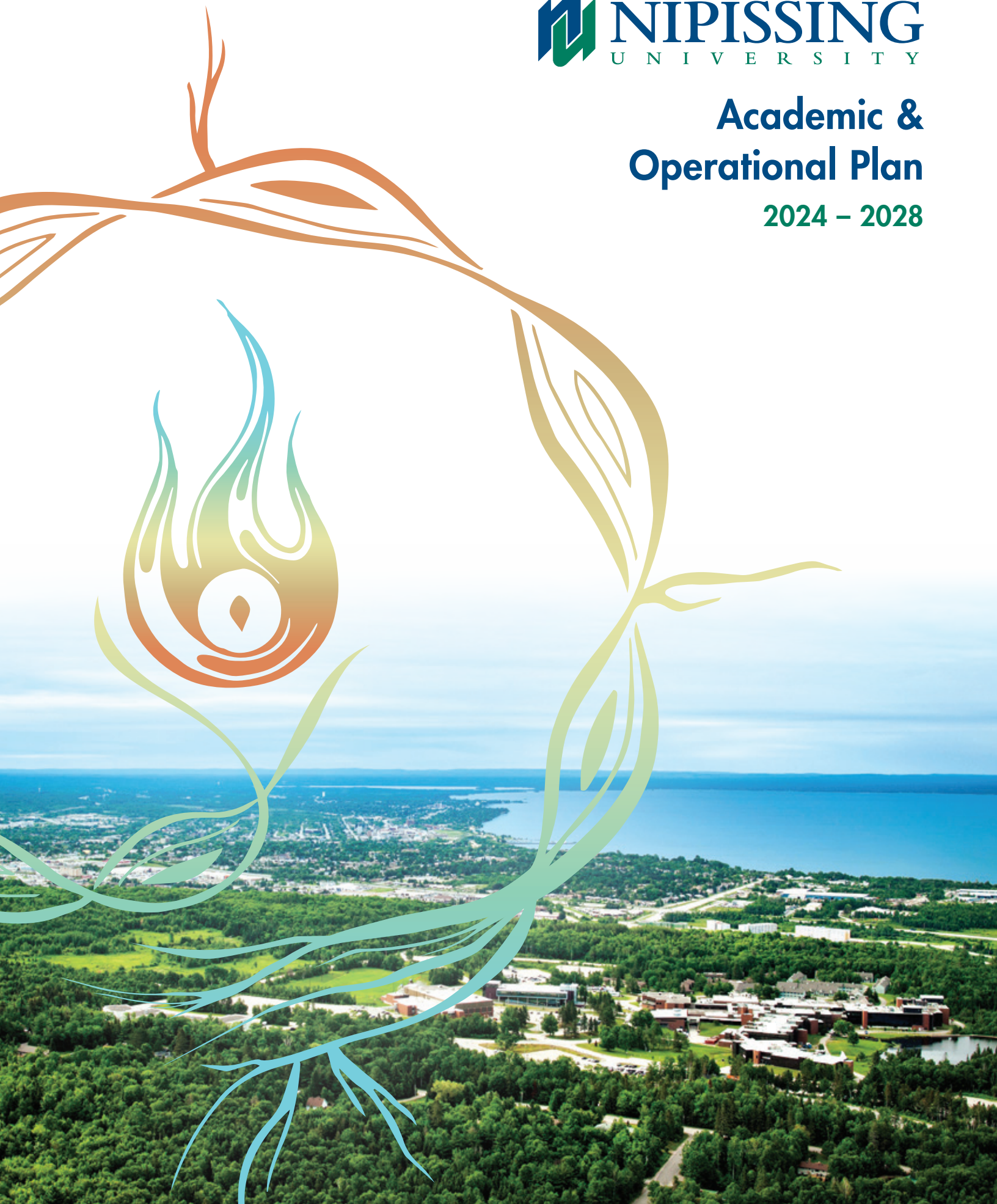
- The Psychology IQAP Final Assessment Report and Implementation Plan (FAR/IP) was received from the AQAPC for information.
- The Report of Graduation Applicants was approved by Senate. The Deans read out the graduands by faculty and degree and congratulated the students and faculty on their achievements.
- The NUSU VP Advocacy and Awareness introduced and welcomed new NUSU student Senate representatives, Emma Bonneau (Faculty of Arts and Science), Daniel Cassanto (Education and Professional Studies), and Brendan Brown (Graduate Studies).

November 8, 2024 Senate Meeting

- The Quality Assurance Audit – Institutional Self-Study, for submission to the Quality Council, was received from the AQAPC for information.
- The Mathematics IQAP Final Assessment Report and Implementation Plan (FAR/IP) was received from the AQAPC for information.
- Dr. Katrina Srigley was acclaimed as the faculty Senate representative to serve on the Board of Governors for a three-year term.
- Dr. Tzvetalin Vassilev was acclaimed as the tenured faculty member from the Faculty of Arts and Science to serve on the Search Committee for the Dean of Education and Professional Studies.
- Dr. Kurt Clausen, Dr. Kristen Ferguson, and Dr. Veronika Williams, were acclaimed as the tenured faculty members from the Faculty of Education and Professional Studies to serve on the Search Committee for the Dean of Education and Professional Studies.



Academic & Operational Plan 2024 – 2028





Academic & Operational Plan

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 Plan 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*. We are convening broadly constituted ad hoc working groups, ensuring appropriate representation from both academic and administrative groups, to advance work in a number of areas; in March 2025, we will convene another set of working groups in order to keep the work of APOP going and to ensure everyone has the opportunity to contribute.

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 and to forge bonds of collective community as we work together to shape the future of the institution.

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. This 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.

In fact, there are two directives which may be seen bounding the APOP plans (**A. Long-term Financial Stability**; and **B. the Commitment to 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 futureproof 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 sustainability of the institution will be assured if we can work collectively, so the process of conversation across units will be an integral part of the actions outlined in this plan. Commitments being made in this document will not impede financial sustainability, in fact, they will help to ensure it. By way of caveat, legislative obligations, including Nipissing's Act of Establishment and its Collective Agreements, have precedence over any commitments herein. The goal of this work is to be a demonstrably inclusive community with robust enrolment and measurable impact.

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 the generosity with which you engaged with us through the process. The process does not end with the plan, we look forward to everyone's engagement in the work that flows from these conversations and commitments.

Sincerely,

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

Chery Sutton,
Vice-President, Finance and Administration
(til June 30, 2024)

Renée Hacquard,
Assistant-Vice-President, Finance and
Infrastructure (til June 30, 2024)
Vice-President, Finance and Administration
(July 1, 2024)



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 (Specific, Measurable, Achievable, Relevant, and Time-Bound) 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:

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, Deans, AVP Students, and the Director of Teaching and Learning are convening conversations to develop corresponding and sympathetic student support models to enhance retention and persistence.

ACTION #1: Fully implement Project Integrate by June 30, 2025 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.

Upon the implementation of Project Integrate, the APOP plan will include targets for enrollment by degree program and market (domestic by province, Indigenous by community, and international by country). Retention and Persistence targets will likewise be set by program by June 30, 2026.

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, Special Advisor to the President. 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.
- best practices for supporting student and staff recruitment efforts.

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 EDIA audit and prepare to address and implement the audit results through the Provost's Indigenous Reconciliation Targeted Action Plan Working Group.

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

Nipissing University will undertake an audit of current EDIA practices. Nipissing University has begun this work under the stewardship of the Human Resources Department. However, 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 community. 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; the work in support of EDIA-AR does not stop. In the short term, we will 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. But Human Resources cannot be charged with leading the academic conversation. It is time to convene an academically-focused conversation on EDIA-AR.

