NIPISSING UNIVERSITY

BOARD OF GOVERNORS MEETING

<mark>**OPEN SESSION**</mark>

April 24, 2025

The Open Session of the Annual General Board of Governors meeting was held on Thursday, April 24, 2025, at 5:30 p.m. in the Centre for Teaching and Learning (A252) 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
Jamie Lowery
Alisher Mansurov
Jessica McMillan
Doris Olmstead
Harikesh Panchal
Judy Smith
Scott Russell
Ravil Veli
Kevin Wamsley
Sarah Winters

Regrets: Laurel Muldoon
Katrina Srigley
Janet Stockton

Invited Guests: Ann-Barbara Graff (PVPA)
Renee Hacquard (VPFA)
Abby Blaszczyk (University Secretary)
Matthew Suszter
Nicholas Botham
Jaden Martin
Owen Remillard
Maggie Horsfield
Theresa Graham
Linds Sullivan
Graydon Raymer
Barbi Law

Official Observers:

# of Observers:

Recording Secretary: Christine Benoit, Executive Assistant

NIPISSING
U N I V E R S I T Y

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

   The meeting was called to order at 5:35 p.m. The Board Chair offered a traditional land acknowledgement.

2. **Declaration of Conflict of Interest**

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

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

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

4. **Consent Agenda**

   The following items were included on the consent agenda:

   i. For Adoption
      (a) Minutes of the February 13, 2025, Board of Governors Meeting (Open Session);
   ii. For Information Only
      a) Minutes from Meetings of the Board's Standing Committee:
         1. Audit & Finance Committee - Minutes from March 10, 2025;
         2. Audit & Finance Committee – Minutes from April 14, 2025;
         3. Fundraising Committee – Minutes from April 14, 2025; and
         5. Plant & Property Committee – Minutes from January 27, 2025.
      b) Reports from Other Committees/Bodies
         1. Academic Senate

   Resolution 2025-04.4-01: ***That the items included "for adoption" on the April 24, 2025, 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 Fran Couchie.
   Carried.

5. **Adoption of the Regular Agenda**

   Resolution 2025-04.4-02: ***That the Board of Governors adopt the April 24, 2025, Open Session regular agenda as circulated.***

   Moved by Marianne Berube; seconded by Judy Smith.
   Carried.

6. **Chair's Remarks**

   The Chair welcomed incoming NUSU Executive members Matthew Suszter, President, Nicholas Botham, VP Finance & Administration, Jaden Martin, VP Advocacy & Awareness, and Owen Remillard, VP Student Life, and expressed his thanks to the outgoing Executive members for their leadership. He was also pleased to announce that John D'Agostino has been reappointed to a second three-year term, effective July 1, 2025. Because Mr. D'Agostino has been recommended for a Board Officer position in the open session of the meeting, the Executive Committee of the Board of Governors considered his reappointment in advance of the meeting.

   Maurice Switzer has stepped down from his role as the Nipissing University Indigenous Council on Education appointee to the Board of Governors but remains the current Chair of NUICE. On behalf of the Board of Governors, the Chair thanked him for his continued service to the University.

   The Board has received the final reports from the Efficiency and Accountability review and the Chair spoke to next steps, which include discussions with the University Governance Committee, Board Executive, Senate Executive, and the Audit & Finance Committee, to recommend implementation plans for Board approval, and for submission to the ministry prior to June 30, 2025.

   The Chair concluded his remarks by congratulating the recipients of the Dave Marshall Leadership awards.

7. **Chancellor's Remarks**

   The Chancellor also spoke to the success of the Dave Marshall Leadership awards, recognizing the student leaders and the tremendous diversity they represent. He highlighted upcoming events, including the Convocation ceremonies from June 10-12, 2025, as well as the student research focus of the Annual Gala. Dr. Russell also thanked Dr. Ann-Barbara Graff and Dr. Graydon Raymer for assisting him in his presentation to the Future of Sport in Canada Commission where he spoke to our vibrant university sport system, and the importance of physical education in elementary schools, with research provided by Nipissing University faculty.

8. **President's Remarks**

   The President provided a report on recent and upcoming activities on campus and in the community. The report included an update on advocacy with the Province for grant funding, project funding, and an increased and greater portion of the Northern Grant. Minister Quinn was returned to higher education and the President met with him at length last month to continue discussions around the challenges at Nipissing University with the absence of a long-term funding framework, inflation, and frozen tuition. He also reported on our many successes in our short-term finances, plans for STEM expansion, and the development of new programs.

   Dr. Wamsley spoke to the recent peaceful protest on campus, which stemmed from the attendance of former Premier Mike Harris at a funding announcement during the annual Donor Social event.

The President noted that, while meetings were held to seek advice with some appropriate parties, he recognized the failure to meet with students in advance of the social. Because of this, an interaction took place between a student and the former Premier, which is now under investigation. Following the interaction, the President met with the students involved to apologize for not appropriately notifying them of the former Premier's attendance on campus.

The protest group and NUSU have submitted a series of demands, and the President and his team continue to meet with the protest group and others, with discussions to continue. He recognized the importance of the concerns being raised and spoke to his commitment to continued dialogue and action related to EDIA and Reconciliation.

9. Academic and Operational Planning (APOP)

The Vice-President, Finance and Administration spoke to the progress of the action items within the Academic and Operational Plan. A Community Forum is scheduled to update the campus community on April 28, 2025.

10. Vice-Presidents' Remarks

The Provost and Vice-President, Academic (PVPA) highlighted a significant increase in applications for spring and summer enrolment, with applications as of April 11, 2025, being approximately 800 higher than the 2022-23 period, with 1100 more offers made, resulting in higher acceptances. The annual program review process now includes rubrics prepared by the AVP Research, Dean of EPS, and the Dean of Arts & Science, to evaluate programs, with those evaluations to be provided to the Senate to measure investment and address areas of concern.

The Vice-President, Finance & Administration (VPFA) deferred her remarks to the budget presentation.

11. Board Committee Reports

University Governance Committee

- Election of Board Officers

The Committee Vice-Chair explained that the University Governance Committee met to discuss the nominations received for the 2025-26 Board Officer positions. As a result of those discussions, and in accordance with the Election of Board Officers Policy, the following elections were held:

- **Board Chair**

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

<u>Resolution 2025-04.4-03:</u> ***That the Board of Governors accept the recommendation of the University Governance Committee to appoint David Smits to the position of Board Chair for a one-year period effective July 1, 2025.***

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

– **Board Vice Chair**

John D'Agostino confirmed that he will allow his name to stand and the following resolution

was presented:

<u>Resolution 2025-04.4-04:</u> ***That the Board of Governors accept the recommendation of the University Governance Committee to appoint John D'Agostino to the position of Board Vice-Chair for a one-year period effective July 1, 2025.***

Moved by Fran Couchie; seconded by Patti Carr.
Carried.

– **Board Vice Chair Pro Tem**

Ravil Veli confirmed that he will allow his name to stand and the following resolution was

presented:

<u>Resolution 2025-04.4-05:</u> ***That the Board of Governors accepts the recommendation of the University Governance Committee to appoint Ravil Veli to the position of Board Vice-Chair Pro Tem for a one-year period effective July 1, 2025.***

Moved by Marianne Berube; seconded by Judy Koziol.
Carried.

<u>Audit & Finance Committee</u>

The 2025-26 Nipissing University Budget aims to advance sustainability and reflects early results from the implementation of the Academic and Operational Plan (APOP) linked to the Pathways Strategic Plan. Despite ongoing external audits and reviews due to previous financial instability, the university is adapting to new government frameworks and efficiency mandates. Efforts are underway to implement the recommendations from the various reviews and audits, to enhance academic programs, and increase alternative revenue streams. Due to the university's commitment to improving our financial standing, reserves are now projected to exceed $15 million.

The VPFA provided a high-level review of the Budget while also noting projections for 2024-25, including a $5.8 million positive variance in the Operating Fund as a result of additional grant revenue. The Ancillary fund is projecting a $382k negative budget variance due to additional in-year spending on repairs and maintenance, due to the positive overall financial position. The projected consolidated result for 2024-25 is approximately $6 million.

The VPFA discussed the Fiscal Full-time Equivalent (FFTE) enrolment figures from the past two years and the projected budgets for 2026-27 and 2027-28. Ms. Hacquard highlighted that these figures are below the Strategic Enrolment Management (SEM) targets presented in a previous Closed Board session. Efforts are underway to create a band of tolerance to minimize the gap between SEM targets and budget projections, aiming to boost overall enrolment and tuition revenue.

Overall revenues are budgeted to be $1.5 million less than the 2024-25 projections due to a decrease in international tuition revenues. Grants are expected to be similar to 2024-25, and there is no assumption of a top-up for the Northern Grant included in this budget. The VPFA also spoke to expenses, highlighting that expenses are budgeted at $4.8 million more than the projections for 2025-26, with the majority being in salaries and benefits.

While reviewing the Ancillary budget for 2025/26, the VPFA discussed increased revenues from Extended Learning offerings in Youth Programming, such as summer camps and PD day camps. The VPFA emphasized the reallocation of AQ/ABQ revenues and expenses from the Operating Budget to the Ancillary budget under Extended Learning. The department also continues to support athletic camps extensively and is working on continuing to develop micro-credential offerings and community courses. The Director, Ancillary Services and Business Development will be working closely with their team to develop a plan to improve the profitability of each ancillary division, and this work has started earlier this year.

The Capital Budget, which represents planned capital investments for the 25/26 fiscal year, was reviewed, with just under $4.7 million of capital projects planned this fiscal year. These projects are covered through a number of funding sources, including the operating budget, the Facilities Renewal funding, external donations, and the Training, Equipment & Renewal fund.

Vice-President Hacquard presented the total consolidated budget and was pleased to note a consolidated surplus of $272.

The 2024/25 projections and the 2025/26 budget, along with the next two projected budgets, indicate improvements in most ratios within the Ministry's Financial Accountability Framework. The University has confirmed that our 2023-24 financial results have shifted us from a Medium Action Plan to a Low Action Plan. This 'Low Action' status means the Ministry will require the University to continue providing annual status reports until all categories reach the 'no action' zone.

Questions and comments were welcomed, and the VPFA addressed a number of clarifying questions, and after discussion, the following resolutions were made:

Resolution 2025-04.4-06:   ***That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2025/26 Nipissing University Ancillary Fees as presented.***

Moved by Dave Smits; seconded by Ravil Veli.
Carried.

In response to a student-raised concern regarding an increase to international tuition, it was noted that Nipissing University remains among the lowest in international tuition rates.

Resolution 2025-04.4-07:   ***That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2025/26 Domestic, Out-of-Province, and International tuition rates as presented.***

Moved by Fran Couchie; seconded by Judy Smith.
H. Panchal opposed.
Carried.

Resolution 2025-04.4-08:   ***That the Board of Governors accept the recommendation of the Audit & Finance Committee that the 2025/26 Budget be approved as presented.***

Moved by Fran Couchie; seconded by Dave Smits.
Carried.
Unanimous.

Fundraising Committee

Additional concerns were raised regarding the Naming of Campus Assets and Gift Acceptance Policies, and a request was made to refer the policies back to the Fundraising Committee for further consideration.

Resolution 2025-04.4-09:   ***That the Board of Governors refer the Naming of Campus Assets and Gift Acceptance Policies back to Committee.***

Moved by Fran Couchie; seconded by Doris Olmstead.
Carried.

Executive Committee

The Provost spoke to two programs requiring Board approval, Data Science and the Environmental Science Honours Specialization; Specialization; Major; Minor programs.

Although the program was approved by the Ministry in 2019, there is no record of Board approval or final documentation for the Data Science program. Efforts have been made to ensure the program is well-designed, with a year spent on review and inclusion in STEM programming. The Provost noted that

the reformed Data Science program and potential Sustainable Planning programs aim to increase STEM student enrolment from 250 to 1000. The new program is designed to be financially viable and beneficial for the University.

The Provost also spoke to the business case for the Environmental Science program, which will align with the pathways in the Strategic Plan. A Quality Assurance review took place April 22-23, 2025, with the program receiving approval. Dr. Graff did note that the financial projections included in the business case do highlight that the program will not break even for the first five years. Additionally, the Environmental Geography program will be discontinued once this program is established.

Discussion was welcomed and the following resolutions were brought forward:

Resolution 2025-04.4-10: ***That the Board of Governors accept the recommendation of the Executive Committee to approve the creation of the Data Science Program.***

Moved by Ravil Veli; seconded by Fran Couchie.
Carried.

Resolution 2025-04.4-11: ***That the Board of Governors accept the recommendation of the Executive Committee to approve the creation of the Environmental Science Program, subject to final approval of the Ministry.***

Moved by Anahit Armenakyan; seconded by Marianne Berube.
Carried.

12. Board Representatives on Other Committees/Bodies

Nipissing University Student Union

The NUSU President provided a brief report, thanking the Board of Governors for their ongoing support as his term comes to an end. He noted the Student Food Bank would be undergoing a rebrand, to be now known as the NUSU Food Pantry and wished students well during the final exam period.

13. Question Period

In response to a question around the steps involved to remove the name from a campus asset, the President outlined a process that includes receiving a report from the ParriagGroup, evaluating best practices, and conducting a thorough risk assessment. The President emphasized the complexity and breadth of the issue, noting the need for alignment with all stakeholders, including the College. Board members appreciated the need for patience and awaiting the recommendations from the EDIA reports, while also stressing the importance of aligning actions with values for reputational management.

14. Other Business

There was no other business.

15. Next Meeting/Adjournment

The next Committee Day is scheduled for Monday, May 26, 2025.

The next Board meeting is scheduled for Wednesday, June 25 2025, time to be determined.

Resolution 2025-04.4-12:   ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

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

Open session adjourned at 7:20 p.m.

_____   _____
President & Vice-Chancellor/Secretary of the Board   Board Chair

Meeting Book - Open Session Board of Governors Meeting: April 24, 2025

Open Session

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1. Call to Order/Land Acknowledgement
As we begin this meeting, I would like to acknowledge that we are in the territory of the Robinson-Huron 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.

Dave Smits

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2. Declaration of Conflict of Interest

Dave Smits

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3. Use of Recording and/or Broadcasting Devices
Only pre-approved methods of recording and/or broadcasting may be used. Disseminating any information during the meeting is prohibited.

Dave Smits

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4. Consent Agenda   *Resolution*   Dave Smits
That the items included "for adoption" on the April 24, 2025, consent agenda for the Open Session of the Board of Governors meeting be approved as circulated, while the items on the consent agenda "for information only" be received.

    i. i) For Adoption

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

            2025-02-13 - Open Session Minutes.pdf

    ii. ii) For Information

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

            2025-03-10 Audit & Finance Minutes

            2025-04-14 - Audit & Finance Minutes (final).docx

            2025-04-14 Fundraising Minutes.docx

            2025-01-27 - Plant & Property Minutes.pdf

        b. b) Reports from Other Committees/Bodies

            Senate Report to the Board of Governors April 15, 2025.docx

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5. Adoption of Regular Agenda   *Resolution*   Dave Smits
That the Board of Governors adopt the April 24, 2025, Open Session regular agenda as circulated.

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6. Chair's Remarks

Dave Smits

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7. Chancellor's Remarks

Dr. Scott Russell (d.Litt)

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8. President's Remarks

Dr. Kevin Wamsley

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9. Academic Plan/Operational Plan (APOP)

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10. Vice-President's Remarks

    i. Provost and Vice-President, Academic

Dr. Ann-Barbara Graff

a. April 2025 Provost report.pdf

b. 2025 3MT Participants - NU News Banner.pdf

ii. Vice-President, Finance & Administration

Renee
Hacquard

11. Board Committee Reports

i. University Governance Committee

Resolution: That the Board of Governors accept the recommendation of the University Governance Committee to appoint David Smits to the position of Board Chair for a one-year period effective July 1, 2025.