ACTION #5: Convene a Provostial working group of internal and external members by September 1, 2024 committed to the development of an EDIA-AR Action Plan focus on academic considerations, specifically curriculum development and program renewal by June 30, 2025.

ACTION #6: Provincial AODA legislation requires compliance by January 1, 2025. The Director of Teaching and Learning will lead 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.

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 use SMART goals to ensure effective articulation and ensure that annual review is built into 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 focus on good governance and will develop a policy of policies including template, review timelines, proliferation protocol, and a central repository of policies.

ACTION #9: Nipissing will develop and publish (internal to the community) process maps for all academic administrative processes to ensure consistency, reproducibility, fairness and transparency.

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.

According to the UN, and here they are very much reflecting a shared understanding of the future of education and of work,

Conceptual and strategic thinking, creativity, problem-solving, empathy, optimism, ethics, emotional intelligence and judgment are the future-proof skills and attributes that machines will not be able to replicate with the same standards and agility as qualified human beings. Deloitte forecasts that so-called “soft skill-intensive occupations” will account for two thirds of all jobs by 2030.¹

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 that 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.

The skills, competencies and attributes that all of our graduates will manifest on graduation (University-Level Student Learning Outcomes). These help to inform the review of any program and the courses within.

¹ Gabriel Elkeiy, “Future-Proof Skills Can Help Balance Individual and Societal Progress,” UN Chronicle 5 August 2022
<https://www.un.org/en/un-chronicle/future-proof-skills-can-help-balance-individual-and-societal-progress>.



Each Nipissing University graduate possesses/fosters the following abilities and, therefore, can demonstrate the following interconnected institutional academic commitments/competencies:

	University Goal (Ability)	University-Level SLOs (Commitment) Upon successful completion of any program...
1	Analyze critically and creatively	<p>Graduates will...</p> <ul style="list-style-type: none"> engage in the examination of ideas, issues, and problems, drawing on and critiquing established bodies of knowledge and means of analysis. organize information logically and consider alternative strategies, recognizing the need for multiple voices and will seek opportunities for those voices to be heard. utilize divergent or lateral thinking to expand on ideas and create new ways of looking at a situation.
2	Use knowledge and skills proficiently	<p>Graduates will...</p> <ul style="list-style-type: none"> demonstrate competence in the knowledge and skills specific to their area of study by productively applying their knowledge, skills and tools to a variety of situations.
3	Initiate inquiries and develop solutions to problems	<p>Graduates will...</p> <ul style="list-style-type: none"> demonstrate a curiosity that results in inquiry by proposing questions that encourage deliberation, creative expression, and the formulation of solutions to problems, in theoretical, conceptual and applied fields. evaluate the benefits and challenges of different solutions when proposing specific courses of action.
4	Communicate effectively	<p>Graduates will...</p> <ul style="list-style-type: none"> communicate respectfully, by listening attentively, seeking clarification, and working to understand the points of view of others. effectively present information using a variety of modes and media, adapting their method of presentation to suit specific audiences. convey their intended message using a variety of oral, written, and visual strategies and a variety of media platforms to ensure accurate communication.
5	Pursue self-motivated and self-reflective learning	<p>Graduates will...</p> <ul style="list-style-type: none"> initiate action and demonstrate confidence in the application of their knowledge and skills. work independently and productively. set personal and professional goals and establish a plan of action to attain those goals. reflect on their growth and development and use reliable and practical strategies to learn from that reflection.

6	Engage in collaborative leadership and professional practices	<p>Graduates will...</p> <ul style="list-style-type: none"> • work cooperatively, cultivating and thriving in diversity, with diverse peoples. • demonstrate strong interpersonal skills. • demonstrate leadership skills by motivating, including, and supporting others. • seek opportunities to collaborate. • engage in professional dialogue and participate in learning communities.
7	Engage in ethical and respectful practices	<p>Graduates will...</p> <ul style="list-style-type: none"> • engage in activities ethically and equitably: they act with integrity and take responsibility for their actions. • engage in their work using ecologically sustainable practices.
8	Contribute locally, regionally, nationally and globally	<p>Graduates will...</p> <ul style="list-style-type: none"> • demonstrate they are socially just: they are prepared to participate in local, regional and global communities. • demonstrate knowledge of Anishinabek ontologies. • initiate change. • utilize their knowledge and skills to positively impact their community.



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, hyflex and online courses, prepackaged, credit and non-credit offerings),
- the approach to the delivery (synchronous, asynchronous, blended),
- the timing of the delivery (upon registration with or without time limitations, sessional, semester based), and
- the level of interaction model (correspondence, student/instructor, cohort)

with the objective of discerning the most effective and appropriate modalities for curricula. This review will focus on proven practice, student success and accessibility (usability and access).

- 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 focus exclusively on this facility to define the opportunities and models available to maximize the experience for faculty and students. Chair: Gyllian Phillips

- Nipissing will define and demonstrate how a commitment to experiential learning is reflected in curricula and degree architecture.
- The George and Helen Vari Interprofessional Simulation Centre is the culmination of many efforts to provide high-fidelity immersive learning experiences that truly reflect the needs of the learners and the expected outcomes. The George and Helen Vari Simulation Centre combines experiential and interprofessional education. From high-fidelity mannequins that represent a broad spectrum of patient populations, to the simulated living spaces, to the immersive, virtual reality scenarios, our students will experience a level of hands-on learning that is unparalleled. Above all, these spaces and experiences allow for mistakes, growth, and mastery in a safe and supportive environment.
- Initial use of this centre has been within Nursing. The opportunity to extend the use of the centre to apply simulation pedagogy to other programs needs to be captured and reflected in rich curricular options. We will



form an ad hoc committee on simulation for instruction to focus on the sustainable development of curricula across degree programs. Chair: Laurie Peachey.

- Work-Integrated Learning (WIL) provides students with intentionally designed experiences that integrate work experience with academic learning. This approach adds value to our students, faculty, and the communities we serve. We will form an ad hoc committee on WIL to examine best practices and its applicability to current and future programs. Chair: Denyse Lafrance Horning.
- Nipissing will review its academic integrity (AI) policies and protocols to support the confidence and competencies of students to be independent and original contributors to academic conversations. (an initial review of current policies and protocols is due to Senate's AQAPC in Fall 2024).
- Relatedly, Nipissing will continue to review its policies and protocols for the use of artificial intelligence technologies. The Director of Teaching and Learning will convene an ad hoc committee on the use of artificial intelligence technologies in our instructional settings, to report by April 30, 2025.
 - As a disruptive technology artificial intelligence policies and protocols requires a review of current legislation both nationally and internationally given that its use to date has not been founded within legislative boundaries.
 - Although recently the conversations have revolved around the delivery of information through a chat/search approach the use of AI encompasses a broad range of disciplines, often intrinsically, future policies and protocols should reflect this reality.
- 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: The Teaching Hub will create supports and guidelines in terms of UDL and CRP that the institution can use as a unifying marker. And, over the first year of APOP, with the support of the Teaching Hub, 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 suit 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 six-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. N.B. Recognizing the changing landscape for program approval in Ontario, the focus on futureproofing Nipissing University and in support of the strategic plan, the university has identified an opportunity that can be addressed throughout the year. To support the work that is, and will continue, to be undertaken across all disciplines, the Teaching Hub will assist in the process of mapping curriculum, will create a selection of supporting tools to promote equitable application, standards and approaches to enable the continued delivery of high-quality programs. The Teaching Hub will engage in these activities respecting the differences between disciplines, program outcomes and the level of learning within undergraduate, graduate, doctoral and postdoctoral programs and activities.

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; over the next three years we need to understand what the possibilities mean.

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: By March 31, 2025, 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 Quality Assurance and Program Innovation will develop process maps for program innovation and new program development that respond to the Ministry requirements for market research, business plans, and resource commitments from existing programs with clear templates setting out what is required and which office will provide it.

ACTION #15: By November 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. We will work to understand the implications (and limitations, if any) of the provincial ministry definition of experiential learning and a shared definition that works for Nipissing. 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, exchanges, 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 as well as interprofessional 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). Our conversations about the future of Nursing may include the implications of 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 professional focus. As we think about masters and doctoral programs here, the specific

provincial definitions for 'professional' and 'applied' designations will need to be carefully considered with respect to the program structure and eligibility for scholarships.

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 silos). 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 a list of strategic priorities for the School, which includes: a) consideration of how emerging technologies enhance



teaching and learning experiences (e.g. gamification, virtual reality, augmented reality, and artificial intelligence); b) global education, exchange, and cultural competence (i.e., the preparation of teachers to educate in a globalized world by focusing on cultural competence, global citizenship, and inclusive education practices); c) environmental literacy and the integration of environmental education across all subjects, ensuring that future teachers can impart the importance of sustainability to their students. These priorities will accompany and be situated in an analysis of an accelerated degree option (e.g. 12- or 16-months), include programming dedicated to support the qualification of international students, and in reflection of the current and prospective teachable subject areas in concert with the program initiatives in the Faculties of Education and Professional Studies and Arts and Science.

Nipissing University has developed student-centred Business Administration and Commerce programs with concentrations in accounting, entrepreneurship and innovation leadership, finance, human resources, international business, and marketing. While these foundational skills are essential, they must be complemented by the ability to adapt to rapidly evolving industries, disruptive technologies, and the complex challenges that lie ahead for the modern economy. To strengthen our reputation for progressive and forward-thinking business programs, the School of Business should prioritize the development of soft skills such as creativity, adaptability, ethical decision making, and critical thinking, which are essential in today's rapidly changing job market. Therefore, fostering interdisciplinary collaboration is vital. Integrating courses and programs with other departments at Nipissing, such as philosophy, ethics, nursing, education, physical and health education, etc., can provide students with diverse perspectives and a holistic understanding of the complex issues they will face in their careers. Such interdisciplinary efforts will equip graduates from inside and outside the School of Business

with the ability to adapt, innovate, and lead in various sectors, including corporate, non-profit, and entrepreneurial ventures. By embracing these strategies, the School of Business can prepare its students to excel in a dynamic and uncertain future.

ACTION #18: By December 1, 2024, the School of Business will identify synergies with other departments and Faculties, with the goal of building and enhancing programs that foster interdisciplinary collaboration, integrate diverse perspectives, and equip students with the critical thinking, ethical reasoning, and adaptive skills necessary to thrive in a rapidly changing global economy.

ACTION #19: By April 1, 2025, the School of Business will provide the Provost and Senate's AQAPC with a list of strategic priorities for the School, which includes: a) consideration of how the BComm and BBA degrees currently offered can be differentiated and reflect the ongoing needs of prospective students; b) global education, exchange, and cultural competence (i.e., the preparation of business graduates to contribute in a globalized world by focusing on cultural competence, global citizenship, and inclusive practices); c) environmental literacy and the integration of environmental considerations, ensuring that Nipissing graduates manifest the importance of sustainability to their careers; and d) the demonstrable integration of career and employability learning into all programs. These priorities will accompany and be situated in an analysis of degree options, including undergraduate, graduate, executive, and non-credit programming.

The current enrollment in STEM disciplines is declining year over year. This is counter to trends in post-secondary education across the province, country and globally.

ACTION #20: By June 1, 2025, the Registrar and Deans will review the barriers to recruitment in STEM disciplines at Nipissing in order that we can redress the barriers. Upon delivery of the review, the Provost will work with the Faculties to develop a plan for STEM-specific disciplines. The plan will then be imported into APOP with recruitment and retention targets for 2026, 2027 and 2028.

The Fine Arts program is currently in facilities that are not 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 that addresses the strategic and academic priorities of the University.

ACTION #21: By March 1, 2025, the Dean of Arts of Science in concert with the faculty in Fine Arts and Facilities Department 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 (see Action #9). This would allow us to negotiate them more easily, plan more effectively, but also work towards improving them in ways that are not obvious when they're siloed from each other. As well, the Manager of Quality Assurance and Program Innovation will collaborate with the Director Teaching and Learning to enable support for programs at an operational level. The Teaching Hub will be available to support the program and course review processes.

Recruitment, Enrolment, Persistence

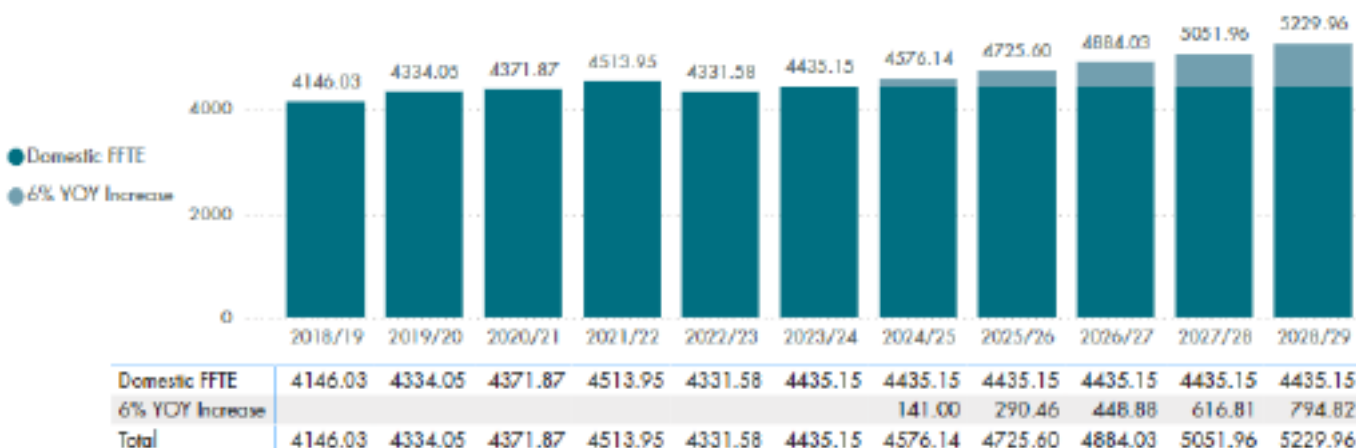
Our goal is academic excellence that continuously evolves as a function of new and continuing (persistent) students who are drawn to Nipissing University by virtue of its reputation for excellence, the value-added features of its programs, and its innovative and challenging curriculum. Nipissing University, 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 #22: 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 FFTE (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 #23: To ensure that recruitment aligns with strategic and academic priorities, effective September 1, 2024, SEM will move to 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 to recruitment and enrollment.

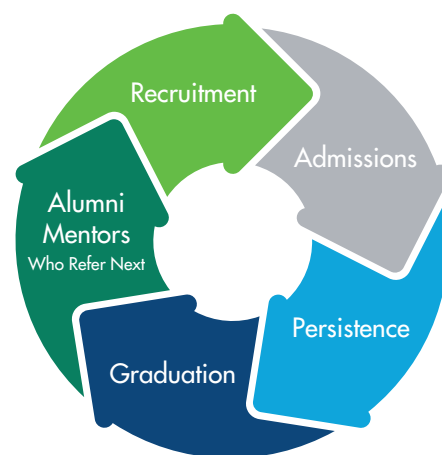
ACTION #24: At this time, Project Integrate focuses on undergraduate enrolment; the Associate Dean, Graduate Studies will lead the development a graduate focused recruitment plan by February 1, 2025.