Resolution: That the Board of Governors accept the recommendation of the University Governance Committee to appoint John D'Agostino to the position of Board Vice Chair for a one-year period effective July 1, 2025.

Resolution: That the Board of Governors accept the recommendation of the University Governance Committee to appoint Ravil Veli to the position of Board Vice Chair Pro Tem for a one-year period effective July 1, 2025.

Resolution

John
D'Agostino

ii. Audit & Finance Committee

Resolution: That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2025/26 Nipissing University Ancillary Fees as presented.

Resolution: That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2025/26 Domestic, Out-of-Province, and International tuition rates as presented.

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

Resolution

Marianne
Berube

a. NU Fees 2025 2026 Signed.pdf

b. 2024-2025 Tuition increase memo.docx

c. Budget Package Board.pdf

iii. Fundraising Committee

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

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

Resolution

Ravil Veli

a. Naming of Campus Assets Policy - 2025 (1).docx

b. Gift Acceptance Policy - 2025 (1) (1).docx

iv. Executive Committee

Resolution: That the Board of Governors accept the recommendation of the Executive Committee to approve the creation of the Data Science Program.

Resolution: That the Board of Governors accept the recommendation of the Executive Committee to approve the creation of the Environmental Science Program, subject to final approval of the Ministry. .

Resolution

Ann-Barbara
Graff

a. Data Science Update & Proposal rev 21Feb25 (1) (1).pdf

b. NU_ENVSC.Proposal.31Jan25_NC (1) (1).pdf

12. Board Representatives on Other Committees/Bodies

i. Nipissing University Student Union (NUSU)

13. Question Period

14. Other Business

15. Next Meeting Dates/Adjournment

Resolution

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

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

<mark>OPEN SESSION</mark>

March 10, 2025

The Audit and Finance Committee met on Monday, March 10, 2025, at 10:30 a.m. in the President's Boardroom (F303) and Zoom remote conferencing.

Members Present: Janet Stockton (Committee Vice-Chair)
                   Patti Carr
                   John D'Agostino
                   Sarah Winters
                   Jessica McMillan
                   Kevin Wamsley
                   Dave Smits
                   Harikesh Panchal (student observer, non-voting)
                   Renee Hacquard (VP, Finance & Administration – non-voting)
                   Ann-Barbara Graff (Provost – non-voting)
                   Abby Blaszczyk (University Secretary – non-voting)

Regrets: Marianne Berube, Committee Chair
                   Scott Russell

Guests: Chris Bevan, Kennedy Insurance
                   Tiffany Cecchetto, KPMG

Recording Secretary: Christine Benoit (Office of the President)

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1. **Welcoming Remarks/Land Acknowledgement**

   The meeting was called to order at 10:31 a.m. and a traditional land acknowledgement was made.

2. **Conflict of Interest**

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

3. **Audit Planning**

   Tiffany Cecchetto, KPMG, provided a high-level summary on the audit planning process, speaking to the audit quality, risks, and areas of focus. The audit process is expected to begin in July 2025, and KPMG will report back to the Audit & Finance Committee in September. Following the review, comments and questions were welcomed and the Vice Chair highlighted the required inquiries of the Audit Committee regarding risk assessment, the University's processes, and related practices

and significant unusual transactions. The VPFA and KPMG will connect to discuss how to best address these questions and bring those back to the Audit and Finance Committee for further discussion.

4. **Insurance Update**

Chris Bevan, Kennedy Insurance, presented a summary of the Nipissing University Insurance Portfolio. He provided program and insurance coverage highlights, and a summary document is appended to these minutes for information.

Questions were welcomed, with a suggestion brought forward to consider internal risk assessment tools to ensure the Board does not overlook any major areas of risk. Mr. Bevan indicated that there are existing seminars and educational sessions tailored to risk exposure. He also indicated that Kennedy Insurance works closely with the VPFA through a variety of situations and risk assessments. It was requested that an educational session be made available at the September Board Orientation for both new and returning Board members.

5. **Year to Date Financial Update (Renée Hacquard)**

The Vice-President, Finance and Administration reviewed the actual year-to-date results as of January 31, 2025, with no significant changes to year-end projections since the last meeting of the Committee. The University has a consolidated surplus of approximately $15.8 million, with an overall projected surplus of $5.8 million by year-end, as expenses will outweigh revenues for the remaining months of the fiscal year.

6. **Enrolment Update**

The Provost and Vice-President, Academic provided an update on enrolment, noting only provisional information is available at the time of the meeting. Applications are currently 5% higher when compared to last year, however, increases are mainly in programs that are capped, including Education and Nursing. Recruitment is utilizing more high-contact strategies with established enrolment targets.

International applications are down when compared to last year despite an increased focus. Federal government restrictions continue to impact these numbers across the sector. In response to a question about whether the perception of housing availability in the community has been a factor in international recruitment, the President indicated that it has not been a discussion point for approximately the past 18 months.

A Committee member inquired if faculty members in programs with drops in enrolment will be held accountable for the decline. The Provost noted that Deans will have conversations with program representatives, the recruitment teams, marketing, and the Registrar's Office staff to analyze if current program offerings match student interest. Application and enrollment declines are markers of concern for long-term program health. An additional question regarding US students and if there has been an influx in applications given the current political climate. The Registrar is closely monitoring to watch for an influx, particularly with LGBTQ2S+ staff and faculty seeking a safe work and learning environment.

7. 2025-26 Budget Update (Renée Hacquard)

Meetings have been held with most budget holders to review submissions and discuss any requests for the 2025/26 budget. Analysis is underway for accuracy and completeness and new initiatives and position requests will be assessed in context of the Strategic Plan, the Academic and Operational Plan, and financial sustainability.

The VPFA anticipates the 2025-26 Fully Consolidated Budget will be balanced, while also highlighting the difficulties of maintaining a budget with one-time funding due to the temporary nature of the funding.

8. Other Business

There was no further business.

The meeting adjourned at 11:59 a.m.

_____   _____
Recording Secretary   Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

<mark>OPEN SESSION</mark>

April 14, 2025

The Audit and Finance Committee met on Monday, April 14, 2025, at 10:00 a.m. in the RJ Surtees Athletics Centre and via Zoom remote conferencing.

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

Guests: Linds Sullivan
Fran Couchie
Doris Olmstead
Anahit Armenakyan
Ravil Veli

Recording Secretary: Christine Benoit (Executive Assistant, Office of the President)

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

The meeting was called to order at 10:00 a.m. A traditional land acknowledgement was offered.

2. **Call for Conflicts of Interest**

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

3. **2025/26 Draft Budget**

The President provided preliminary remarks, noting the 2025-26 Nipissing University Budget aims to advance sustainability and reflects early results from the implementation of the Academic and Operational Plan (APOP) linked to the Pathways Strategic Plan. Despite ongoing external audits and

reviews due to previous financial instability, the university is adapting to new government frameworks and efficiency mandates. He also highlighted the negative impact of Federal policies on international student enrolment, which continues to have an impact on the financial health of the institution.

The President spoke to efforts underway to implement the recommendations from the various reviews and audits, to enhance academic programs, and increase alternative revenue streams. He was pleased to highlight the university's commitment to improving our financial standing, with reserves projected to exceed $15 million.

He concluded his opening remarks by recognizing the exceptional work completed by the VPFA, the Finance Team, The Office of the Provost, the Deans, and faculty and staff during the budget process.

The VPFA provided updated projections for 2024-25, highlighting a $5.8 million positive variance in the Operating Fund as a result of additional grant revenue. The Ancillary fund is projecting a $382k negative budget variance due to additional in-year spending on repairs and maintenance, due to the positive overall financial position.   The projected consolidated result for 2024-25 is approximately $6 million.

The VPFA then spoke to the Fiscal Full-time Equivalent (FFTE) enrolment numbers over the past two years, as well as the projected budgets for 2026-27 and 2027-28. Ms. Hacquard noted the numbers are lower than the Strategic Enrolment Management (SEM) enrolment targets presented in a previous Closed Board session, and work is ongoing to develop a band of tolerance to reduce the difference between the SEM targets and budget targets, with a goal of increasing overall enrolment and tuition revenues.

Overall revenues are budgeted at $1.5 million less than the projections for 2024-25, and this variance is due to a decrease in international tuition revenues, as the shortfall from the 2024-25 recruitment season has a significant impact on the 2025-26 enrolment budget. Grants are budgeted close to 2024-25 amounts; however, there is no assumption of a top-up for the Northern Grant. Domestic tuition includes an additional 188 FTE, tuition rate increases for targeted programs, and increases for out-of-province tuition, will result in an additional $1.5 million in domestic tuition. International Tuition includes an increase in tuition, as well as the assumption of 123 returning FTE and 43 new FTE.

The VPFA spoke to expenses, highlighting that expenses are budgeted at $4.8 million more than the projections for 2025-26, with the majority being in salaries and benefits.

Miss Hacquard reviewed both instructional and non-instructional staff, highlighting 2 new Tenure-Track positions, and 8 new positions for non-instructional staff. Several other positions are being considered to assist with the implementation of the Governance review and Efficiency and Accountability Implementation Plan, however these positions are not included in the budget. It is anticipated that some in-year positions may be created as we work through the Implementation Plan.

Non-staff expenses include an increase of 2%, which is in line with estimated inflation. Increases in utilities and travel costs have been offset by a decrease in budget for international agent commissions.

When reviewing the Ancillary budget for 2025/26, the VPFA spoke about an increase in revenues through Extended Learning offerings in Youth Programming, including summer camps and PD day camps. The VPFA highlighted the reallocation of the AQ/ABQ revenues and expenses from the Operating Budget to the Ancillary budget under Extended Learning. The department also continues to provide extensive support to athletic camps. Work continues toward the development of micro-credential offerings and community courses.

Included in the budget is a residence rate increase of approximately $230.00 per student.

The Director, Ancillary Services and Business Development will be working closely with their team to develop a plan to improve the profitability of each ancillary division, and this work has started earlier this year.

The Capital Budget, which represents planned capital investments for the 25/26 fiscal year, was reviewed, with just under $4.7 million of capital projects planned this fiscal year. These projects are covered through a number of funding sources, including the operating budget, the Facilities Renewal funding, external donations, and the Training, Equipment & Renewal fund.

Vice-President Hacquard presented the total consolidated budget and was pleased to note a consolidated surplus of $272.

The Multi-year budget projections were reviewed, highlighting that the budgets for the following two years are currently projected as deficits should no additional government grants be received.

The impact of the 24/25 projections and the 25/26 budget, as well as the next two projected budgets show improvements on most ratios within the Ministry's Financial Accountability Framework. The University received confirmation that our 2023-24 financial results have moved us from a Medium Action Plan to a Low Action Plan. 'Low Action' means the Ministry will require the University to continue to provide annual status reports until all categories are in the 'no action' zone.

The VPFA reviewed spendable net assets and cash flow, highlighting a projected $15 million in spendable net assets for 24-25, and if we achieve the budgeted results for 2025/26, spendable reserves will remain steady.

Throughout the presentation, questions were welcomed from both Committee and non-Committee members, and many clarifying questions were addressed. Following a robust discussion, a motion was put forward:

Motion: ***That the Audit & Finance Committee recommend to the Board of Governors that the 2025/26 Budget be approved as presented.***

Moved by Janet Stockton; seconded by John D'Agostino.
Carried.
Unanimous.

4. Tuition Rates

The following motions were put forward, and in response to a request for a rationale for the increase to international tuition, it was noted that Nipissing University remains among the lowest in international tuition rates.

Motion: ***That the Audit & Finance Committee recommend to the Board of Governors that the 2025/26 Domestic tuition rates be approved as presented.***

Moved by Dave Smits; seconded by John D'Agostino.
1 opposed. 1 abstention.
Carried.

Motion: ***That the Audit & Finance Committee recommend to the Board of Governors that the 2025/26 Out-of-province tuition rates be approved as presented.***

Moved by Dave Smits; seconded by Janet Stockton.
1 opposed. 1 abstention.
Carried.

Motion: ***That the Audit & Finance Committee recommend to the Board of Governors that the 2025/26 International tuition rates be approved as presented.***

Moved by Dave Smits; seconded by Janet Stockton.
1 Opposed. 1 abstention.
Carried.

5. Ancillary Fees Report

The Compulsory Ancillary Fees Committee held several meetings to review ancillary fees for the 25/26 fiscal year. The committee membership is comprised of 50% University Administration and 50% student representation. The committee is responsible for recommending to the Board of Governors through the Audit & Finance Committee any proposed changes to the ancillary fees.

The AVP Students presented a comprehensive list of the Ancillary Fees was included in the Board Package, with Nipissing University proposing minor changes, including an increase in Student Transit Passes of $9.25 for the year, in accordance with the contract with the City of North Bay. The AVP Students highlighted the fact that the description for the fee associated with equity-based initiatives

for students was carefully reviewed to ensure it is alignment with supporting student access and inclusion activities on campus.

NUSU is proposing an overall increase of $48.44, with the majority of the increase coming from the Student Centre Fee and NUSU Central Administrative Support. The NUSU Student Health & Wellness Plan has a decrease of $10.76.

Following questions, two motions were brought forward:

Motion: **_That the Audit & Finance Committee recommend to the Board of Governors that the 2025/26 Nipissing University Ancillary Fees be approved as presented._**

Moved by Dave Smits; seconded by Patti Carr.
Carried.

Motion: **_That the Audit & Finance Committee recommend to the Board of Governors that the 2025/26 Nipissing University Student Union Ancillary Fees be approved as presented._**

Moved by Sarah Winters; seconded by Janet Stockton.
Carried.

6. **Other Business**

A committee member provided a commentary on the challenges faced of annual budgeting for universities, due to a reliance on one-time funding and grants. They questioned whether the Ontario government understands the need for stable, long-term funding for universities. The President acknowledges a significant criticism of post-secondary education and numerous audits over the past 4-5 years. Despite the Blue-Ribbon Panel report, the provincial government has not established a long-term funding framework, relying instead on one-time investments. There is increasing government involvement in university operations, but no signs of readiness for stable funding over a minimum five-year period.

The Executive Team is optimistic about the future, encouraged by external reviews that align with the university's advocacy.

7. **Motion to Move In-Camera**

Motion: **_That the Audit & Finance Committee move in-camera._**
John D'Agostino.
Carried.

The Committee moved out of camera at 11:56 a.m. and the meeting adjourned at 11:57 a.m.

_____   _____

Recording Secretary   Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

FUNDRAISING COMMITTEE MEETING

April 14, 2025

The Fundraising Committee met on April 14, 2025, at 1:30 p.m. in the RJ Surtees Athletics Centre and via Zoom remote conferencing.

Members present: Ravil Veli, Committee Chair
Dave Smits
Marianne Berube
Jessica McMillan
Judy Koziol
Kevin Wamsley
Scott Russell
Renee Hacquard (VPFA – non-voting)
Ann-Barbara Graff (Provost & VPA– non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Alisher Mansurov
Laurel Muldoon

Guests: Steven Smits, Advancement & Alumni

Recording Secretary: Christine Benoit, Office of the President

1. **Opening Remarks/Land Acknowledgement**

   The meeting was called to order at 1:57 p.m., and the Committee Chair offered a traditional land acknowledgement.

2. **Conflict of Interest**

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

3. **Gift Acceptance Policy**

Minor updates to language within the policy were made and brought to the Committee for review.

No questions or comments were raised, and the following motion was made:

Motion: ***That the Fundraising Committee recommend the Board of Governors approve the revisions to the Gift Acceptance Policy as presented.***

Moved by Judy Koziol; seconded by Dave Smits.
Carried.

4. **Naming of Campus Assets Policy**

Updates to language within the policy were made and brought to the Committee for review.

No questions or comments were raised, and the following motion was made:

Motion: ***That the Fundraising Committee recommend the Board of Governors approve the revisions to the Naming of Campus Assets Policy as amended.***

Moved by Judy Koziol; seconded by Marianne Berube.
Carried.