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



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 #26: By March 1, 2025, the AVP Students will convene an ad hoc working group to focus on retention from a student-centred focus. To work towards a wraparound support service, the working group will review 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.

ACTION #27: By November 1, 2024, the AVP Students will lead conversations towards a seamless student service experience with the goals of:

- reducing barriers and onerous burdens such as excessive paperwork, difficulties communicating between services, and others
- adopting a ‘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 ensuring all staff and faculty with direct student contact have a level of confidence in their knowledge of that process.

ACTION #28: By April 1, 2025, the AVP Students and Registrar will review current processes, procedures and policies, to determine where more direct support for 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 in achieving their own definition of success, not just at-risk students, but also the mid-performing and high-performing students.

ACTION #29: The AVP Students, in collaboration with the Director of Student Wellness, will evaluate sector-specific standardized frameworks for student mental health. An informed recommendation will be provided by June 30, 2025 to identify a suggested framework that meets the unique needs of the institution, satisfies Ministry expectations, and reflects the values and commitments of the Nipissing University Strategic Plan. Following the adoption of a recommendation, a mental health strategy will need to be drafted by an ad hoc working group. Once adopted it will be integrated into APOP with measurable outcomes.

ACTION #30: By October 1, 2025, the AVP Students will collaborate with the Manager of Quality Assurance and Program Innovation to develop a standard approach to student service evaluation and quality assurance. This will become the template for the QA evaluation for non-academic functional areas.

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.
- provide an inclusive and welcoming physical and virtual learning environment that focuses on the student experience and fosters well-being and a culture of belonging.
- attract students to programs that they may be unfamiliar with.

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

ACTION #31: 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, if necessary.

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 #32: 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



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, and 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 four new Canada Research Chairs (CRC). The allocation of those chairs will align with the strategic research priorities defined in the Strategic Research Plan, 2024-28 (SRP).

ACTION #33: In Fall 2024, the AVPRIGS will lead a consultation to finalize the SRP. The SRP 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 #34: 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 (Note: 2025-2028 are target amounts)

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

ACTION #35: 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 #36: 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 #37: 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 #38: 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 #39: By November 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 #40: The AVPRIGS in collaboration with the Manager, Alumni and Advancement and 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. Ongoing (annual targets will be defined by July 1, 2025).

ACTION #41: Ongoing, and in concert with Indigenous Reconciliation Working Group and the SRP, the Office of Research, Innovation, and Graduate Studies will engage with researchers and Indigenous communities 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 #42: 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).



Indigenization and Decolonization

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

- 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

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.

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 #43: Through the Indigenous Reconciliation Targeted Action Plan and the establishment of an Indigenous academic advisory council, we will define how we will achieve the three commitments presented in the Strategic Plan.

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. The addition of peer review and mentoring could be part of this action as well as overall in teaching practices.

ACTION #44: Nipissing University will explore various professional development opportunities including professional development days (workshops) committed to Indigenous Reconciliation and EDIA-AR with a focus on academic programming for faculty and staff to support ongoing learning and community development.



Internationalization and Globalization

The University has set a target of 15% international students and the complementary desire to internationalize the experience of domestic students through exchange as well as curricular and research partnerships.

ACTION #45: All degree programs will review the opportunity to establish international partnerships and exchanges, with the goal of three MOUs and 10 exchanges per year. We commit to reviewing these targets annually.

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 that environmental sustainability is part of this priority, but over the course of this APOP we need to move from a statement of general concern to a plan of measurable action.

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, Indigenous, and the external community with whom we share our natural bounty). The committee will be tasked with developing terms of reference by March 1, 2025. A call for membership will be circulated by October 1, 2024.

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
- 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 #46: 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 environmental sustainability plan.

It has been suggested through this consultation that, while we are hosted on a beautiful campus and are in close proximity to waterways and natural resources that have been stewarded by First Peoples from time immemorial. How do we establish reciprocal relationships to support our joint efforts to understand and preserve the health of these systems? Can these relationships support training and research opportunities for undergraduate and graduate students at Nipissing? We have the technological capacity (boats, buoys, and other equipment) to support the monitoring of local lakes by First Nations communities; these physical resources need to be understood to be a benefit when used in support of collaborative relationships with the local stewards. The ability to work in concert with First Nations on issues of water science could attract students to Nipissing and raise our 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 a thriving workplace culture is paramount to the success of Nipissing University and should 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.

During the past year, we have engaged in a number of activities for the purpose of enhancing our workplace culture. For example, we have held monthly meetings between Human Resources and Departmental Supervisors to ensure consistency in the application of Collective Agreements and employment related policies and issue resolution, and to provide opportunities for professional development. We have also created a Wellness section on our website that outlines and includes the newly developed Ergonomic Prevention Program and other wellness initiatives. The Pension & Benefits Advisory Committee continues to review group benefits and reviews what is offered to respond to employee needs.

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

ACTION #47: Creation of a Wellness Strategy by August 2025.

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

A plan for the 2024-2025 fiscal year is currently being developed, and feedback will be requested on each initiative undertaken in the plan. The feedback will be used to modify the following fiscal year's plan.

ACTION #48: 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 investigate an appropriate way to develop and conduct 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.

The Human Resources department will develop a plan by January 2025.

Welcome & Belonging, Commitment to Diversity

Our commitment to diversity is a fundamental aspect of our Academic and Operational Plan. 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 community and drive sustainable growth.

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

Creation of the Equity Action Planning Task Force (EAPT)

As stated in its 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 intersectionalities 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 will begin in the fall of 2024 (see Action #7).

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, 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 to guide our decision-making process, and we also follow the recruitment, selection, and retention document provided by the CRCP.

Training

Various EDIA-AR training has been delivered (Unconscious Bias and Discrimination in Hiring, Respectful Workplace and Learning Environments, for example) 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 #49: Implement the Recommendations from the Equity, Diversity and Inclusion Audit.

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

ACTION #50: Develop processes to affirm Indigenous identity

With the assistance of NUICE and in conjunction with the Provost's Indigenous Reconciliation Targeted Action Plan (Action #2), we will develop a robust process to confirm Indigenous identity requires a respectful, transparent, and culturally sensitive approach. This process should aim to honour the traditions and protocols of Indigenous communities while ensuring the integrity of the verification.

ACTION #51: Create an Equity, Diversity and Inclusion Action Plan as required under the Canada Research Chair Program

Under the leadership of the AVPRIGS, and as part of the Strategic Research Plan consultation, we will 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 #52: The VP, Finance and Administration, in conjunction with the AVPHR & EDI will review possible changes to the current University structure that would be beneficial to better promote EDIA-AR initiatives.

By December 1, 2025, the VP Finance & Administration and AVPHR & EDI will review the possibility of creating an independent Equity, Diversity, and Inclusion unit within the organization, dedicated to promoting equity, diversity, and inclusion (EDIA-AR) 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

Effective recruitment 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 efforts:

'Bias and Discrimination in Hiring' training has been delivered to all academic hiring committees and to the University Management Group with intention of expanding to all hiring committees.

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

ACTION #53: Develop a broad Employee Recruitment Strategy

The Human Resources Department, in conjunction with the Executive Team, will review the University's 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.

ACTION #54: Create a more vigorous onboarding program

Create a more consistent onboarding program that ensures all new hires seamlessly integrate into University culture and swiftly become productive members of the community. 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.

The Human Resources department will develop a draft program to be shared with the University Management Group for feedback by December 2024.

The onboarding program will include various components for various levels of work. Topics will include:

- 'Who/what is Nipissing University'
- Governance structure
- Organizational structure
- List of departments
- Tours

ACTION #55: By December 1, 2024, adopt 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.





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 and 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 #56: Develop a campus wide Employee Training Plan/Program:

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

ACTION #57: Develop and implement a professional development curriculum through the Teaching Hub
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 #58: Provide training and support for academic administrators.

Academic administration is an essential element of a successful University. It is unreasonable to assume that academic colleagues can move in and out of administrative roles without sufficient support and preparation.

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.

Financial Stability & Sustainability

Financial stability and 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, sponsorship, ancillary services, 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 #59: Develop internal financial metrics including annual targets on replenishment of spendable reserves by March 31, 2025.

In setting annual targets for reserves, it is crucial to balance financial stability with growth aspirations. Our primary objective is to establish a robust reserve fund that can safeguard the University against unexpected consequences of environmental factors, while supporting strategic investments and operational needs. We will regularly review and adjust targets to reflect changes in the environment. By maintaining a disciplined approach to reserve management, we aim to enhance our financial resilience and sustain our growth trajectory.

Metrics will be communicated to the Audit & Finance Committee and will be part of the Committee's workplan to be reviewed regularly.

ACTION #60: Document our budget process including how the budget is developed, reviewed and approved starting November 2024.

Documenting the budget process is essential for ensuring transparency, accountability, and strategic alignment within our organization. Documenting and sharing the process not only facilitates informed decision-making, but also fosters a culture of financial discipline and strategic foresight across the organization.

The process document will be presented to the Audit & Finance Committee as part of its regular budgeting process.

ACTION #61: By September 2025, develop financial literacy resources (i.e., web page, training, workshops) to assist the University community in understanding Nipissing University financials.

Financial literacy is the ability to understand and effectively use various financial skills, including financial management, budgeting, and resource allocation decisions. This resource will be developed and shared with the University community.

ACTION #62: Continue to develop and grow long-term alternative revenue strategies.





Developing alternative revenue strategies is essential due to increasing financial pressures. Traditional sources of revenues such as tuition fees and government funding are becoming less reliable and insufficient to meet growing operational demands. Diversifying revenue streams will assist with financial sustainability. This includes developing profitability strategies for each ancillary service, extended learning, as well as alternative revenues for athletics and other non-academic activities.

The first step will be to document our existing alternative revenue strategies. Ongoing work will include refining and updating as more information becomes available (e.g., work being done by other Institutions within Ontario and across Canada).

ACTION #63: By April 2026, develop a comprehensive picture of the financial contributions of each academic (Action #13) and non-academic area to assist in making future investment decisions to fulfill the requirements mandated by the Auditor General's Office.

Incorporating this work will provide the University with additional data, enabling more informed decision-making. This work will be done by the Office of Institutional Planning & the Finance Department, in collaboration with the University Management Group.

ACTION #64: Create an operational review plan and consider engaging external consultants (ongoing).

An operational review plan is a thorough evaluation of current operations, identifying areas for improvement, and implementing actionable recommendations. The goal is to streamline workflows, reduce costs, and improve overall performance and align with Action #30.

ACTION #65: By April 2026, develop an IT strategic plan, and investment plan with the goal of understanding what resources are required, and when.

We recognize that investment in IT infrastructure has been limited over the last few years. The goal of the plan includes optimizing IT infrastructure, and enhancing overall operational efficiency. Having a clear vision for future needs will assist with financial planning.

ACTION #66: By December 31, 2025, conduct an Enterprise Risk Management (ERM) process

Conducting Enterprise Risk Management process is essential for proactively identifying, assessing, and mitigating risks that could impact the University's objectives. The ERM process helps ensure that potential threats are addressed systematically and that opportunities are leveraged effectively.

Communications & Brand Identity

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 APOP 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.

Recognizing that 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 implementing strategic communication strategies, Nipissing will not only navigate challenges more collaboratively and effectively, but also capitalize on opportunities for growth and innovation.

ACTION #67: 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.

Articulating Our Identity

Through the strategic planning and APOP engagement processes, we gained a clearer understanding of who we are, what makes us unique, and what is most important to our community. Reimagining our brand to be more reflective of our identity will be key to reinforcing our purpose and enhancing our reputation. The following unique elements that form our identity need to be consistently and authentically captured throughout our brand:

- Our small size, northern locale, and student-centred approach to all we do
- Our treaty relationships and responsibilities to Truth and Reconciliation
- Our unique relationship to water, land and place
- A culture of harmony and care
- Strategic, innovative growth and development
- Sustainability

ACTION #68: By September 2025, identify the best way to move forward with a brand audit.

The brand audit will identify the extent to which our identity is authentically reflected throughout our brand as well as measure the strengths and weaknesses of our brand, and its performance relative to other brands in the market.

ACTION #69: Upon completion of the brand audit, develop a five-year marketing, communications strategy to reimagine our brand and to grow and build pride in our identity among the University and broader communities.





Community & Partnership 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 #70: Develop a comprehensive Community Relations Strategy, leveraging the Community 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

Strategically advancing donor, alumni, and partner relationships to cultivate pride, fuel innovation, empower communities and sustain connection and growth will be key to our success.

ACTION #71: In partnership with the Nipissing University Alumni Board and consistent with the Alumni Engagement Strategy, develop a five-year alumni plan to broaden and deepen alumni engagement through programs and initiatives that connect, celebrate, and sustain alumni networks by April 2025.

ACTION #72: Launch a comprehensive and scalable approach to philanthropy with the development of a five-year plan that is student-centered, and that advances the university's mission and the communities it serves by April 2025.

ACTION #73: By April 2025, launch a scalable sponsorship strategy that maximizes the University's sponsorship revenue, while offering opportunities to grow and enhance relationships and partnerships with external stakeholders, businesses, and community groups.

Ongoing Engagement Opportunities & Progress Updates

For more information about engagement opportunities, supporting documents, and progress updates, visit: <https://strategicplanning.nipissingu.ca/apop>







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For more about Nipissing University's
plans for the future, visit
strategicplanning.nipissingu.ca



Provost & Vice-President, Academic

Report to the Board of Governors – November 2024

PVPA's Report

1. Congratulations to faculty who have received internal research awards:

Researcher		Title	Awarded
Aimable Nkurunziza	Nursing	Post-Government Regionalization and Dispersal Policies: Community-Based Participatory Project to Identify Solutions of Newcomers' Health and Healthcare Challenges in Rural and Northern Ontario	\$7,000
Anna Przednowek	Social Work	PARN Research Camp Photo Elicitation Evaluation Study	\$8,000
Tyson Stewart	Indigenous Studies	"Playing Indian" in the Era of Truth and Reconciliation: Satirizing Pretendians in Indigenous News Media and Popular Culture	\$6,000
Richard Wenghofer	History	Archaeology and History of Greek Colonization of Ancient Thrace	\$4,000
			\$25,000

2. For 2025-26 enrollment, the recruitment team and faculty have supported efforts at the Ontario University Fair (OUF – October 5-6) and a campus Open House (November 2). The recruiters have also travelled to Nigeria, Ghana, and Jakarta, Indonesia as a part of a new initial to diversify Nipissing's international imprint.

OUF

2024 OUF Attendance was 70,653 (-18.15% from 86,318 in 2023)

Scans at the Nipissing booth were up 7.77% from last year for a total of 1674.