5. **Other Business**

There was no other business.

The meeting was adjourned at 2:01 p.m.

_____   _____
Recording Secretary   Chair of Executive Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

PLANT & PROPERTY COMMITTEE MEETING

<mark>OPEN SESSION</mark>

January 27, 2025

The Plant & Property Committee met on Monday, January 27, 2025, at 3:30 p.m. in the President's Boardroom (F303) and via Zoom Remote Conferencing.

Members present:	Judy Smith
	Judy Koziol
	Fran Couchie
	Matt DeVuono
	Doris Olmstead
	Maurice Switzer
	Dave Smits
	Kevin Wamsley
	Renee Hacquard (VPFA - non-voting)
	Ann-Barbara Graff (PVPA – non-voting)
	Abby Blaszczyk, University Secretary (non-voting)
Regrets:	Scott Russell
	Kathy Wilcox
	Preston English (student observer, non-voting)
Guests:	David Drenth, Director, Facilities
	Maggie Horsfield, Office of the President
Recording Secretary:	Abby Blaszczyk, University Secretary

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.

NIPISSING
U N I V E R S I T Y

3. **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 raised, including how the RFP process for the Outdoor Classroom would be conducted. The Director indicated that the RFP is not just the lowest price but includes additional scoring metrics. Additional questions included how much in parking revenues do we earn yearly and what does it costs to monitor and maintain the parking lots on campus. The VPFA noted that, while parking is administered by Canadore College as a shared service, parking revenue and rates have been low and the budget to maintain the parking and roadways have outweighed revenues in most years. Conversations have been ongoing to raise the rates to assume break-even on parking in the budget.

In response to a question on how foot traffic will be impacted due to the Canadore long-term care home project, the Director spoke to ongoing discussions with the developer and Canadore College about site plan control as well as a traffic control study. This has not been completed to date, but Nipissing is hopeful for additional sidewalks for students.

4. **Facilities Condition Index Review**

The Director reviewed the Facilities Condition Index which is the cross-industry standard measure of condition that represents the percent ratio of deferred maintenance backlog cost to the current replacement value. Nipissing holds a low rating due to the relatively young age of the buildings, which is considered a healthy rating when comparing to other institutions.

5. **Other Business**

There was no other business.

The meeting adjourned at 4:13 p.m.

_____

_____   _____
Recording Secretary   Committee Chair
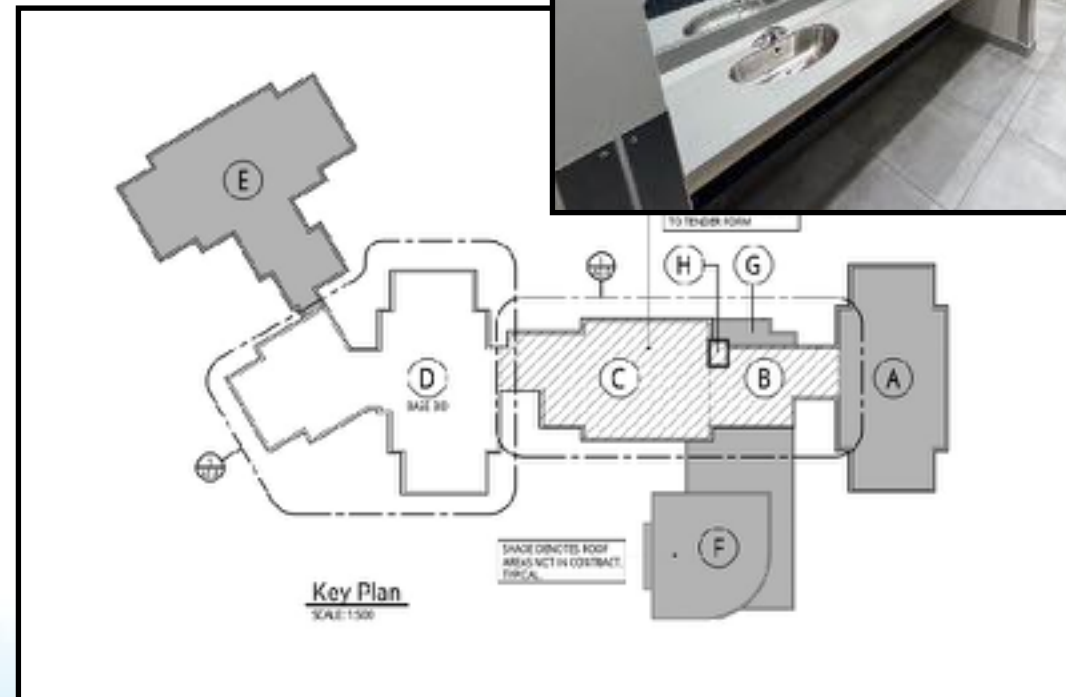
Plant and Property - January 2025

Plant and Property Committee Meeting

Capital and Construction

1. Capital and Construction Update
2. Facilities Condition Index Review

Key Plan
SCALE 1:500

Capital and Construction Project Update

2024-25 Facilities Renewal Program

- Total Funding : $2,637,900

- Classroom Renovations : $763,220

- Building Renovations : $1,153,534

- Electrical Replacements/Upgrades : $57,500

- HVAC Replacements/Upgrades : $756,935

- Grounds Infrastructure Repairs : 122,387

- Project total: $2,853,575

Capital and Construction Project Update

Ancillary

- Total Funding : $350,000

- Residence Roofing : $230,000

- Residence HVAC: $30,000

- TRC Windows & Doors: $90,000

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

- 'Class C' Cost Estimate completed

- Tender documents near completion

- RFP posting in early February

- Anticipating aggressive bids!

Capital and Construction Project Update

Canadore Projects

- Village Phase 2 - Long Term Care Centre

- Parking Lot Replacement

- Site Preparation

Canadore Projects - Village Phase 2

LTC Update

- Parking lot construction to replace spots that will be displaced in Lot #9 is complete

- New Lot #3 is active with parking passes available for purchase.

Capital and Construction Project Update

LTC Update

- Site preparation began in the Fall

- Clearing of brush and trees in the immediate construction area completed

- New trees will be planted in spring

Deferred Maintenance & Facility Condition Index (FCI)

Deferred Maintenance: Key Definitions

Term	Definition/Calculation
FCAP	Facilities Condition Assessment Program
Deferred Maintenance (DM)	The postponement of building and equipment **capital repairs and infrastructure renewal** from an organization's normal operating budget cycle due to a lack of funds. DM is a time-based element and specific to a given span of time. According to the Ministry of Infrastructure definition, DM = backlog plus 3 years (Current Year Renewal Needs + Planning Year 1 Renewal Needs + Planning Year 2 Renewal Needs).
Current Replacement Value (CRV)	The cost of replacing an existing asset with another asset having **equivalent utility using current costs**, standards and specifications for material, labour, engineering, installation and overhead.
Facilities Condition Index (FCI)	The FCI is a cross-industry standard measure of condition that represents the percent **ratio of deferred maintenance backlog cost to the current replacement value**.

Deferred Maintenance & Facility Condition Index (FCI)

Deferred Maintenance
How Do Assessments Work?

FCAP

- The program begins with a facility condition assessment that audits and analyzes the physical state of facilities and building equipment.

- All assets should be assessed at least once every 5 years – some universities audit 20% of their assets per year, while others may audit all assets in one year, depending on the size and scale of the institution.

- Building condition audits are conducted by 3rd party assessors. Universities now use one assessor (FCAPx), in order to standardize assessments.

- The assessments consider many factors including age, design, physical state, and remaining life left in the system to identify deficiencies, cost to repair, risk of failure and urgency of repair.

- Assessment data is entered into a capital asset management software that is used by all Ontario universities for reporting and data analysis.

Deferred Maintenance & Facility Condition Index (FCI)

Nipissing University - FCI Reporting Summary

- Assessments planned for 2025 - updates due to renovations

- Current facility assessment data with RothIAMS is more accurate with further rating evaluation underway.

- NU Facilities more involved in data management

Funding Scenarios	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
$ 2,637,900	0.06	0.18	0.18	0.18	0.19	0.24	0.25	0.25	0.24	0.25
No Funding	0.06	0.20	0.21	0.22	0.25	0.30	0.33	0.34	0.34	0.36

End

Nipissing University
Report of the Academic Senate

April 15, 2025

February 14, 2025 Senate Meeting

- The 2025-2026 Strategic Enrolment Management Targets were presented in camera.
- Dr. Jamie Murton, Dr. Katrina Srigley and Dr. Alison Schinkel-Ivy were acclaimed as the faculty Senate representatives to serve on the Committee for the Search/Appointment/ Reappointment of the President and Vice-Chancellor.
- Senate's redundancy procedure was approved by the Board of Governors. The Program Admission Suspension Procedure will be a formally documented process followed by Senate. In September 2024, the AQAPC convened a subcommittee to draft a policy on amalgamation, consolidation and renaming. Once approved, the new policy will guide future program redundancy decisions.
- A Senator and member of the Nipissing University Indigenous Council on Education (NUICE) discussed the Accord on Indigenous Education, highlighting its guidance on Indigenous education, decolonization, and Indigeneity.
- The Report of Graduation Applicants was approved by Senate. The Vice-President Research, Innovation, and Graduate Studies, along with the Deans, announced the February 2025 graduands by faculty and degree, and congratulated the students and faculty on their achievements.

March 14, 2025 Senate Meeting

- Dr. Natalya Brown was elected to fill the vacancy on the Search Committee for the Dean of Education and Professional Studies.
- The Registrar reported an increase in applications and acceptances over last year, with strong demand in Education and Nursing. Project Integrate, successfully piloted with STEM and BComm programs, improved student engagement and offer acceptances. Expansion to more programs is planned.
- The Registrar provided an update on the March 19 Lunch & Learn encouraging all to attend for an overview of key functions of the Registrar's Office. Project Integrate, aimed at boosting enrollment and student-centered services, is underway.
- The Associate Registrar, Recruitment, reported a 1.4% increase in undergraduate applications and higher acceptance rates for Masters and BEd programs. The Faculty Call Campaign will launch soon—those interested were encouraged to reach out.
- The 2024-25 By-laws and Elections Committee Work Plan was received by Senate for information.
- The updated Environmental Science Honours Specialization; Specialization: Major; Minor Program, and the Data Science Program proposals were provided to Senate for information.
- Several By-law amendments were included in the Senate agenda as Notices of Motion.
- The NUSU VP Advocacy & Awareness announced the incoming NUSU Executives, whose terms will commence on May 1, 2025.

Provost & Vice-President, Academic

Report to the Board of Governors – April 2025

PVPA's Report

1. We are at the end of the Winter 2024-25 term. And I want to commend the work of students, staff and faculty to conclude another successful term.

   Thanks you to those of you who were able to attend March Research Month events. The Office of Research Innovation and Graduate Studies supported a variety of events, including **NU360** – an opportunity for 6 faculty to each present their research in 6 minutes, **3 minute thesis (3MT) competition**, and the **Undergraduate Research Conference** which engaged the avid participation of students and faculty and was kicked off by a keynote address by Dr. Kirsten Greer in which she reflected on her life and career as an historical geographer. A special thank you to local community members Donna Backers, Chad Evans and Kathy Wilcox who served as judges for the 3MT competition.

2. The staff in the Registrar's Office and Institutional Planning are to be thanked for posting the course master in early March, for spring/summer enrollment. At April 11, 2025, we have 554 FTE in SS (466 UG, 54 GR, and 34 other). In 2024-25, we concluded SS with 628 FTE, so are anticipating exceeding last year's total final enrolment.

   The Fall/Winter course master is posted and will launch for registration in late April. We will continue to push for a February launch of the course master, so that students have the opportunity to discuss their prospective plans with their families over Reading Week. With staff restructuring, as well as procedural and technological improvements, it is the expectation that the course master for 2026-27 will launch in February 2026.

   The domestic recruitment team is undertaking a calling campaign to all students with offers. NSO is scheduled for July 3 and 4.

Domestic Snapshot	Applications	Offers	Acceptances
2025-26	6640	4273	1267[1]
2024-25	6275	3617	1007
2023-24	5852	3667	1072
2022-23	5824	3195	835

3. We have begun Annual Program Review with the goal of rolling it out to all programs by June 2025. As we have discussed, the Annual Program Review is designed to provide an annual snapshot into program health in order that we are able to assess investment and the effectiveness of innovation on the long-term sustainability of programs. (Rubrics attached).

[1] At November 1, 2024, Nipissing University realized 1619 headcount, total new enrollment.

Provost & Vice-President, Academic

6. I am happy to report increasing stability in senior management positions. The Board is receiving two recommendations for academic administrative appointment committees:
   a. The Dean EPS.
   b. The Associate Dean, Arts and Science.
   c. The Associate Dean, School of Nursing is just commencing its process.

Rubric for Undergraduate Program Review

1.1 Alignment to Strategic Plan, Institutional Mission, Vision, & Values	Unsatisfactory (0)	Satisfactory (1)	Good (2)	Excellent (3)	Explanation for Self-Assessment Rating:
Is the mission statement consistent with the Institutional Act of Incorporation, Strategic Plan, mission, vision, values? • **Is the mission statement appropriate for an institution like Nipissing (primarily undergraduate, Northern, largely residential)?** • **Is the mission relevant to the needs of the community or communities serviced by the institution?** • **Is the mission explicit and legible to constituents?**	☐ *Program demonstrates little or no link to the university's missions, vision and strategic goals and makes no case for its essentiality to the university.*	☐ *Program demonstrates a strong and direct link to the university's missions, vision and strategic goals and makes a convincing case for its essentiality to the university.*			

1.2 Enrolment Goals and Retention	Unsatisfactory (0)	Satisfactory (1)	Good (2)	Excellent (3)	Explanation for Self-Assessment Rating:
What are the enrollment goals for the program? (1 year and 5 years)	☐ *Goals are vague, lacking in specificity, and not measurable.*	☐ *Goals are somewhat clear but may lack specificity or measurable outcomes.*	☐ *Goals are clear, specific, measurable, achievable, relevant, and time-bound (SMART).*	☐ *Goals are exceptionally clear, specific, measurable, achievable, relevant, and time-bound (SMART).* ☐ *Targets are well-defined and aligned with program objectives.*	
	☐ *Targets are poorly defined or absent.*	☐ *Some targets are present, but alignment with program objectives is inconsistent.*	☐ *Targets are defined and aligned with program objectives.*	☐ *Outreach and marketing strategies are innovative, comprehensive, and highly targeted. The plan includes a diverse range of effective tactics and channels.*	
	☐ *Outreach and marketing strategies are poorly defined, lacking in focus, or absent.*	☐ *Outreach and marketing strategies are present but may lack depth or consistency. Some tactics and channels are identified, but their effectiveness is questionable.*	☐ *Outreach and marketing strategies are well-defined and appropriate for the target audience. The plan includes a range of effective tactics and channels.*		
Has the first-time full time fall to fall retention rate increased (y-o-y)?	☐ *5-year avg. of Y1 to Y2 retention rate is > 2% lower than*	☐ *5-year avg. of Y1 to Y2 retention rate is within 2% of the*	☐ *5-year avg. of Y1 to Y2 retention rate is between 3% and 5% higher than the*	☐ *5-year avg. of Y1 to Y2 retention rate is > 5% higher than the institutional average.*	