This is our highest ratio of scans for the past 5 years representing a connection with 2.37% of event attendees (we connected with 1.81% of attendees at the event in 2023)

Fall Open House

Total Registrations: 386 (2023 registrations: 273)

Attendance: 285 (2023 attendance: 199)

Attendance rate: 73.8% (2023 rate: 73.3%)

Ontario High School Fall Travel

Recruiters completed 60% more visits this year than the previous fall, and the number of leads collected across visits is up 77%



Provost & Vice-President, Academic

Applications

Undergraduate applications are up approximately 5.2% from this time last year
Ontario High School applications are up 7.8% from this time last year

For Winter 2025, with modest confidence, the Registrar is anticipating 5 new international admissions, 20 new domestic starts (general), and 100 Nursing starts in Winter 2024.

3. The Strategic Enrollment Management (SEM) Working Group has been established and convened (Action #23 complete, APOP). And the SEM Plan 2024-27 is being finalized. Phase 1 has been to accurately profile with data NU's position and student composition. Phase 2 will align KPIs to the Strategic Plan commitments, APOP, and Project Integrate. At the Faculty level, SEM Faculty Groups are being composed (draft attached).
4. Lindsay Sullivan is the acting AVP, Students.
5. With respect to the academic governance review, Cheryl Foy has been on-campus for the week of November 18-22 to conduct interviews with both Board members and Senators. Thank you to all members who have made the time to meet with Cheryl. And to those who were unavailable within the week, interviews will continue for invited participants by Zoom.
6. Congratulations to the Nipissing Laker's Women's Soccer Team who finished the season second in Ontario (nail biter in Ottawa) and fifth in the country (a series of really fabulous games in Halifax)!

RESIDENCE LIFE

At time of writing, we are anticipating 15 vacant beds in residence in Winter. Housing availability has not been reported to present a particular challenge for students this academic year.

APOP UPDATE

28 of 45 actions identified as academic are underway. 1 action is complete. By way of examples, work on Action #14: 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, has guided our work on two new programs (one already with Ministry approval) and one current program that required significant redesign.





BOARD OF GOVERNORS SEXUAL VIOLENCE REPORT 2023-2024

Author: Sarah Clermont, Sexual Violence Prevention & Education
Coordinator

Date: October 8, 2024

As per the Ministry requirement (Pursuant to Subsection 17(7.1) Ministry of Training, Colleges, and Universities Act): A Sexual Violence Annual Report be presented to the Board of Governors for each academic year on or before November of each calendar year. The academic year is defined as May 1, 2023, to April 30, 2024

Background

In 2016, the Ontario Government passed the Sexual Violence and Harassment Action Plan Act. Section 3, specific to the Ministry of Training, Colleges and University Act's intent is to make campuses safer spaces through enforcement of a sexual violence policy, increasing support to survivors of sexual violence, and formalizing how institutions address incidents as they arise.

In March 2019, the Ontario Government announced additional action-based and reporting requirements for each publicly assisted post-secondary institution. This includes the requirement that each post-secondary institution report annually to its Board of Governors on sexual violence and that this report would be publicly available. The government announcement also included a requirement that every publicly-assisted college and university in Ontario have a task force devoted to tackling sexual violence on campus and be required to report its findings to both their respective Board of Governors as well as to the Ministry of Training, Colleges and Universities. On our campus the Action Against Gender Based Violence Committee (AAGBVC) served as the required the sexual violence task force.

This report consists of the following parts:

Part I: Initiatives and Programs Established by Nipissing University to Promote Awareness of its Sexual Violence Supports and Services Available to Students

Part II: Number of Incidents and Complaints of Sexual Violence Reported by Students

Part III: Action Against Gender-Based Violence Committee (AAGBV)

PART I: Initiatives and Programs Established to Promote Awareness of Sexual Violence Supports and Services Available to Students

In line with its approach to addressing sexual violence in a trauma-informed and survivor-centred manner, the University has established various training, initiatives and programs to prevent and respond to sexual violence, as well as raise awareness about the supports and services available to students.

Education and Training

Over 49 workshops and training sessions were delivered to the Nipissing University community, Lakers Athletics, Residence Life, Nipissing University Student Union Orientation Leaders, Orientation Team members, International Student Mentorship Program, Office of Indigenous Initiatives Community Service-Learning Volunteers and various classrooms presentations.

Through these training opportunities more than 446 students gained knowledge and skills on the topics of sexual violence prevention, consent, bystander intervention, gender, allyship and sexual violence disclosure response.

Sexual Violence Prevention, Intervention and Response Training for Students May 1, 2023 to April 30, 2024		Participants
Athletics Gender Based Violence Program	Consent+	62
	Sexual Violence Response	37
Residence Life Training	Consent+	36
	Gender 101	36
	Sexual Violence Response	36
	Behind Closed Doors	48
NUSU O-Week Leaders and Executives	Sexual Violence Response	25
ISMP & OII Volunteer Training	Sexual Violence Response	13
On the Rocks Staff Training	Safer Nights Out	20
General Student Workshops	Consent+	14
	Bringing In the Bystander	12
	Gender 101	10
	Intro to Allyship	15
	Sexual Violence Response	10
In-Class Presentations	SWRK 3316	10
	ENGL 3117	20
	SWLF 2006	10
	SWLF 2007	32
Total students trained		446

Safer Nights Out: Partnership with On the Rocks to provide bar staff and management the skills to intervene, support, and prevent sexual violence from occurring in their spaces or having their spaces used to facilitate sexual violence. Created customized SOS cards that can be used by patrons to discreetly request for assistance and provide information about campus safety and supports.

Programming, Initiatives and Events

Consent Belongs Here initiatives and events are designed to enhance students' understanding of the root causes of gender-based violence within the university community. This includes addressing attitudes and beliefs that contribute to the normalization of such violence. These events also seek to equip students with knowledge about the support services available to survivors, both on and off campus, to encourage their utilization.

Sexual Violence Prevention Education Programming, Events and Initiatives May 1, 2023 to April 30, 2024	Number
Total estimated participants in sexual violence prevention programming	885
Types of programming events offered:	
Family Feud Game Show	50
NUSU Sexy Bingo	450
16 Days of Activism	100
Consent Awareness/Action Week	100
International Women's Week	98
Take Back the Night	n/a
Empowering Voices Panel	75
December 6 Memorial	12
Total estimated participants in sexual violence prevention initiatives	194
Types of initiatives events offered:	
Lunch unpacked: Community Conversations for social change	15
Supporting Survivors Series	18
Restorative Justice Circles	9
Masculinity Miniseries	2
Safer Parties Fair	150

Programming

- **Owls Week: Family Feud Game Show:** During Lakers Orientation Week, Consent Belongs Here partnered with the Nipissing University Student Union and Residence Life to organize an interactive game show-style performance delivered to incoming students as part of orientation week activities. The show's goal was to educate students about consent, healthy relationships, and sexual violence, as well as to guide them on where to seek support within Nipissing University and the wider North Bay community.
- **NUSU Sexy Bingo:** Held multiple times per year, Sexy Bingo is a collaboration between Nipissing University Student Union, The Equity Centre, and Consent Belongs Here. It provides education, information, resources, and safer sex tools for students.
- **16 Days of Activism:** The 16 Days of Activism against Gender-Based Violence is an annual international campaign that begins on 25 November, the International Day for the Elimination of Violence against Women, and ends on 10 December, Human Rights Day. Consent Belongs Here supported the students in INDG 3106 by organizing the Faceless Dolls Project to raise awareness about Missing and Murdered Indigenous Women, Girls, and Two-Spirit people (MMIWG2S) and to raise funds for Amelia Rising, a local sexual violence support center in North Bay.
- **Consent Awareness/Action Weeks:** Consent Belongs Here collaborates with other Ontario universities to organize an annual Consent Weeks in September and January. Consent Week aims to address sexual violence on campus through prevention, intervention, and support. This year the programming included online safety and digital consent workshops, a movie night in partnership with The Equity Centre, and a keynote address hosted by Amelia Rising featuring Julie Lalonde, an internationally recognized public educator and women's rights advocate.
- **International Women's Week (IWW):** Every year, Nipissing University invites faculty, staff, students, and community members to celebrate International Women's Week. These events focus on education,

community engagement, reflection, and discussions about the challenges and progress of women. This year, Consent Belongs Here collaborated with Nipissing University's Department of Gender Equality & Social Justice to organize a virtual keynote address by Dr. El Jones, a scholar, poet, journalist, and activist based in Halifax. The address aimed to spark discussions on feminist anti-racism, prison abolition, and decolonization.

- **Take Back the Night:** An annual global event to stand against sexual violence in all forms. Take Back the Night is organized by community partner, Amelia Rising. Consent Belongs Here participated as event volunteers, supporting the logistics and setup of the event, as well as communicating event information with the Nipissing University community.
- **Empowering Voices:** A Speaker Panel Event on Gender-Based Violence in Indigenous Communities took place on November 30th as the culminating event for the 16 Days of Activism. The event was organized in collaboration with the faculty of Indigenous Studies, the Office of Indigenous Initiatives, and Amelia Rising, aiming to educate and empower attendees by showcasing knowledge and experiences from Indigenous students and community members. The panel included past and current Indigenous students, community members, and Resilient Inuk, Vanessa Brousseau, a verified social media creator and MMIWG2S activist.
- **December 6 National Day of Remembrance and Action on Violence Against Women:** Each year, Consent Belongs Here hosts a memorial to commemorate the massacre at Polytechnique Montréal (December 6, 1989) and mourn lives lost to femicide. In 2023, the University community was invited to attend a memorial and candle-lit vigil at the Teaching Hub to reflect and renew a commitment to end violence against women.

Initiatives

- **Lunch Unpacked: Community Conversations for Social Change:** Developed and facilitated in partnership with Amelia Rising, this conversation series focuses on building skills and awareness to work towards healthier relationships. Each session focused on a different topic, including establishing boundaries, handling rejection, and navigating jealousy.
- **Supporting Survivors Series:** The series was created for students interested in learning about survivor-centered and trauma-informed professional practice. Participants had the chance to gain skills in supporting individuals affected by sexual violence. The topics covered sexual violence response, recognizing and supporting survivors through risk assessments, and developing survivor-focused policies.
- **Restorative Justice Conversation Circles Pilot:** As part of the University's ongoing commitment to transformational learning experiences and implementation of restorative justice practices, Consent Belongs Here hosted its first 3-part restorative justice conversation circles pilot for students. The aim of the restorative justice dialogue circles was to begin developing a knowledge of the Restorative Justice Process and how dialogue circles are conducted. These dialogue circles focused on topics relating to campus culture and gender-based violence.
- **Masculinity Miniseries:** This series aimed to encourage participants to learn, reflect, and take positive action to build an inclusive society. Through a diverse range of conversations, the series provided a safe space for discussing the role of masculinity in today's society. It sought to challenge the current definition of masculinity and promote a more enhanced way of looking at masculinity and manhood moving forward.

- **Safer Parties Fair:** In collaboration with Residence Life and North Bay Parry Sound District Health Unit, the Safer Parties Fair provided students with a range of harm reduction strategies, resources, and supports.

Resources

- **Safer Partying Online Resources:** Developed in response to students' requests for increased awareness and support regarding drink spiking and safety at parties. Consent Belongs Here collaborated with the North Bay Parry Sound District Health Unit to gather information and resources on harm reduction, drink spiking, and safety.
- **On the Rocks SOS Cards and Safety Posters:** In support of the Nipissing University Student Union's opening of the student pub, "On the Rocks," Consent Belongs Here developed safety resources, including an SOS card that can be used by any patron to discreetly ask for assistance, as well as safety posters. Bar staff were trained on what to do if an SOS card was received.

Part II: Number of Disclosures and Times Supports, Services, and Accommodations Relating to Sexual Violence Were Requested and Obtained

Between May 1, 2023, and April 30, 2024, 12 students requested and obtained support from Sexual Violence Prevention and Education. This includes survivors requesting supports, services, and accommodations because of disclosures, as well as (1) respondent requesting supports, services and education. The breakdown of these supports, services, and accommodations for the reporting period is as follows:

Student Disclosures of Sexual Violence May 1, 2023, to April 30, 2024	Numbers
Total number of students supported by Sexual Violence Prevention & Education	12
Types of Sexual Violence Disclosed:	
Number of complaints/reports of sexual harassment	6
Number of complaints/reports of sexual assault	2
Number of complaints/reports of stalking	0
Number of complaints/reports of indecent exposure	0
Number of complaints/reports of voyeurism	0
Number of complaints/reports of sexual exploitation	1
Number of complaints/reports of historical sexual violence	4

**NOTE: This data does not include reports made through other university avenues (security, residence, counselling, faculty, etc.)*

Supports, Services, and Accommodations

Sexual Violence Prevention & Education works closely with survivors, complainants, and respondents to provide support, services, and accommodations from a trauma-informed approach.

Supports are available to students collaboratively and include:

- Providing compassionate listening, grounding and trauma-informed support
- Guiding complainants, respondents, and witnesses through complaint processes.
- Providing support at every stage of the University's investigation process under the Sexual Violence and Sexual Misconduct, Prevention and Response Policy for Students.
- Advising and assisting survivors with options outside the University, such as reporting to the Police.

- Assisting survivors in court proceedings, including gathering information and communicating with the Crown Attorney in criminal proceedings.
- Referring and/or accompanying survivors to supports and services, both on- and off campus. Including but not limited to emergency financial support, housing supports, counselling, and medical care.
- Providing letters of support for academic considerations, course drops and withdrawals, and grade appeals.
- Developing safety plans and initiating interim measures.

Student Accommodations Requested and Obtained May 1, 2023 to April 30, 2024	Numbers
Total number of students who requested accommodations under Nipissing University's Sexual Violence and Sexual Misconduct Prevention, Support & Response Policy	6
Types of accommodations requested:	
Academic accommodations (extensions, alternative assignments, etc.)	6
Housing accommodations	0
No contact orders	1
Writ of trespass	1
Emergency financial support	2
Safety resources/equipment	1

Incidents and Complaints of Sexual Violence Reported by Students

Between May 1, 2023 to April 30, 2024, the total number of complaints received by students and investigated by the University is reflected in the following table:

Number of Incidents and Complaints of Sexual Violence Reported by Students May 1, 2023 to April 30, 2024	Numbers
Total incidents and complaints reported to the University This number includes incidents and complaints from students who wish to remain anonymous, incidents reported by students other than the complainant/survivor	4
Types of reports	
Sexual Misconduct	3
Sexual Assault	1
Total number of investigations initiated by the Sexual Violence Response Committee (SVRC)	1

Part III: Action Against Gender-Based Violence Committee (AAGBV)

The Action Against Gender-Based Violence (AAGBV) Committee is comprised stakeholders, faculty, staff, students, and university departments and groups who work together to establish best practices for sexual and gender-based violence education and prevention:

- To reduce occurrences of sexual and gender-based violence on campus; and
- Improve responses to incidents of sexual and gender-based violence within our community.