See Program Review Dashboard table 1.2	*the institutional average.* ***or*** ☐ *Most recent Y1 to Y2 retention rate is > 9% lower than institutional average.*	*institutional average.*	*institutional average.*		
1.3 Curriculum	**Unsatisfactory (0)**	**Satisfactory (1)**	**Good (2)**	**Excellent (3)**	**Explanation for Self-Assessment Rating:**
Is the curriculum map up to date, clear, specific and distinct?	☐ *Not clear, coherent curriculum map.*	☐ *Clear, coherent curriculum map.*	☐ *Students have consistent access to electives and streams (courses cycled adequately, etc.).*	☐ *Elective courses outside program are encouraged, provided there is a clear link to program-level learning outcomes.*	
Does the curriculum map demonstrate a commitment to equity, diversity, inclusion, and accessibility?	☐ *Curriculum demonstrates no commitment to equity, diversity, inclusion, and accessibility.*	☐ *Curriculum designed with an eye to inclusion of students with diverse abilities and from diverse backgrounds.*	☐ *Curriculum includes consideration of decolonization and anti-racism among course learning outcomes.*	☐ *Program-level learning outcomes include consideration of decolonization and anti-racism.*	
Does the curriculum map demonstrate a commitment to flexibility, especially in support of access?	☐ *Program progression is inconsistent, incoherent, or poorly planned.*	☐ *Program progression is clear, coherent, and well-planned.*	☐ *Program accounts for non-traditional student access in progression plan (college transfers,*	☐ *Program assesses obstacles, bottlenecks that interfere with student progression at regular intervals and adjusts program design.*	

			part-time students, etc.).		
Does the curriculum map demonstrate a commitment to reasonable breadth balanced against core requirements?	☐ *Connection between program requirements and program learning outcomes is unclear.*	☐ *All program requirements are explicitly tied to program learning outcomes.*	☐ *Program requirements are necessary for program learning outcomes.*	☐ *Program requirements are thoughtfully coordinated with course-level learning outcomes.*	
Does the curriculum map demonstrate a commitment to a developmental approach to learning?	☐ *Program progression is inconsistent, incoherent, or poorly planned.*	☐ *Progression is provided through the curriculum map, the course requirements, and the sequencing and mapping of progression of PLOs and ULOs to courses.*	☐ *Program accounts for non-traditional student access in progression plan (college transfers, part-time students, etc.).*	☐ *Program assesses obstacles, bottlenecks that interfere with student progression at regular intervals and adjusts program design.*	
Does the curriculum map demonstrate a commitment to experiential, collaboration, community-based pedagogy?	☐ *Pedagogical approaches are disconnected from program learning outcomes.*	☐ *Program explicitly matches pedagogical approaches to program learning outcomes.*	☐ *Program explicitly includes a diversity of pedagogical approaches, including experiential learning opportunities.*	☐ *WIL (Work Integrated Learning) and experiential learning are explicitly integrated into program.*	
<mark>**1.4 Economic Viability of the Program**</mark>	<mark>**Unsatisfactory (0)**</mark>	<mark>**Satisfactory (1)**</mark>	<mark>**Good (2)**</mark>	<mark>**Excellent (3)**</mark>	<mark>**Explanation for Self-Assessment Rating:**</mark>
Enrollment Based Measurement: Is the program meeting a	☐ *Program has **fewer than 100** students spread*	☐ *Program has **between 100 and 150** students spread*	☐ *Program has **between 150 and 300** students spread*	☐ *Program has **300 or more** students spread across all years of study (3yr avg).*	

minimum enrollment requirement? • **for 4-yr UG programs, minimum 100 students and 4 FT faculty.** • **for GR programs, minimum targets are being met.** **See Program Review Dashboard table 1.4**	*across all years of study (3yr avg).*	*across all years of study (3yr avg).*	*across all years of study (3yr avg).*	
Production ratio: total credit hours as a percentage of credit hours generated by the faculty. **See Program Review Dashboard table 1.4**	☐ *Offering program relies on contingent faculty to support program delivery.*	☐ *Offering program has sufficient permanent faculty to support program delivery.* ☐ *Program has a sufficient number of students to support delivery of required and elective courses to meet student needs and program*	☐ *Offering program has a multi-year plan for cohort progression that accounts for anticipated changes in faculty complement (sabbatical, retirement...)* ☐ *Individualized study courses are required only where necessary to achieve program-learning outcomes.*	☐ *Permanent faculty have expertise in the key subdisciplines of the program, supporting delivery in all areas/courses.*	

			learning outcomes.		
Replenishment Ratio: Is the program meeting the graduating to incoming ratio. **NOTE: not all programs will meet this threshold.** **See Program Review Dashboard table 1.4**	☐ *Program consistently graduates fewer than 25 students a year.* ☐ *The incoming student to graduate student ratio is < 1.0 (3yr avg).*	☐ *Program consistently graduates between 25 to 40 students a year* ☐ *The incoming student to graduate student ratio is >=1.0 (3yr avg).*	☐ *Program consistently graduates between 40 and 75 students a year.* ☐ *The incoming student to graduate student ratio is >=1.5 (3yr avg).*	☐ *Program consistently graduates 75 or more students a year.* ☐ *The incoming student to student ratio is >=2.0 (3yr avg).*	
1.5 Competitiveness of the Academic Program	**Unsatisfactory (0)**	**Satisfactory (1)**	**Good (2)**	**Excellent (3)**	**Explanation for Self-Assessment Rating:**
Identify/Confirm three to five directly related CIP Codes that can be used for forecasting and trends analysis. **Some suggestions are pre-populated in Program Review Dashboard table 1.5** **Consult: Statscan CIP 2021 Guide (hyperlinked)**	☐ *Programs have not completed an environmental scan of similar programs offered in at universities in Ontario.*	☐ *Programs have completed an environmental scan and maintain an ongoing index of similar programs offered at universities across Ontario.*	☐ *Programs have completed an environmental scan and maintain an ongoing index of similar programs offered at universities and colleges in Canada.*	☐ *Programs have completed an environmental scan and maintain an ongoing index of similar programs offered at universities Internationally.*	

Are students joining this program instead of similar programs (here or elsewhere)? **See Program Review Dashboard table 1.5**	☐ *Institutional enrolment (FTE) in the program represents **less than 1%** of sector enrolment.*	☐ *Institutional enrolment (FTE) in the program represents **at least 1%** of sector enrolment.*	☐ *Institutional enrolment (FTE) in the program represents **at least 2%** of sector enrolment.*	☐ *Institutional enrolment (FTE) in the program represents **at least 5%** of sector enrolment.*	
Is the academic program different and better than similar programs (here or elsewhere)? If yes, how do we articulate that difference?	☐ *Distinctive elements of program nonexistent or not reflected in statement of program purpose.*	☐ *Program is distinct from comparators and distinction is reflected in statement of program purpose.*	☐ *Distinctive elements of program give it access to desirable sector of student market.*	☐ *Distinctive elements of program result in above average sector market share.*	
What appetite is there for the program? **See Program Review Dashboard table 1.5**	☐ *Sector-wide demand for program is low or in decline.*	☐ *Sector-wide demand for program is stable and sufficient for sustainable program.*	☐ *Sector-wide demand is sufficient and growing*		
2.1 Students' Recruitment and Enrolment	**Unsatisfactory (0)**	**Satisfactory (1)**	**Good (2)**	**Excellent (3)**	**Explanation for Self-Assessment Rating:**
Does the program have a proactive recruitment agenda, supported by the Office of recruitment?	☐ *Faculty members are not involved in recruitment of students to program.*	☐ *Faculty members, in consultation with the Recruitment Offices, have*	☐ *All faculty members have and fulfill roles in recruitment strategy*	☐ *Distinctive program recruitment plan is constantly updated by faculty members using data and feedback from Recruitment Office.*	

		developed a recruitment strategy distinctive to program.	*distinctive to program.*	
Is the program meeting admission goals outlined in the SEM plan? **See Program Review Dashboard table 2.1**	☐ *Falls significantly short of SEM admission targets (by more than 10%).* ☐ Overall decreases in the number of ***new first time undergraduate student*** applications, acceptances and registrations ("shows") (y-o-y) ☐ Overall decreases in the number of ***undergraduate transfer student*** admissions applied, accepted and registered ("show") (y-o-y)	☐ *Achieves SEM admission targets (+/- 10%).* ☐ Mixed trends across phases (increase in some, decrease in others) in the number of ***new first time undergraduate student*** applications, acceptances and registrations ("shows") (y-o-y) ☐ Mixed trends across phases (increase in some, decrease in others) in the number of ***undergraduate transfer student*** applications, acceptances and	☐ *Surpasses SEM admission targets (by a margin of 10% or more).* ☐ Moderate ***(i.e., >5 students and >10%)*** increases across all phases in the number of ***new first time undergraduate student*** applications, acceptances and registrations ("shows") (y-o-y) ☐ Moderate ***(i.e., >5 students and >10%)*** increases across all phases in the number of ***undergraduate transfer student*** applications, acceptances and	☐ *Significantly surpasses SEM admission targets (by a margin of 20% or more).* ☐ Significant ***(i.e., >10 students and >20%)*** increases across all phases in the number of ***new first time undergraduate student*** applications, acceptances and registrations ("shows") (y-o-y)) ☐ Significant ***(i.e., >10 students and >20%)*** increases across all phases in the number of ***undergraduate transfer student*** applications, acceptances and registrations ("shows") (y-o-y)	

		registrations ("shows") (y-o-y)	registrations ("shows") (y-o-y)		
Are the graduates interested in being ambassadors for the program?	☐ *Ambassador program for graduates does not exist.*	☐ *Graduates of the program have the opportunity to participate in an organized ambassador program.*			
Are contacts established with schools in the region offering assistance and support in areas of specialization?	☐ *School contacts nonexistent or underutilized.*	☐ *Contacts established and in regular use.*			
2.2 Recent Graduates	**Unsatisfactory (0)**	**Satisfactory (1)**	**Good (2)**	**Excellent (3)**	**Explanation for Self-Assessment Rating:**
How successful are graduating students at advancing to a next degree or employment? (Where they want to go next.) • **Number of graduates employed related to their field / or not** • **What percentage of graduates are employed within 6 months of graduation?** • **What percentage of graduates are**	☐ *Graduate placement in employment or further schooling under average or untracked.*	☐ *Graduate placement in employment or further schooling consistent with average rates at Nipissing.*	☐ *Graduate placement in employment or further schooling exceeds average rates at Nipissing.*	☐ *Graduate placement in employment or further schooling exceeds average across the sector.*	

employed within 2 years of graduation? See Program Review Dashboard table 2.2					
2.3 Student Satisfaction and Feedback	**Unsatisfactory (0)**	**Satisfactory (1)**	**Good (2)**	**Excellent (3)**	**Explanation for Self-Assessment Rating:**
Student Feedback • **How well does the program solicit and respond to students' feedback?** • **How well does the program communicate results of feedback from students?** • **How does the program improve in its use of student feedback?**	☐ *Offering program does not consult with current and former students to obtain feedback on the program.*	☐ *Offering program consults with current and former students, including students who discontinued studies, to obtain feedback on how well their education prepared them for work they are doing including the use of Community Advisory Circles.*	☐ *Offering program has a clear evaluation plan to use student outcomes to assess program success and inform curriculum refinement.*	☐ *Offering program openly shares student outcomes and feedback data on how it is continuing to refine curriculum.*	
What are students' perceptions about key components of the program?	**[add qualitative response]**				

- What are the students' perceptions of the program's quality?
- What are students' perceptions of the program's learning environment?
- What are the students' perception of the value of the program?
- What are the students' perceptions of the program preparing them for a time post-graduation?
- What are the students' perceptions about how the program met their expectations?

See Program Review Dashboard table 2.2

2.4 Faculty and Staff Recruitment and Retention	Unsatisfactory (0)	Satisfactory (1)	Good (2)	Excellent (3)		Explanation for Self-Assessment Rating:
Does the program have a well-defined procedure for identifying the program need to recruit faculty and staff?	☐ *No well-defined procedure exists.*	☐ *Well-defined procedure exists.*				
Does the program/university have an established exit interview instrument and procedure to better understand the exact causes and influences that induce faculty/staff to separate from the program/university?	☐ *No exit interview instrument and procedure exist.*	☐ *Exit interview instrument and procedure exist.*				
Is the program satisfied with the retentional rate of faculty/staff?	☐ *Retention rate unsatisfactory.*	☐ *Retention rate satisfactory.*				
2.5 Admin and Technical Support	**Unsatisfactory (0)**	**Satisfactory (1)**	**Good (2)**	**Excellent (3)**		**Explanation for Self-Assessment Rating:**
Does the program have sufficient qualified and skilled administrative support?	☐ *Administrative support unqualified or otherwise inadequate.*	☐ *Administrative support adequate.*				
Does the program have sufficient qualified and skilled technical support?	☐ *Tech support unqualified or*	☐ *Tech support adequate.*				

	otherwise inadequate.				
2.6 IT and Facilities Infrastructure	**Unsatisfactory (0)**	**Satisfactory (1)**	**Good (2)**	**Excellent (3)**	**Explanation for Self-Assessment Rating:**
Classroom infrastructure is sufficient to support student learning and program effectiveness.	☐ *Classroom infrastructure is inadequate (Please elaborate).*	☐ *Classroom infrastructure is adequate.*		☐ *Classroom infrastructure easily accommodates new approaches to learning and new technology.*	
Laboratory infrastructure is sufficient to support student learning and program effectiveness.	☐ *Lab infrastructure is inadequate (Please elaborate).*	☐ *Lab infrastructure is adequate.*		☐ *Lab infrastructure easily accommodates new approaches to learning and technology.* ☐ *Lab infrastructure allows for sufficient time to work independently or unsupervised during off hours.*	
The IT infrastructure is sufficiently robust, scalable, and efficient to support the academic program.	☐ *IT infrastructure inadequate (Please elaborate).*	☐ *IT infrastructure adequate.*		☐ *IT infrastructure easily accommodates new approaches to learning and new technology.*	
2.7 Library Support Satisfaction and Feedback	**Unsatisfactory (0)**	**Satisfactory (1)**	**Good (2)**	**Excellent (3)**	**Explanation for Self-Assessment Rating:**
The library resources and information literacy supports are sufficient.	☐ *Library resources inadequate.*	☐ *Library resources adequate.*			
The library resources and budget allocation contribute to program effectiveness.	☐ *Library resource investment poorly planned.*	☐ *Multi-year plan for library resources and budget allocation reflects program needs.*			

2.8 Marketing and Communication	Unsatisfactory (0)	Satisfactory (1)	Good (2)	Excellent (3)	Explanation for Self-Assessment Rating:
Is the program represented effectively on the website/social media/print collateral and why?	☐ Poor marketing and communication.	☐ Program consults with marketing to develop and implement clear strategy.			
2.9 Budget Allocation	Unsatisfactory (0)	Satisfactory (1)	Good (2)	Excellent (3)	Explanation for Self-Assessment Rating:
Is the budget allocated based on program needs?	☐ Budget allocation indicates poor evaluation of program needs.	☐ Budget allocation reflects program needs.			
3.1 Research Culture	Unsatisfactory (0)	Satisfactory (1)	Good (2)	Excellent (3)	Explanation for Self-Assessment Rating:
Has the right environment for faculty to balance teaching and research been established? The University has established and clear policies to provide active researchers with appropriate teaching load/release time to establish their research	☐ Faculty members in program are not able to balance teaching and research, with the majority demonstrating very low level of research productivity.	☐ Majority of faculty members in the program are demonstrating a low level of research productivity while on a teaching-intensive or regular teaching load.	☐ Some faculty members in the program are demonstrating high research productivity while on a research-intensive or regular teaching load. ☐ Some faculty (10-30%) are on a	☐ Majority of faculty members in the program are demonstrating high research productivity while on a research-intensive or regular teaching load. ☐ More than a 30% of faculty are on a research-intensive load.	

agenda and conduct research in their area of expertise.	☐ No faculty members are on a research-intensive load.	☐ Few faculty (less than 10%) are on a research-intensive load.	research-intensive teaching load.		
Faculty are integrating research in their courses and classrooms.	☐ Faculty members do not integrate students into research, nor do they integrate their research into courses and classrooms.	☐ Students have opportunities to support faculty in research and/or faculty sometimes integrate their research into courses and classrooms.	☐ Student participation in faculty research is sometimes integrated into the program and/or faculty regularly integrate their research into courses and classrooms.	☐ Student participation in faculty research is often integrated into the program and/or faculty regularly integrate their research into courses and classrooms.	

3.2 Alumni Relations	Unsatisfactory (0)	Satisfactory (1)	Good (2)	Excellent (3)	Explanation for Self-Assessment Rating:
Does the university have a well-established alumni service office which the program accesses? Alumni are serving as mentors, volunteers, ambassadors and advocates for the program/university. Alumni are participating in university's governance,	☐ Program does not access alumni service office. ☐ Alumni do not serve as mentors, volunteers, ambassadors, and advocates for the program/university.	☐ Program rarely (once every 12+ months) accesses alumni service office. ☐ Alumni rarely (1 or 2 times a year) serve as mentors, volunteers, ambassadors, and	☐ Program sometimes (approximately 1 – 2 times a year) accesses alumni service office. ☐ Alumni sometimes (approximately 3 – 4 times a year) serve as mentors, volunteers,	☐ Program regularly (more than twice a year) accesses alumni service office. ☐ Alumni regularly (semi-monthly or monthly – 6 to 12 times a year) serve as mentors, volunteers, ambassadors, and advocates for the program/university. ☐ Alumni regularly (more than twice a year) attend recruitment / graduation events, attend lectures/events as speakers, serve as a	

assist with recruitment, serve as guest speakers, and serve as a resource to faculty and current students.	☐ *Alumni do not attend recruitment / graduation events, attend lectures/events as speakers, serve as a resource to students and faculty in the program.*	*advocates for the program/university.* ☐ *Alumni rarely (once every 12+ months) attend recruitment / graduation events, attend lectures/events as speakers, serve as a resource to students and faculty in the program.*	*ambassadors, and advocates for the program/university.* ☐ *Alumni sometimes (approximately 1 – 2 times a year) attend recruitment / graduation events, attend lectures/events as speakers, serve as a resource to students and faculty in the program.*	*resource to students and faculty in the program.*	
3.3 Government and Industry	**Unsatisfactory (0)**	**Satisfactory (1)**	**Good (2)**	**Excellent (3)**	**Explanation for Self-Assessment Rating:**
Local employers and members of professions or NGOs are invited to join appropriate advisory committees (Please elaborate if not applicable).	☐ *Employers and members of professions or NGOs related to the program's discipline are not invited or represented on an advisory committee.*	☐ *At least one Employer or member of profession or NGO related to the program's discipline is invited or is represented on an advisory committee.*	☐ *At least 2 Employers and members of professions or NGOs related to the program's discipline are invited or are represented on an advisory committee.*	☐ *Three or more Employers and members of professions or NGOs related to the program's discipline are invited or are represented on an advisory committee.*	
3.4 Community	**Unsatisfactory (0)**	**Satisfactory (1)**	**Good (2)**	**Excellent (3)**	**Explanation for Self-**

					Assessment Rating:
The commitments of the program are defined in a way that reflects the community or communities within which the university operates. **The contributions to the community made by faculty in the program are recorded and reported upon an annual basis.** **Initiatives in working with the community are coordinated with responsible programs in the university to avoid duplication and possible confusion.**	☐ *The commitments of the program do not reflect an awareness of EDIA* ☐ *The contributions of faculty members to the community are not recorded or reported upon.* ☐ *The program does not coordinate their community activity with any other programs at the university.*	☐ *Some of the commitments of the program reflect an awareness of EDIA* ☐ *The contributions to the community of less than half of faculty members in the program are recorded and reported upon annually (ex. Through the annual reports submitted to the Dean).* ☐ *The program rarely coordinates their work in the community with other programs at the university who are involved in similar community work (ex.*	☐ *Most of the commitments of the program reflect respect and commitment to EDIA and some program components demonstrate this.* ☐ *The contributions to the community of at least half of faculty members in the program are recorded and reported upon annually (ex. Through the annual reports submitted to the Dean).* ☐ *The program sometimes coordinates their work in the community with other programs at the university who are involved in similar community work (ex.*	☐ *The commitments of the program clearly reflect respect and commitment to EDIA and program components demonstrate this.* ☐ *The contributions to the community of all faculty members in the program are recorded and reported upon annually (ex. Through the annual reports submitted to the Dean).* ☐ *The program coordinates their work in the community with all other programs at the university who are involved in similar community work (ex. Placements, research projects, field trips).*	

		Placements, research projects, field trips).	Placements, research projects, field trips).		
In professional programs, relationships are established with local industries and employers.	☐ *The program has no relationships established with local industries and employers.*	☐ *The program has at least one established relationship with a local industry or employer, but there are related industries / employers for which relationships have yet to be developed.*	☐ *The program has several, well-established relationships with local industries and employers, but there are related industries/employers for which relationships have yet to be developed.*	☐ *The program has multiple, well-established relationships with local industries and employers, with few related industries or employers for which a relationship has yet to be developed.*	
4.1 Academic Planning	**Unsatisfactory (0)**	**Satisfactory (1)**	**Good (2)**	**Excellent (3)**	**Explanation for Self-Assessment Rating:**
The academic planning process of the program is meaningfully completed, is informed by the university's strategic plan, and academic and operational plan, and is in alignment with quality assurance and senate's requirements	☐ *Academic planning process is either incomplete, ad hoc, or inconsistently documented.* ☐ *Little to no evidence of alignment with the university's strategic or academic and operational plan.*	☐ *A basic planning process is in place, though implementation may be inconsistent.* ☐ *Some alignment with the university's strategic or academic and operational plan is apparent, but not fully articulated.*	☐ *A clear, documented planning process is used and followed consistently.* ☐ *Strong alignment with the university's strategic and academic and operational plans is evident, with goals and objectives*	☐ *Planning is conducted through a purposeful, inclusive, and transparent process, with broad constituent engagement.* ☐ *The planning process is deeply integrated with the university's strategic and academic and operational goals, reinforcing and advancing institutional priorities.* ☐ *Surpasses AQAPC and senate requirements by incorporating continuous quality improvement measures.*	

	Unsatisfactory (0)	Satisfactory (1)	Good (2)	Excellent (3)	
			mapped to these plans.	☐ Shows clear evidence of data-informed decision-making, consistent reviews, and demonstrable impact on both program quality and institutional objectives.	
	☐ Requirements and guidelines set by AQAPC and senate are largely unmet or ignored.	☐ Minimum requirements under AQAPC and senate guidelines are met, but with limited depth or rigor.	☐ AQAPC and senate requirements are met.		
	☐ No clear milestones or deadlines established, beyond the cyclical IQAP review.	☐ Few formal mechanisms for monitoring and review.	☐ Regularly scheduled review cycles use data to inform improvements.		
4.2 Academic Leadership	**Unsatisfactory (0)**	**Satisfactory (1)**	**Good (2)**	**Excellent (3)**	**Explanation for Self-Assessment Rating:**
The program has regular and ongoing conversations about the delivery of its program(s).	☐ Discussions about program delivery are infrequent or occur only when urgent problems arise.	☐ Conversations about program delivery take place on a semi-regular basis, such as at periodic faculty meetings.	☐ There is a clear, ongoing process for discussing program delivery (e.g., regularly scheduled program or program meetings).	☐ A well-structured and continuous cycle of dialogue on program delivery is embedded in the program's culture.	
	☐ There is no clear structure or schedule	☐ Some structure exists (e.g., a	☐ Discussions are supported by basic	☐ Diverse constituents (faculty, staff, students, external advisors/networks, institutional advisors, etc.) are engaged, and discussions are consistently evidence-based	

	for reviewing program delivery. ☐ *Little to no documentation or follow-up actions result from any conversations that do occur.* ☐ *Constituent involvement (e.g., faculty, staff, students, community) is minimal or absent.*	*standing agenda item), but it may not be consistently applied.* ☐ *Discussions mainly focus on immediate needs rather than long-term improvement.* ☐ *Constituent feedback is acknowledged but not systematically gathered or used.*	*evidence (e.g., student feedback, course evaluations, institutional planning) and contribute to informed decision-making.* ☐ *Conversations involve relevant constituents, and follow-up actions are usually tracked.*	*(e.g., data on student outcomes, quality assurance metrics).* ☐ *Tracking mechanisms ensure that action items and improvements are implemented and reviewed for impact.* ☐ *The process demonstrates clear alignment with strategic priorities and fosters ongoing innovation.*	
The program engages in strategic conversations with the Dean.	☐ *The program rarely or only sporadically meets with the Dean, often on an ad hoc basis.* ☐ *Discussions, if they occur, lack strategic focus and*	☐ *The program meets with the Dean on a predictable but infrequent schedule (e.g., once per year).* ☐ *Conversations touch on some*	☐ *Regularly scheduled meetings occur, with clear agendas that include strategic and programmatic discussions.* ☐ *Discussions reference institutional*	☐ *Strategic conversations with the Dean are routine, well-documented, and deeply integrated into the program's planning cycle.* ☐ *Meetings are data-informed and proactively address future directions, aligning program goals with faculty and institutional priorities.* ☐ *Follow-up actions and continuous improvement measures are systematically*	

	are primarily driven by immediate operational concerns. ☐ *Little to no alignment with institutional priorities or documented action items.*	*strategic aspects but are typically high-level or reactive.* ☐ *Limited follow-up or tracking of action items connected to broader institutional goals.*	*priorities and inform planning or improvements.* ☐ *Action items are tracked, and the program makes visible efforts to align with broader institutional priorities.*	*tracked, reviewed, and communicated to constituents.*	
The program has a clear sense of what academic leadership is and the succession plan to achieve its goals.	☐ *The concept of academic leadership within the program is not clearly defined or understood.* ☐ *Little to no investment in developing future leaders.*	☐ *A basic understanding of academic leadership is acknowledged within the program, though it may be informal or loosely defined.* ☐ *Some informal efforts toward identifying future leaders, but no structured succession planning.*	☐ *A clear understanding of academic leadership roles is established, with responsibilities outlined and communicated.* ☐ *A formal succession plan details processes for developing and selecting future leaders.* ☐ *Mentorship or training opportunities exist*	☐ *Academic leadership is broadly and deeply understood within the program, supported by a shared vision and well-defined roles.* ☐ *The succession plan is transparent, and data-informed, ensuring continuity in leadership and alignment with the program's strategic objectives.* ☐ *Professional development and mentorship programs foster leadership capacity in the program.*	

4.3 Academic Governance	Unsatisfactory (0)	Satisfactory (1)	Good (2)	Excellent (3)	Explanation for Self-Assessment Rating:
			for emerging leaders.		
Faculty are involved in decision making related to academic issues. **The academic program provides senate with regular program updates and modifications.**	☐ *Faculty input on academic matters is minimal or sought on an ad hoc basis or only when problems arise.* ☐ *Faculty do not regularly participate in or influence curriculum changes, program reviews, or other important academic decisions.* ☐ *Program updates to Faculty executive/council and senate are sporadic or missing entirely.*	☐ *Faculty involvement in academic decision-making occurs periodically but is largely at the final stage.* ☐ *Structures for consultation with all faculty are not consistently applied.* ☐ *Some program updates and modifications are submitted to senate, but the timing or detail may be inconsistent.*	☐ *There is a clear, regular process for involving faculty in academic decision-making (e.g., standing committees or working groups).* ☐ *Program updates and modifications are routinely provided to Faculty executive/council and senate, adhering to procedural timelines and requirements.* ☐ *Faculty perspectives are documented, and input influences program changes.*	☐ *Faculty play a central and proactive role in academic decision-making, supported by consultative processes.* ☐ *The program provides Faculty executive/council and senate with frequent, detailed updates and well-communicated program modifications.* ☐ *Discussions are evidence-based and reflect continuous engagement and improvement.*	

		☐ *Faculty feedback is acknowledged but not always clearly integrated.*			
COLUMN TOTALS					
TOTAL SCORE					

GRADUATE PROGRAM REVIEW: ANNUAL SELF-ASSESSMENT

Preamble:

The purpose of this annual program review exercise is to reflect on the current status and delivery of your graduate program, with a goal of identifying what is working well and what areas require immediate versus longer range attention. While cyclical program review (IQAP) processes provide a comprehensive review of the program over a multi-year period, it does not provide an opportunity for programs to identify and respond to challenges that can be addressed to improve student experience and program health in a shorter time frame. The annual program review is meant to help you identify what you can take action on immediately so that the program continues to evolve year to year. This is particularly important within graduate programs as master's programs are designed to have complete student turnover within 1-2 years. The relatively short graduate program duration creates an opportunity to update, re-imagine, and address challenges quickly so that elements that do not support student progression impact a minimal number of students and exciting program changes can be implemented on a short time frame to improve the student experience and respond to timely and topical challenges within our cognate disciplines and the world at large.

Instructions:

The graduate program review asks you to reflect on 5 elements of your program (adapted from Berdahl et al.'s 2024 EDITS framework), each represented by several aspects. To what extent is your program Efficient? Deliberate? Inclusive? Talent Developing? Student Focused? Each element contains 4-7 aspects. To complete the program review, there are 3 parts:

1. **Check the box(es) in the rubric** (unsatisfactory-excellent) that best represents the current state of your program for that specific dimension.
2. **Fill in the narrative to explain your self-assessment of the program's current state.** This should be evidence-based where possible. Reflect on potential data sources such as: graduate studies data in the program review dashboard, graduate studies enrollment dashboard (time to completion), program curriculum map, and the graduate program fact sheet.
3. **Complete the Prioritization section to identify your program's areas of priority and to set specific goals to address those priority areas.** Identify the areas of greatest need for attention (i.e., which element has the lowest ratings? Which dimensions of each element are rated lowest?). While filling in the prioritization tab, consider the following:
   - For each item that is rated unsatisfactory, consider what strategies can be applied to improve its rating. Are they items where action can be initiated within the program?
   - For items rated satisfactory, are there ways in which these can be improved to 'good'?
   - How might the information in the program fact sheet help to inform strategies for improving your ratings?

Graduate Program Name:

Annual Program Review Completed By:

Date Submitted:

Comments:

Please provide comments that will help us to improve the forms and process of completing annual program review, as we anticipate both will evolve as we gain experience with this exercise.

Section 1: Efficient

	Unsatisfactory	Satisfactory	Good	Excellent	Explanation for Self-Assessment Rating:
Course Focus	☐ All elective grad courses are cross-listed with senior undergraduate (UG) courses	☐ 2/3 of grad courses are program-specific (not cross-listed with UG)	☐ Program is comprised primarily of core required courses, and electives are limited	☐ Elective courses outside program are encouraged, provided there is a clear link to program-level learning outcomes	
Program Connections	☐ Students in other programs are prohibited from enrolling in program courses	☐ Courses are available to students in other programs, and/or arrangements with other institutions for reciprocal course enrolment	☐ Where possible and appropriate, program requires students to participate in faculty- or university-level offerings (e.g. professional development) rather than program-specific offerings		
Is the program meeting a minimum enrollment requirement? **See Program Review Dashboard Table 1.4 and Table 2.1**	☐ Program has consistently not met the enrollment target (3yr avg)	☐ Program has consistently met the enrollment target (3yr avg)	☐ Program has consistently exceeded the enrollment targets (3yr avg)		

	Unsatisfactory	Satisfactory	Good	Excellent	Explanation for Self-Assessment Rating:
Capacity **See Program Review Dashboard Table 1.4**	☐Program relies on contractual faculty to support program delivery, including supervision and advising	☐ Program has sufficient permanent faculty to support program delivery, including supervision and advising	☐ Program has a multi-year admissions plan that accounts for anticipated changes in faculty complement (sabbatical, retirement) ☐ Graduate Faculty supervision and advising limited to area of expertise		
Replenishment Ratio: Is the program meeting the graduating to incoming ratio. **See Program Review Dashboard Table 1.4 and Table 2.1**	☐ The incoming student to graduate student ratio is < 1.0 (3yr avg).	☐ The incoming student to graduate student ratio is >=1.0 (3yr avg).	☐ The incoming student to graduate student ratio is >=1.5 (3yr avg).	☐ The incoming student to graduate student ratio is >=2.0 (3yr avg).	
Does the program have access to sufficient qualified and skilled administrative support?	☐ No or little administrative support or otherwise inadequate.	☐ Administrative support adequate.			
Does the program have access to sufficient skilled technical support?	☐ No or little tech support or otherwise inadequate.	☐ Tech support adequate.			
Is the budget allocated based on program needs?	☐ Budget allocation indicates poor	☐ Budget allocation reflects program needs.			