The AAGBV does this by:

- Providing a space to discuss emerging issues and initiatives related to sexual and gender-based violence.
- Providing educational awareness about sexual and gender-based violence.
- Suggesting improvements to policies, services, and resources.
- Creating a campus culture where sexual and gender-based violence is understood and well responded to; and
- Developing and implement campus-wide initiatives to support the prevention of and response to sexual and gender-based violence.

The AAGBV committee met three times during the academic year from September 2023 to April 30, 2024. The AAGBV updated the committee's terms of reference to include a number of undergraduate student representatives, rather than a specific representative from certain areas. The Chair of the AAGBV also invited interested faculty to join the committee via an email to Nipissing University Faculty Association (NUFA).

Moreover, the AAGBV received presentations from Haven and REES. Two new sexual violence prevention and response initiatives were launched in September 2023.

- **Haven:** Haven is a personal safety app designed to help prevent sexual assaults by instantly connecting users to friends, family, first responders, and other resources in real-time. The app features emergency SOS and location sharing, which can be used during emergencies as well as in everyday situations. While the Nipissing Safe App provides similar features, Haven offers additional safety measures for off-campus locations.
- **REES:** REES (Respect, Educate, Empower Survivors), a new pathway for online reporting of sexual violence on campus. REES allows students to create a record of incidents and choose from a variety of reporting options, including anonymous reports, connect to My Campus, and Repeat Perpetrator Identification (RPI). REES also provides information regarding campus and community-based resources such as sexual assault centres, healthcare, and support services.

The AAGBV established the Restorative Justice Working Group to advance the University's commitment to implementing restorative justice practices in the prevention and response to sexual violence on campus.

AAGBV-Restorative Justice Working Group

The Restorative Justice Working Group met twice per month from September 2023 to February 2024. They initiated the Restorative Justice Conversation Circle Pilot in March and conducted a debrief. Throughout the academic year, the group focused on deepening their understanding of restorative justice principles. Their activities included planning for implementation, participating in practice learning circles, launching the Restorative Justice Conversation Circle Pilot program, and reflecting on their experiences to strategize for broader implementation of their restorative practices.



Vice-President, Finance & Administration

Report to the Board of Governors – November 2024

Finance Update

We anticipate being on budget for the 2024-2025 fiscal year. The international tuition revenue shortfall will be offset by the Ministry top-up funding. We anticipate the Ministry will change our overall risk rating from 'Medium' to 'Low' due to our current level of reserves. We must continue our work to maintain and increase our reserve funds to stay in the 'Low' risk category.

Budget Planning for 2025-2026 fiscal year has started. Budget holders will be working on their budget submissions with a submission deadline of January 24, 2025. The Integrated Budget Committee will review budget submissions and have a draft budget ready for Audit & Finance by April 14, 2025.

Efficiencies & Accountability Fund update

Work has begun on the report to be provided by NOUS Group and Strategic Governance Consulting Services Ltd. We look forward to receiving a draft report that will focus on the following areas of review:

1. Governance, administrative and student services
2. Academic programming
3. Physical assets and facilities
4. Collaborative procurement opportunities
5. Revenue generating opportunities

The intent of these reviews is to identify actions institutions can take to increase long-term sustainability and improve student experiences.

We anticipate receiving the draft report for Board review by end of January 2025.

Athletics achievements

Our women's soccer team was nationally ranked throughout the season, posted a 2-1 record in the OUA Playoffs earning a silver medal – their first medal in program history. They advanced to USports Nationals in Halifax, finishing with a 2-1 record and finished 5th in the country. A 90th minute goal by Tori Patterson lifted the Nipissing Lakers to a 1-0 victory over the Trinity Western Spartans in the consolation final of the 2024 BMO U SPORTS Women's Soccer Championship, Saturday at Wickwire Field in Halifax.

Women's Hockey has jumped up to number 3 in the national rankings and have currently won 7 games in a row, with three games left this semester.

Lakers Athletics hosted a very successful OUA Cross Country Championship which brought over 200 out-of-town guests to North Bay.

A total of 84 student-athletes earned USports academic All-Canadian recognition, with 16 more earning OUA Academic Achievement awards, totalling 100 Lakers Athletes who are honoured for both their academic and athletic abilities. This represents approximately 42% of student-athletes at Nipissing.



Vice-President, Finance & Administration

APOP update

19 of 28 actions assigned to VPFA are currently underway. Priority was given to actions already in progress during the finalization of the APOP document, as well as those addressing recommendations proposed by the Auditor General. A key highlight is the increased focus on employee engagement through wellness initiatives. In October, we offered 11 unique opportunities alongside our regular drop-in Yoga and Pickleball sessions. Additionally, we launched the new *Wellness Wednesday* initiative, currently being piloted through the holiday closure. These efforts align with the *Embodying Harmony and Care* commitment outlined in our Strategic Plan.

Nipissing University Budget Process

Updated October 2024

The annual university budget is the financial plan for how the university will receive and spend funds in a fiscal year (May 1 to April 30).

The budget document:

- represents a statement of allocation of resources
- includes an estimate of revenues and expenditures
- allows for the prioritization of resources to be allocated in a way that achieves the goals and objectives of the university
- provides accountability to stakeholders

Actual results may vary from the budget due to changes in assumptions that materialize as the year unfolds. Examples include:

- Grant revenue changes due to one-time funding or other new sources of funding
- Tuition revenue changes based on increased or decreased enrolment numbers compared to budget
- Expense increases such as utility increases, or additional increases based on in-year budget requests

University budget development

When it comes to developing and distributing the university's annual budget strategy and managing finances throughout the fiscal year, various groups are in place to take the lead.

Operating & Ancillary base budgets are set starting with the adjusted budget from the prior year, as of October 31.

The Office of Institutional Planning works with the Deans to determine enrolment forecasts to assist in determining the tuition revenue budget. The Office of Institutional Planning and Analysis is also responsible for the Government Grants budget.

The Manager, Budgeting & Accounting in conjunction with the Human Resources department prepares the base budgets for salaries & benefits using existing staffing and known collective agreement increases.

The Manager, Budgeting & Accounting also prepares the budgets for other sources of revenues (ancillary fees, interest income, etc..).

The department lead (AVPs, Deans, Administrative Directors) are responsible to prepare their budgets, as well as new positions and new initiatives for consideration.

The Manager, Budgeting & Accounting prepares the budget for all other funds that make up the University's consolidated budget, and also prepares the consolidated budget presentation.

Once budget requests are received, the Integrated Budget Committee reviews the budget submissions and meets with each department lead to review/discuss their budget requests for the year.

Budget approval process:

Once the Integrated Budget Committee is satisfied with the overall draft budget, it is presented to the Audit & Finance Committee. The Audit & Finance Committee recommends the approval of the budget to the Board of Governors.

Once the budget is approved by the Board of Governors, the budget is then made available publicly to the University community.

Budget management process:

The Integrated Budget Committee meets on a regular basis to review projections and budget requests. Revenue projections are reviewed, as well as expense projections.

Year-end projections are presented to the Audit & Finance committee on a regular basis.

Budget Timeline

Month	Activity
November/December	Budgets for upcoming year are updated with known information (ex: negotiated salary increases, grant funding, etc..)
January	Academic and administrative units receive their preliminary base budget package and prepare required budget submission for submission by end of month.
February	Discussions of budget submissions take place with Integrated Budget Committee and budget holders.
March	University budget is finalized based on consultation, submissions and updated enrolment information and government funding
April	Detailed budget is presented to the Audit & Finance Committee, and then for approval of budget and tuition fees by the Board of Governors
May	Implementation of approved budget