	Unsatisfactory	Satisfactory	Good	Excellent	Explanation for Self-Assessment Rating:
	evaluation of program needs.				
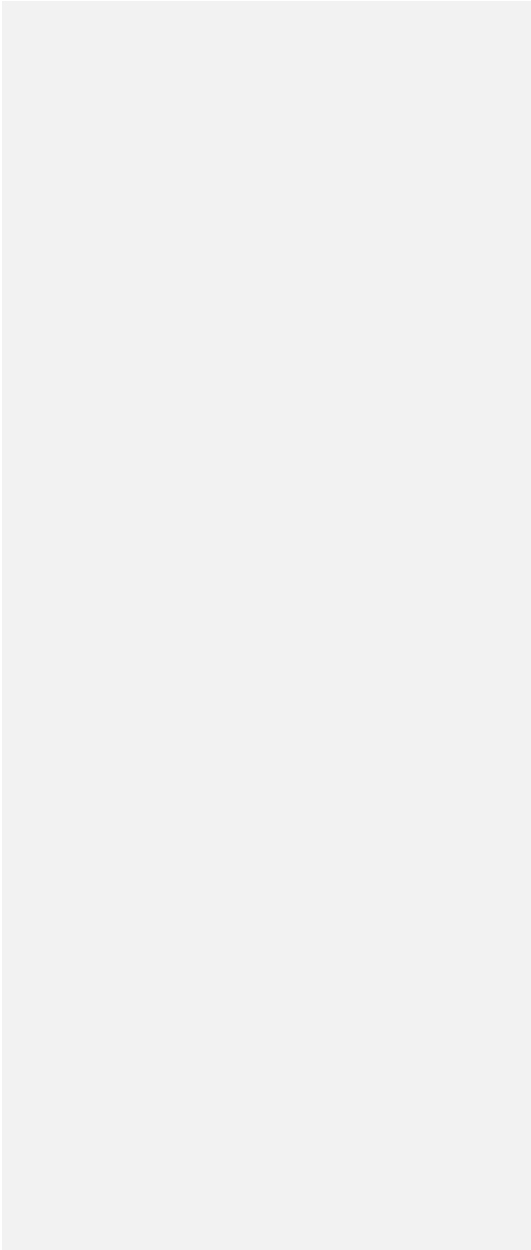
Section 2: Deliberate

	Unsatisfactory	Satisfactory	Good	Excellent	Explanation for Self-Assessment Rating:
Program mission statement is consistent with the Strategic and Academic Plans – mission, vision, values	☐ Program demonstrates little or no link to the Strategic and Academic Plans	☐ Program demonstrates strong and direct links to the Strategic and Academic Plans and makes a convincing case for its essentiality to the university.			
Purpose	☐ Program's purpose or learning outcomes are unspecified	☐Purpose of program and learning outcomes are clearly stated	☐ Program learning outcomes are directly tied to program's purpose	☐ Program's purpose is linked to broader societal goals (e.g. UN 17 SDG, TRC)	
Program Requirements	☐ Connection between program requirements and program learning outcomes is unclear	☐ All program requirements are explicitly tied to program learning outcomes	☐ Program requirements are truly necessary for program learning outcomes	☐ Program electives are limited and explicitly tied to program learning outcomes	
Curriculum map (up to date, clear, and specific)	☐ No curriculum map or unclear	☐ Clear, coherent curriculum map connecting courses to program learning outcomes	☐ Students have consistent access to electives and streams (courses cycled adequately, etc.).	☐ Elective courses outside program are encouraged, provided there is a clear link to program-level learning outcomes.	
Timeliness	☐ Degree completion guidelines are unstated or unrealistic	☐ Program has explicit and realistic degree completion guidelines	☐ Program has explicit pathways for students to realistically complete the	☐ Program website provides clear information about degree completion	

	Unsatisfactory	Satisfactory	Good	Excellent	Explanation for Self-Assessment Rating:
			degree in a specified timeframe	timelines over the past five years	
Pedagogy	☐ Pedagogical approaches are disconnected from program learning outcomes	☐ Program explicitly matches pedagogical approaches to program learning outcomes	☐ Program uses research training purposively, with research products matched to program level learning outcomes	☐ Program integrates experiential and/or work integrated learning to support program level learning outcomes	
Research	☐ Faculty members in program are not able to balance teaching, research, and service with the majority demonstrating very low level of research productivity. ☐ Faculty members are not seeking external funding to support graduate student research	☐ The majority of faculty members in the program are demonstrating a low level of research productivity. ☐ Some faculty members are seeking external funding to support graduate student research.	☐ Some faculty members in the program are demonstrating high research productivity while on a research-intensive or regular teaching load. ☐ Some faculty (10-30%) are on a research-intensive teaching load.	☐ Majority of faculty members in the program are demonstrating high research productivity while on a research-intensive or regular teaching load. ☐ More than a 30% of faculty are on a research-intensive load.	

	Unsatisfactory	Satisfactory	Good	Excellent	Explanation for Self-Assessment Rating:
Is there a marketing and recruitment plan promoting the characteristics above – website, social media?	☐ Marketing and recruitment plan does not communicate the characteristics above.	☐ Program consults with marketing to develop and implement a communication plan that highlights the program characteristics above.			
Is there a demand for the program? **Identify/Confirm three to five directly related CIP Codes that can be used for forecasting and trends analysis.** **Some suggestions are pre-populated in Program Review Dashboard table 1.5** **Consult: Statscan CIP 2021 Guide Additional questions can be fielded to ir@nipissingu.ca**	☐ Programs have not completed an environmental scan of similar programs offered at universities in Ontario.	☐ Programs have completed an environmental scan and maintain an ongoing index of similar programs offered at universities across Ontario.	☐ Programs have completed an environmental scan and maintain an ongoing index of similar programs offered at universities and colleges in Canada.	☐ Programs have completed an environmental scan and maintain an ongoing index of similar programs offered at universities Internationally.	
Are there ways in which the program at NU distinguishes itself from	Identify 5-10 programs that would be direct competitors for the program at NU. CIP codes above may assist with identifying relevant programs. Collaborate with SGS to complete the Program Fact Sheet template.				

	Unsatisfactory	Satisfactory	Good	Excellent	Explanation for Self-Assessment Rating:
comparator programs in Ontario (positively or negatively)? **Program Fact Sheet (Appendix A)**	Reflect on completed Program Fact Sheet to identify potential areas that are highlights of the NU program and those that require some rethinking.				

Section 3: Inclusive

	Unsatisfactory	Satisfactory	Good	Excellent	Explanation for Self-Assessment Rating:
Admissions	☐ Program does not have admissions diversity goals	☐ Program's admissions goals include attention to student diversity	☐ All faculty and staff involved in admissions decisions have completed anti-bias training	☐ All faculty, instructors, and staff have completed anti-racism training	
Events and Extra curriculars	☐ Program does not host extra-curricular events	☐ Program ensures inclusion and diversity in invited speakers and guests	☐ Program offers innovative and inclusive events		
Faculty and staff complement	☐ No awareness of areas of non-diversity	☐ Program balances areas of non-diversity with external expertise	☐ Program's faculty and staff complement plans include diversity as a key criterion	☐ Program's faculty and staff complement plans prioritize diversity	
Course materials	☐ Course instructors are unaware of how representative their course materials are	☐ Course instructors have assessed their course materials with an eye to inclusion of students with diverse abilities and from diverse backgrounds	☐ Course instructors include consideration of decolonization and anti-racism among course learning outcomes	☐ Program-level learning outcomes include consideration of decolonization and anti-racism	
Assessment	☐ Program's assessment practices exclude	☐ Course instructors have assessed their course	☐ Course instructors communicate assessment	☐ Course instructors allow students to choose among a	

	Unsatisfactory	Satisfactory	Good	Excellent	Explanation for Self-Assessment Rating:
	or disadvantage some students	assessments with an eye to inclusion of students with diverse abilities and from diverse backgrounds	expectations and grading criteria clearly and in advance	number of assessment options	

Section 4: Talent Developing

	Unsatisfactory	Satisfactory	Good	Excellent	Explanation for Self-Assessment Rating:
Program learning outcomes	☐ Program-level learning outcomes are limited to content / knowledge learning	☐ Program-level learning outcomes explicitly include numerous human literacy skills	☐ Program-level learning outcomes explicitly include numerous human literacy skills and some data literacy and/or technological literacy skills	☐ Program-level learning outcomes explicitly include numerous human literacy skills and numerous data literacy and/or technological literacy skills	
Assistants	☐ Faculty members view TAships and RAships primarily as teaching / research support	☐ Faculty members view TAships and RAships primarily as talent development rather than teaching / research support	☐ Faculty, university, and/or program provide students with skills training programs to support their TA and RA work		
Connection to external world	☐ Program is not proof tested against the real world	☐ Faculty, university, and/or offering unit provide students with tools to explicitly recognize and articulate their literacy skills	☐ Offering unit regularly consults with dominant industries that employ its graduates to understand emerging talent needs to inform its curriculum refinements		

Section 5: Student Focused

	Unsatisfactory	Satisfactory	Good	Excellent	Explanation for Self-Assessment Rating:
Student needs	☐ Connection between program's purpose and student needs in unclear	☐ Program's stated purpose clearly prioritizes student needs over other considerations	☐ Program admissions are based on and limited by program's capacity to meet students' needs over the entirety of the of their degree	☐ Student TA and RA assignments prioritize student training over other considerations	
Career Connection	☐ Program is not positioned as tied to career preparation of any sort or is limited to academic career preparation	☐ Program explicitly promises to prepare students for diverse careers	☐ Faculty, university, and/or offering unit provide students with tools for explicitly tying their literacy skills to diverse careers	☐ Faculty, university, and/or offering unit provide students with opportunities for work-integrated learning, network development, and alumni connection	
Milestones and Support	☐ Program milestones cannot realistically be achieved in a reasonable timeframe	☐ Program milestones are achievable in a reasonable timeframe	☐ Faculty members are responsive to students' concerns and unique situations	☐ Supervisors are trained and appropriately mentored to provide student support and meaningful feedback	
Student Consultation	☐ Offering unit does not consult with current and former students to obtain feedback on the program	☐ Offering unit consults with current and former students, including students who	☐ Offering unit consults published literature for best practices in graduate programming and uses this	☐ University and/or faculty provide support for regular program reviews	

	Unsatisfactory	Satisfactory	Good	Excellent	Explanation for Self-Assessment Rating:
		discontinued studies, to obtain feedback on the program, and users this information to refine its program	information to refine its program		
The program provides senate with regular updates and modifications	☐ Faculty input on academic matters is minimal or sought on an ad hoc basis or only when problems arise.	☐ Faculty involvement in academic decision-making occurs periodically but is largely at the final stage.	☐ There is a clear, regular process for involving faculty in academic decision-making (e.g., standing committees or working groups).	☐ Faculty play a central and proactive role in academic decision-making, supported by consultative processes. ☐ Discussions are evidence-based and reflect continuous engagement and improvement.	
Student Feedback **How well does the program solicit, respond, and implement students' feedback?** **How well does the program**	☐ Offering program does not consult with current and former students to obtain feedback on the program.	☐ Offering program consults with current and former students, including students who discontinued studies, to obtain feedback on how well their education	☐ Offering program has a clear evaluation plan to use student outcomes to assess program success and inform curriculum refinement.	☐ Offering program openly shares student outcomes and feedback data on how it is continuing to refine curriculum.	

	Unsatisfactory	Satisfactory	Good	Excellent	Explanation for Self-Assessment Rating:
communicate results of feedback from students?		prepared them for work they are doing			
Classroom infrastructure is sufficient to support student learning and program effectiveness.	☐ Classroom infrastructure is inadequate.	☐ Classroom infrastructure is adequate.	☐ Classroom infrastructure easily accommodates new approaches to learning and new technology.		
Laboratory infrastructure is sufficient to support student learning and program effectiveness.	☐ Lab infrastructure is inadequate.	☐ Lab infrastructure is adequate.	☐ Lab infrastructure easily accommodates new approaches to learning and technology. ☐ Lab infrastructure allows for sufficient time to work independently or unsupervised during off hours.		
The IT infrastructure is sufficiently robust, scalable, and efficient to support the academic program.	☐ IT infrastructure inadequate.	☐ IT infrastructure adequate.	☐ IT infrastructure easily accommodates new approaches to learning and new technology.		
What are students' perceptions about key components of the program? **See Program Review**	[add qualitative response]				

	Unsatisfactory	Satisfactory	Good	Excellent	Explanation for Self-Assessment Rating:
Dashboard table 2.2 and 2.3 (CGPSS for grad data)					
Does the university have a well-established alumni service office which the program accesses?	☐ Program does not access alumni service office. ☐ Alumni do not serve as mentors, volunteers, ambassadors, and advocates for the program/university	☐ Program rarely (once every 12+ months) accesses alumni service office. ☐ Alumni rarely (once every 12+ months) attend recruitment / graduation events, attend lectures/events as speakers, serve as a resource to students and faculty in the program.	☐ Alumni sometimes (approximately 3 – 4 times a year) serve as mentors, volunteers, ambassadors, and advocates for the program/university	☐ Alumni regularly (more than twice a year) attend recruitment / graduation events, attend lectures/events as speakers, serve as a resource to students and faculty in the program.	

Section 6: Prioritization & Goal Setting

	Items requiring immediate attention: (within 3-6 months)	Action item:	Goal: (specific, measurable, adjustable, realistic, time-based)	Lead (who will be responsible for initiating and following up on action)
1				
2				
3				
4				
5				

	Items requiring short-term attention: (within 1 year)	Action item:	Goal: (specific, measurable, adjustable, realistic, time-based)	Lead (who will be responsible for initiating and following up on action)
1				
2				
3				
4				
5				

APPENDIX A: GRADUATE PROGRAM FACT SHEET

The School of Graduate Studies and the graduate program will collaboratively complete the program fact sheet. This document is meant to provide a snapshot of a specific graduate program at NU in relation to comparable programs in Canada to help identify some of the ways in which we may be competitive with other programs and where we need to reconsider program characteristics.

Graduate Program:

Indicators for comparable programs in Canadian universities (up to 10 top competitors):

University + Program Name	Type *	Deadlines	Duration (months)	Total Cost of Program (Tuition + mandatory fees)			Total # Courses		Other degree components	Defence? (Y/N)	Part Time ? (Y/N)	Experiential Learning? Identify
				In-province	Canadian	International	Core	Elective				
[add up to 10 rows]												
Nipissing												

*C = course-based; TH = thesis; MRP = Major Research Paper; P = Professional (terminal degree that does not lead to entry in a PhD program)

Other degree components = capstone project; exchange program; specialization; combined degree option

Experiential learning = co-op (duration); internship (duration) – note if mandatory (M) or optional (O)

Commented [BL1]: Can also add columns for average and min guaranteed funding for students (more common at PhD than master's level)

NIPISSING
U N I V E R S I T Y

Compulsory Ancillary Fees Committee
Nipissing University Ancillary Fees

At the March 26th, 2025 meeting of Nipissing University's Compulsory Ancillary Fees Committee, the following Nipissing University Ancillary Fees for 2025/26 were approved for formal recommendation to the Board of Governors of Nipissing University.

Undergraduate and Part-Time Graduate Students per 3 credit course
Non - Essential Fees
Equity and Inclusion Fee	$0.20
Student Development Fund	$0.20
eSports Fee	$0.50

Essential Fees
Student buildings
Athletic Centre Maintenance	$5.51

Athletics and Recreation
Athletic Fee	$22.05

Health and Counselling
Health Services	$2.88
Student Intervention Support	$2.58
Mental Health & Wellbeing Support	$9.24

Student ID cards
Student ID Card	$0.90

Academic Support
Student Learning and Transition Support	$5.60

Career Services
Career Resources and Services	$1.80

Student Achievement and Records
Record of Student Development	$1.92

Campus Safety
Sexual Violence Support & Education	$2.58

Campus Programming and Initiatives
Student Initiatives Fund	$0.58
World University Service of Canada	$0.35

Student Transit Passes * NORTH BAY ONLY
Bus Pass	$241.25

Full-Time Graduate Students per term
Non - Essential Fees
Equity and Inclusion Fee	$0.67
Student Development Fund	$0.67
eSports Fee	$1.67

Essential Fees

Student buildings
Athletics Centre Maintenance — $18.36

Athletics and Recreation
Athletic Fee — $73.50

Health and Counselling
Health Services — $9.59

Student Intervention Support — $8.59

Mental Health & Wellbeing Support — $30.77

Student ID cards
Student ID Card — $3.00

Academic Support
Student Learning and Transition Support — $18.65

Career Services
Career Resources and Services — $6.00

Student Achievement and Records
Record of Student Development — $6.39

Campus Safety
Sexual Violence Support & Education — $8.59
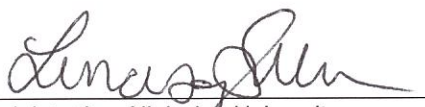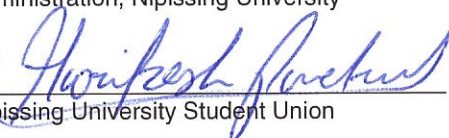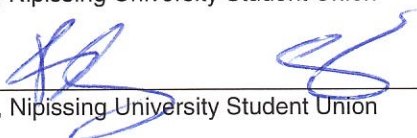
Campus Programming and Initiatives
Student Initiatives Fund — $1.93

World University Service of Canada — $1.17

We, the Committee Members of Nipissing University's Compulsory Ancillary Fees Committee as named in the University's Compulsory Ancillary Fees Protocol Agreement, have participated in the review process and support the formal recommendation of the Compulsory Ancillary Fees Committee for the Nipissing University Ancillary Fees for 2025/26 as described above.

Representative

Name	Signature	Supported (Y/N)	Date
Lindsay Sullivan Representative, Administration, Nipissing University	*(signature)*	Y	2025/March 26
Theresa Graham Representative, Administration, Nipissing University	*(signature)*	Y	2025 Mar 27
Leslie Aitchison Representative, Administration, Nipissing University	*(signature)*	Y	2025 March 26
Harikesh Panchal Representative, Nipissing University Student Union	*(signature)*	Y	2025 March 27
Preston English Representative, Nipissing University Student Union	*(signature)*	Y	2025 Mar 27
Brigitte Foisy Representative, Nipissing University Student Union	*(signature)*	Y	2025 Mar 27

2025/26 Domestic, Out-of-Province & International Tuition Rate Proposal

In 2019/20 the Ministry cut tuition by 10% and then froze domestic tuition rates through to 2026/27. The cut and freeze reduced tuition rates across the province but didn't close any of the gaps that existed within the sector regarding anomalies between similar programs offered across the province.

In response to the existing tuition anomalies across the sector, the Ministry approved tuition fee increases over a multi-year timeframe in the circumstance that an institutions tuition fees were lower than the sector average for comparable programs. The Ministry has legislated that these approved rate adjustments *can only be applied to students admitted for studies in or after the 2023/24 academic year.*

The proposed domestic rate increases from 2024/25 to 2025/26 for Ontario residents outlined below match our approved increases from the tuition anomalies exercise facilitated by the Ministry.

The Ministry has provided institutions with the ability to annually adjust their rates for students who are Canadian Citizens but do not reside in Ontario. The rate table below reflects these adjustments in accordance with the Tuition Fee Framework Implementation Guidelines. International student tuition remains unregulated by the Ministry.

Proposed Tuition Rates for 2025/26

	Ontario Residents		Canadian Citizens/PR not residing in Ontario		International Students	
Undergraduate Studies	24/25 Rates (30cr)	**Proposed 25/26 Rates (30cr)**	24/25 Out of Province Rate (30cr/Full Time)	**Proposed 25/26 Out of Province Rate (30cr/Full Time)**	24/25 International Rate (30cr/Program Fee)	**Proposed 25/26 International Rate (30cr/Program Fee)**
Business and Computer Science *(students admitted prior to 2023/24)*	$7,275.70	$7,275.70	$8,422.55	$8,843.68	$25,500.00	$28,000.00
Nursing - Standalone *(students admitted prior to 2023/24)*	$6,118.00	$6,118.00	$7,082.35	$7,436.47	$25,500.00	$28,000.00
All other programs *(students admitted prior to 2023/24)*	$5,781.00	$5,781.00	$6,692.29	$7,026.90	$25,500.00	$28,000.00
Business and Computer Science *(students admitted in or after 2023/24)*	$8,407.98	$9,038.58	$8,422.55	$9,054.24	$25,500.00	$28,000.00
Nursing - Standalone *(students admitted in or after 2023/24)*	$6,118.00	$6,118.00	$7,082.35	$7,436.47	$25,500.00	$28,000.00
Nursing - RPN - BScN *(students admitted in or after 2023/24)*	$5,781.00	$5,781.00	$6,692.29	$7,026.90	$25,500.00	$28,000.00
All other programs *(students admitted in or after 2023/24)*	$6,018.00	$6,018.00	$6,692.29	$7,026.90	$25,500.00	$28,000.00
Graduate Studies						
Masters (All Programs)	$8,506.08	$8,506.08	$9,846.85	$10,339.19	$25,500.00	$28,000.00
PhD in Education	$7,896.15	$7,896.15	$9,140.78	$9,597.82	$25,500.00	$28,000.00
Bachelor of Education						
Year 1/2 Consecutive & Year 5/6 Concurrent	$6,620.94	$6,620.94	$7,664.57	$8,047.80	$25,500.00	$28,000.00
Indigenous Education						
TILSL, ITEP & ICADP	$4,414.00	$4,414.00	$4,414.00	$4,414.00		

To summarize, these are the effective changes proposed for 2025/26:

1. *Ontario Residents – admitted before 2023/24*
   - no rate changes

   Ontario Residents – admitted after 2023/24
   - 7.5% increase for students enrolled in Business or Computer Science

2. *Out of province students* (but still Canadian Citizens or Permanent Residents)
   - 7.5% increase for students enrolled in Business or Computer Science
   - 5% increase for all other Undergraduate, Graduate and Bachelor of Education programs

3. *International Students*
   - increase of $2,500
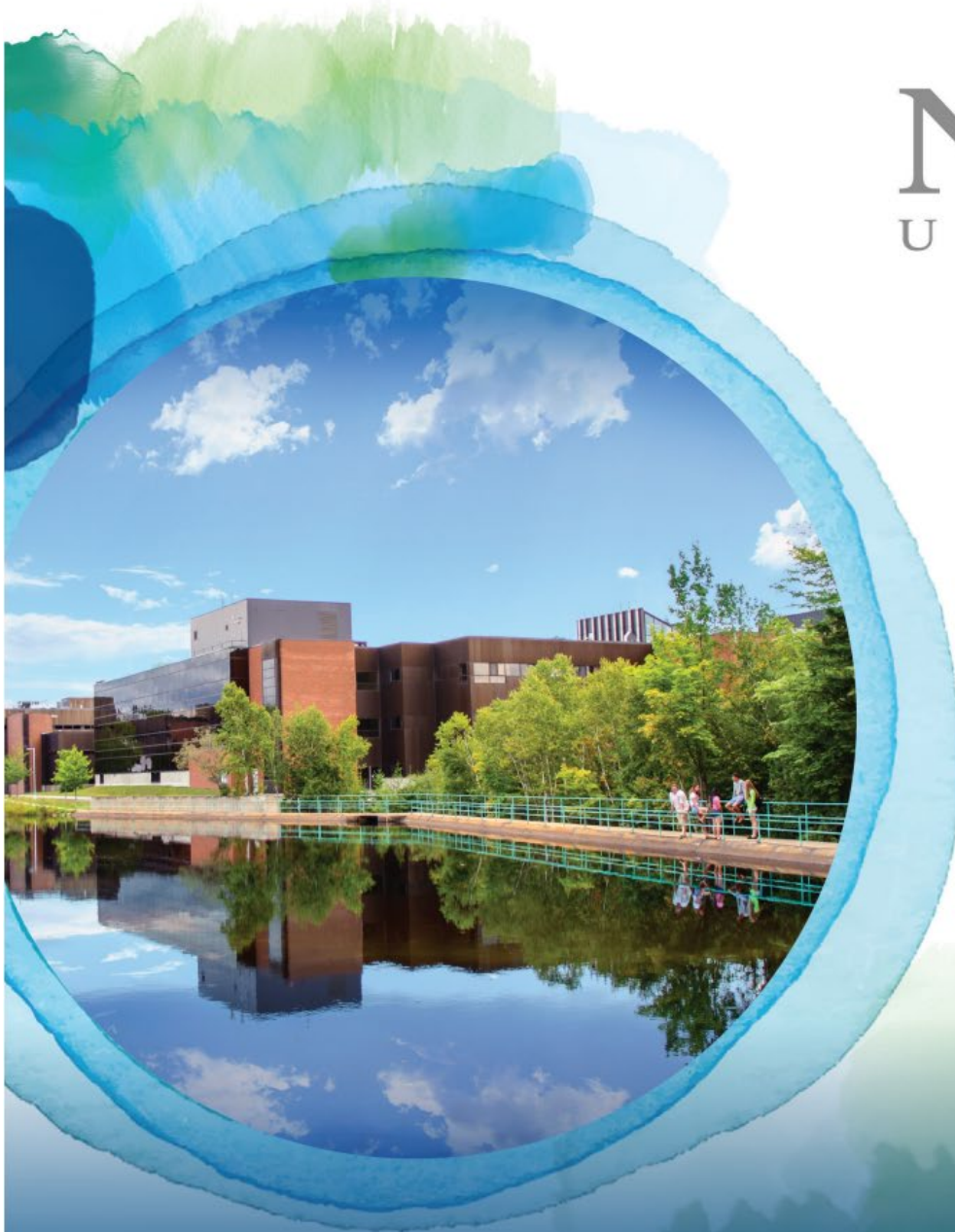
Executive Summary

The 2025-26 Nipissing University budget in general represents another stage towards sustainability and, arguably, the early material results of implementing the Academic and Operational Plan (APOP) emanating from the Pathways Strategic Plan, and the mobilization of its strategic elements, including enrolment through Project Integrate. In past years, due specifically to its precarious financial position, the university has operated and budgeted within the context of extensive external audit and review processes. This year is no different. As we prepare for the shifting accountabilities and structuring influences of Strategic Mandate Agreement 4 (SMA4), the new government grant framework, and continued emergence from required organizational changes in response to the Office of the Auditor General, we also became subject in the past year to new operating efficiencies and governance reviews mandated by the province. In many respects, such audits reflect the diminishing autonomy of public universities; but we also recognize that embracing the most appropriate recommendations of such audits and reviews will eventually bring positive outcomes.

Without question, the greatest impact upon the 2024-25 and the 2025-26 financial position of the university is, and will be, the unforeseen consequences of federal government policies in the past year, which have collapsed the market for international students attending Canadian universities. These actions have directly impacted our 2024-25 financial results and, also, severely limit our progress towards financial health in 2025-26, notably at a time when we were making significant gains towards improving the university's fiscal standing.

Thankfully, budget processes are always, in part, beholden to the strengths of internal, comprehensive strategic decision making but, in the past decade, we have experienced shrinking autonomy in determining how resources are distributed and employed. We have been more susceptible to the external pressures of funding freezes and one-time investments that reinforce the particular economic priorities of our provincial government. Without a provincially established, stable funding framework, and a commitment to a permanent, equitable reallocation of the Northern Grant, we remain unable to chart with assurance a longer-term financial path for the university. However, we have responded to ensure that we are maximizing the impacts of all government support. We have invested the government support that we received into our Reserve Funds; as such, our investments have been very targeted and financially prudent. We have necessarily accepted responsibility for increased alternative revenue streams, and we are taking steps towards enhancing our academic programs and strategically modifying our structures and administrative processes to better respond to an academic landscape that has shifted considerably over the past 20 years, one that continues to change markedly in real time. Indeed, from pandemics, to freezes and cuts during periods of significant cost inflation, to an ever-increasing involvement by government in university operations, the annual budgeting for Canadian universities has never been more challenging.

The 2025-26 budget reflects a continued tuition freeze, a distinct government focus on STEM enrolment, and some support, characterized as investment in sustainability and, as stated above, a marked decrease in international student enrolment. During this next fiscal year, we will be working diligently to consider and implement the appropriate recommendations of NOUS Group's Efficiency and Accountability Review Report and the governance review of Cheryl Foy of Strategic Governance Consulting Services. We will continue to implement our Pathways plan through the Academic and Operational Plan (APOP); we will begin to implement the recommendations forthcoming from an Equity Audit which will steer us towards a more inclusive campus for everyone and assist us to take steps toward Reconciliation; and, through our annual assessments of program health, we will determine what actions are required to build sustainable programs. We will continue to generate revenues through residence occupancy, meal plans, event hosting, the sale of merchandise, and through fundraising. And we will attempt to rebuild our international recruitment capacity, within the challenging environment which confronts us. We remain optimistic in, and committed towards, confronting these challenges, buoyed by our newly appraised status of "low action plan" institution, though still at high risk, in part due to careful budgeting and long-term planning and the investment of government grant funding into our Reserves which now are projected to exceed $15M, a marked improvement over the past several years.

This budget represents some of the important work being completed, in phased approaches, to engineer the significant processual transformations necessary to unlock the great potential of Nipissing University in the long term. Indeed, the changes are a testament to the high quality of work which reflects the profound commitments of our staff and faculty to build a sustainable institution.

Overall Domestic & International FFTE Forecast

Domestic FFTE Forecast

Year	Value
2023/24	4438.45 → 4,438.45
2024/25	4589.81 → 4,589.81
2025/26	3132.27 / 1645.80 → 4,778.06
2026/27	1948.80 / 1381.48 / 1621.00 → 4,951.27
2027/28	1177.37 / 2076.83 / 2002.75 → 5,256.94

● Historical FFTE ● Returning FFTE ● Incoming Returning FFTE ● Incoming FFTE

International FFTE Forecast

Year	Value
2023/24	328.40 → 328.40
2024/25	315.27 → 315.27
2025/26	123.52 / 43.11 → 166.63
2026/27	48.00 / 49.38 / 110.35 → 207.74
2027/28	133.67 / 149.19 → 306.82

● Historical FFTE ● Returning FFTE ● Incoming Returning FFTE ● Incoming FFTE

NIPISSING UNIVERSITY
2025-2026 Draft Budget - Operating

	2025-2026 Draft Annual Budget	2024-2025 Annual Budget	Projection to 2024-2025 year end	Budget variance to projections	% Variance
Revenue					
Government Grants	$ 42,654,956	$ 36,422,619	$ 42,745,372	$ (90,416)	0%
Domestic Tuition	$ 30,263,148	$ 27,573,130	$ 28,715,136	$ 1,548,012	5%
International Tuition	$ 5,012,805	$ 10,306,486	$ 8,355,309	$ (3,342,504)	-40%
Student Fees - Ancillary & Other	$ 4,270,269	$ 3,788,684	$ 3,975,257	$ 295,012	7%
Other	$ 2,456,237	$ 2,427,196	$ 2,427,196	$ 29,041	1%
Revenue Total	$ 84,657,415	$ 80,518,115	$ 86,218,270	$ (1,560,855)	-2%
Expenses					
Instructional Staff	$ 31,571,798	$ 30,308,595	$ 29,849,931	$ 1,721,867	6%
Non-Instructional Staff	$ 20,569,919	$ 19,951,774	$ 19,370,000	$ 1,199,919	6%
Benefits	$ 10,692,398	$ 10,051,829	$ 9,929,769	$ 762,629	8%
Salary recoveries	$ (728,350)	$ (1,170,187)	$ (1,118,111)	$ 389,761	-35%
Total salaries & benefits	$ 62,105,765	$ 59,142,011	$ 58,031,589	$ 4,074,176	7%
Non-staff expense	$ 18,437,450	$ 17,034,026	$ 18,034,026	$ 403,424	2%
Scholarships and Bursaries	$ 3,649,400	$ 3,320,775	$ 3,320,775	$ 328,625	10%
Expenses Total	$ 84,192,615	$ 79,496,812	$ 79,386,390	$ 4,806,225	6%
Surplus (Deficit) Before Undernoted	$ 464,800	$ 1,021,303	$ 6,831,880	$ (6,367,080)	-93%
Transfers					
Transfers (to) from other funds	$ (367,588)	$ (331,555)	$ (331,555)	$ (36,033)	11%
Transfers Total	$ (367,588)	$ (331,555)	$ (331,555)	$ (36,033)	11%
Total Operating Surplus/(Deficit)	$ 97,212	$ 689,748	$ 6,500,325	$ (6,403,113)	-99%

Nipissing University
2025-2026 Draft Budget - Ancillary

	Extended Learning	Campus Sales & Services - 3rd party and internal	Residences	Conference Services (Corporate Events & Summer Accommodations)	2025-2026 Draft Annual Budget	Projections to 2024-2025 year end	Budget variance to projections
Revenue							
Sales and Service, and other revenues	$ 521,641	$ 157,250	$ 7,387,936	$ 456,900	$ 8,523,727	$ 7,888,040	$ 635,687
Revenue Total	$ 521,641	$ 157,250	$ 7,387,936	$ 456,900	$ 8,523,727	$ 7,888,040	$ 635,687
Expenses							
Salaries and Benefits	$ 591,390	$ 117,593	$ 2,026,274	$ 385,687	$ 3,120,944	$ 2,498,000	$ 622,944
Operating & Occupancy	$ 24,610	$ 139,300	$ 2,410,850	$ 55,640	$ 2,630,400	$ 2,858,969	$ (228,569)
Long term debt	$ -	$ -	$ 1,175,121	$ -	$ 1,175,121	$ 1,175,107	$ 14
Expenses Total	$ 616,000	$ 256,893	$ 5,612,245	$ 441,327	$ 6,926,465	$ 6,532,076	$ 394,389
Total Surplus / (Deficit)	$ (94,359)	$ (99,643)	$ 1,775,691	$ 15,573	$ 1,597,262	$ 1,355,964	$ 241,298
Transfers							
Transfers to (from) Other funds	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transfers Total	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	$ (94,359)	$ (99,643)	$ 1,775,691	$ 15,573	$ 1,597,262	$ 1,355,964	$ 241,298

Nipissing University
Draft 2025-2026 Capital Budget

	Total Draft Budget
FUNDING SOURCES:	
Facilities Renewal Program	$ 2,637,900
Campus Safety Grant	$ 12,500
Investment in Capital Assets - Ancillary	$ 445,000
Donations and/or government grants	$ 1,000,000
Donations and/or Schulich Funds	$ 293,651
Training, Equipment & Renewal Fund	$ 293,651
	$ 4,682,702
PLANNED EXPENDITURES:	
Campus Infrastructure	
Outdoor Classroom	$ 1,000,000
Electrical Upgrades	$ 25,000
Residence Building Repairs	$ 300,000
HVAC Replacements	$ 665,000
Grounds Infrastructure	$ 700,000
Asphalt Repairs	$ 75,000
Renovation	
Classroom Renovations	$ 360,000
Building Renovations	$ 900,400
Equipment & Furnishings	
Furniture	$ 30,000
Equipment	$ 627,302
	$ 4,682,702

Nipissing University
2025-2026 Draft Consolidated Budget

	Operating Fund 10	Internally Restricted 11	Ancillary Fund 15	Capital Fund 40	Trust Fund (Non-Endowed) 50	Research Fund 60	Specifically Funded 70	Endowed Funds 51,80	Employee related	Total Consolidated Budget
REVENUE										
Government Grants	42,654,956					1,123,455	3,495,785			47,274,196
Student Fees - Tuition	35,275,953									35,275,953
Student Fees - Ancillary fees and other income	4,270,269									4,270,269
Sales (Accommodations, Corporate events, etc)			8,523,727							8,523,727
Other	1,891,237						259,676			2,150,913
Amortization of Deferred Capital Contributions	-			1,550,000						1,550,000
Investment	520,000				798,704			245,500		1,564,204
Donations	45,000				272,000					317,000
TOTAL REVENUE	**84,657,415**	**-**	**8,523,727**	**1,550,000**	**1,070,704**	**1,123,455**	**3,755,461**	**245,500**	**-**	**100,926,262**
EXPENSES										
Salaries and Benefits	62,105,765	35,000	3,120,944			766,422	652,460		650,000	67,330,591
Operating and Research	13,030,305	613,257	2,630,400		177,535	569,533	270,465	5,500		17,296,995
Scholarships and Bursaries	3,649,400				400,000			240,000		4,289,400
Occupancy Costs	4,401,164						2,832,536			7,233,700
Amortization of Capital Assets	-			3,950,000						3,950,000
Principal and Interest on Long Term Debt	1,005,981		1,175,121	(1,355,798)						825,304
TOTAL EXPENSES	**84,192,615**	**648,257**	**6,926,465**	**2,594,202**	**577,535**	**1,335,955**	**3,755,461**	**245,500**	**650,000**	**100,925,990**
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUE) BEFORE THE UNDERNOTED	**464,800**	**(648,257)**	**1,597,262**	**(1,044,202)**	**493,169**	**(212,500)**	**-**	**-**	**(650,000)**	**272**
TRANSFERS										
Transfers from donations and fundraising	493,169				(493,169)	-				-
Transfer to Fund 11 for negotiated allowances	(648,257)	648,257								-
Transfer to Research initiatives	(212,500)					212,500				-
TOTAL IN YEAR TRANSFERS	**(367,588)**	**648,257**	**-**	**-**	**(493,169)**	**212,500**	**-**	**-**	**-**	**-**
TOTAL EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	**97,212**	**-**	**1,597,262**	**(1,044,202)**	**-**	**-**	**-**	**-**	**(650,000)**	**272**

NIPISSING UNIVERSITY
Draft Budget Projections

	Projection to 2024-2025 year end	2025-2026 Draft Annual Budget	2026-2027 Projected Budget	2027-2028 Projected Budget
Revenue				
Government Grants	$ 42,745,372	$ 42,654,956	$ 43,715,099	$ 39,758,684
Domestic Tuition	$ 28,715,136	$ 30,263,148	$ 31,582,273	$ 34,080,163
International Tuition	$ 8,355,309	$ 5,012,805	$ 6,417,163	$ 10,454,516
Student Fees - Ancillary & Other	$ 3,975,257	$ 4,270,269	$ 4,270,269	$ 4,270,269
Other	$ 2,427,196	$ 2,456,237	$ 2,456,237	$ 2,456,237
Total Operating Revenues	$ 86,218,270	$ 84,657,415	$ 88,441,041	$ 91,019,869
Expenses				
Instructional Staff	$ 29,849,931	$ 31,571,798	$ 33,571,458	$ 35,750,031
Non-Instructional Staff	$ 19,370,000	$ 20,569,919	$ 21,694,141	$ 23,028,848
Benefits	$ 9,929,769	$ 10,692,398	$ 11,495,245	$ 12,226,007
Salary recoveries	$ (1,118,111)	$ (728,350)	$ (728,350)	$ (728,350)
Total salaries & benefits	$ 58,031,589	$ 62,105,765	$ 66,032,494	$ 70,276,536
Non-staff expense	$ 18,034,026	$ 18,437,450	$ 18,888,425	$ 19,227,162
Scholarships and Bursaries	$ 3,320,775	$ 3,649,400	$ 3,649,400	$ 3,649,400
Total Operating Expenses	$ 79,386,390	$ 84,192,615	$ 88,570,318	$ 93,153,098
Surplus (Deficit) Before Undernoted	$ 6,831,880	$ 464,800	$ (129,278)	$ (2,133,229)
Transfers				
Transfers (to) from other funds	$ (331,555)	$ (367,588)	$ (367,588)	$ (367,588)
Total Operating Transfers	$ (331,555)	$ (367,588)	$ (367,588)	$ (367,588)
Total Operating Surplus	$ 6,500,325	$ 97,212	$ (496,866)	$ (2,500,817)
	Projections to 2024-2025 year end	2025-2026 draft Updated Budget	2026-2027 Projected Budget	2027-2028 Projected Budget
Revenue				
Residence	$ 7,300,000	$ 7,344,936	$ 7,565,284	$ 7,792,243
Campus Sales & Services - 3rd party & Internal	$ 78,144	$ 150,400	$ 154,912	$ 159,559
Conference Services (Corporate events and Summer Accommodations)	$ 425,000	$ 506,750	$ 521,953	$ 537,611
Extended Learning	$ 84,896	$ 521,641	$ 537,290	$ 553,409
Total Ancillary Revenues	$ 7,888,040	$ 8,523,727	$ 8,779,439	$ 9,042,822
Expenses				
Salaries and Benefits	$ 2,498,000	$ 3,120,944	$ 3,269,189	$ 3,416,302
Operating	$ 2,858,969	$ 2,630,400	$ 2,761,920	$ 2,900,016
Long term debt	$ 1,175,107	$ 1,175,121	$ 1,174,959	$ 1,762,439
Total Ancillary Expenses	$ 6,532,076	$ 6,926,465	$ 7,206,068	$ 8,078,757
Net Ancillary Surplus	$ 1,355,964	$ 1,597,262	$ 1,573,371	$ 964,065
Capital adjustments	$ (1,175,000)	$ (1,044,202)	$ (1,044,202)	$ (1,044,202)
Employee Future benefits adjustment	$ (650,000)	$ (650,000)	$ (650,000)	$ (650,000)
Consolidated Surplus	$ 6,031,289	$ 272	$ (617,697)	$ (3,230,954)

Ministry Financial Accountability Framework ratios

	Thresholds Medium-risk	Thresholds High-risk	Weight	2023-2024 Confirmed Ratio calculation	Rating	Overall Category rating	2024-2025 Projected Ratio calculation	Rating	Overall Category rating	2025-2026 Projected Ratio calculation	Rating	Overall Category rating	2026-2027 Projected Ratio calculation	Rating	Overall Category rating	2027-2028 Projected Ratio calculation	Rating	Overall Category rating
Liquidity Ratios:																		
Primary reserve (days):	< 90	< 30	50%	49.54	1	0.5	69.45	1	0.5	65.01	1	0.5	61.69	1	0.5	47.19	1	0.5
Working Capital	< 1.25	< 1	50%	1.50	-		1.50	-		1.50	-		1.50	-		1.50	-	
Sustainability Ratios																		
Viability ratio	< 60%	< 30%	25%	42%	1	0.8	58%	1	0.5	61%	-	0.3	64%	-	0.5	55%	1	0.8
Debt ratio	> 35%	> 55%	25%	56%	2		54%	1		54%	1		54%	2		55%	2	
Debt to revenue ratio	> 35%	> 50%	25%	31%	-		28%	-		29%	-		26%	-		24%	-	
Interest burden ratio	> 2%	> 4%	25%	1%	-		1%	-		1%	-		1%	-		1%	-	
Performance																		
Surplus (deficit) ratio	< 1.5%	< 0%	50%	3.7%	-	0.5	6.0%	-	-	0.1%	1	1.0	-0.6%	2	1.5	-3.2%	2	2.0
Net operating revenue ratios	< 7%	< 2%	50%	6.1%	1		8.2%	-		2.5%	1		1.8%	1		-0.9%	2	
Credit rating																		
Third party credit rating				BBB Stable	1	1	BBB Stable	1	1	BBB Stable	1	1	BBB Stable	1	1	BBB Stable	1	1

Overall Risk Score Action Plan	Low Action	Low Action	Low Action	Medium Action	High Action

Spendable net assets

Cash Flows

Legend:
- 2023-2024 Actual
- 2024-2025 Actual and Projected
- 2025-2026 Projected
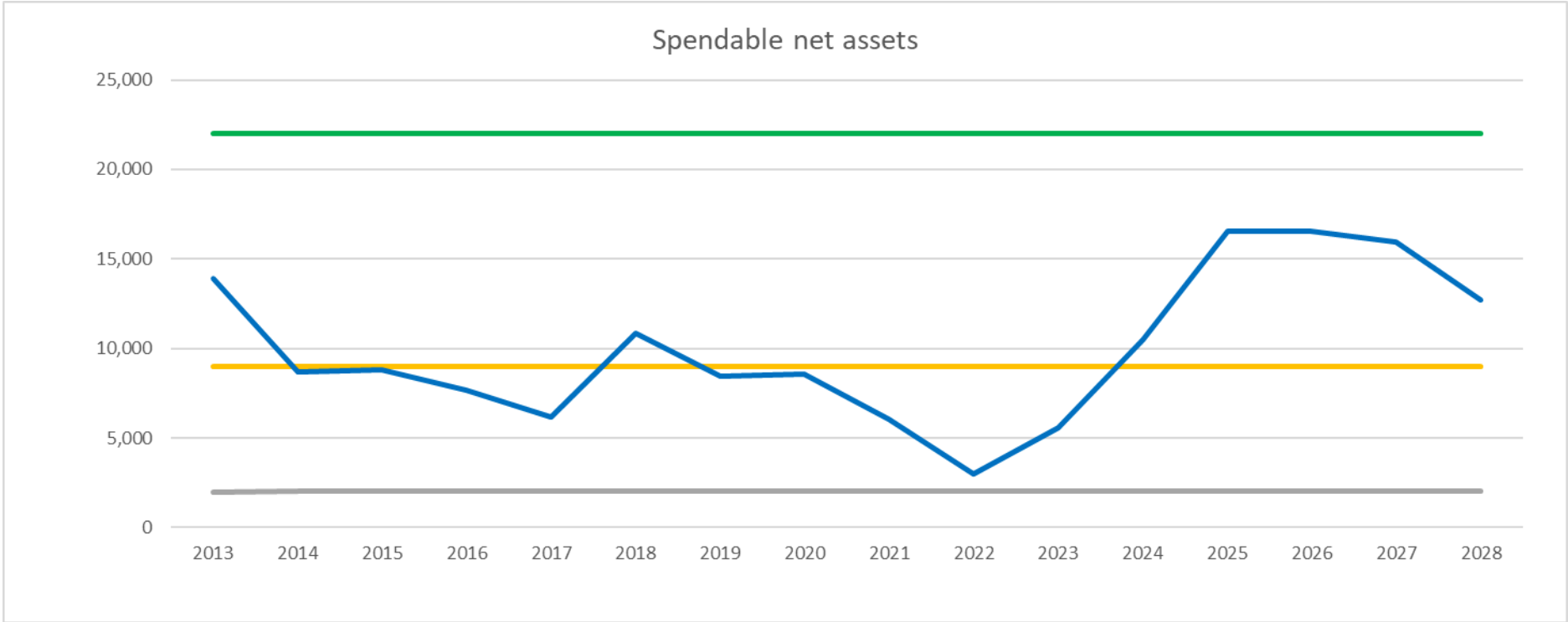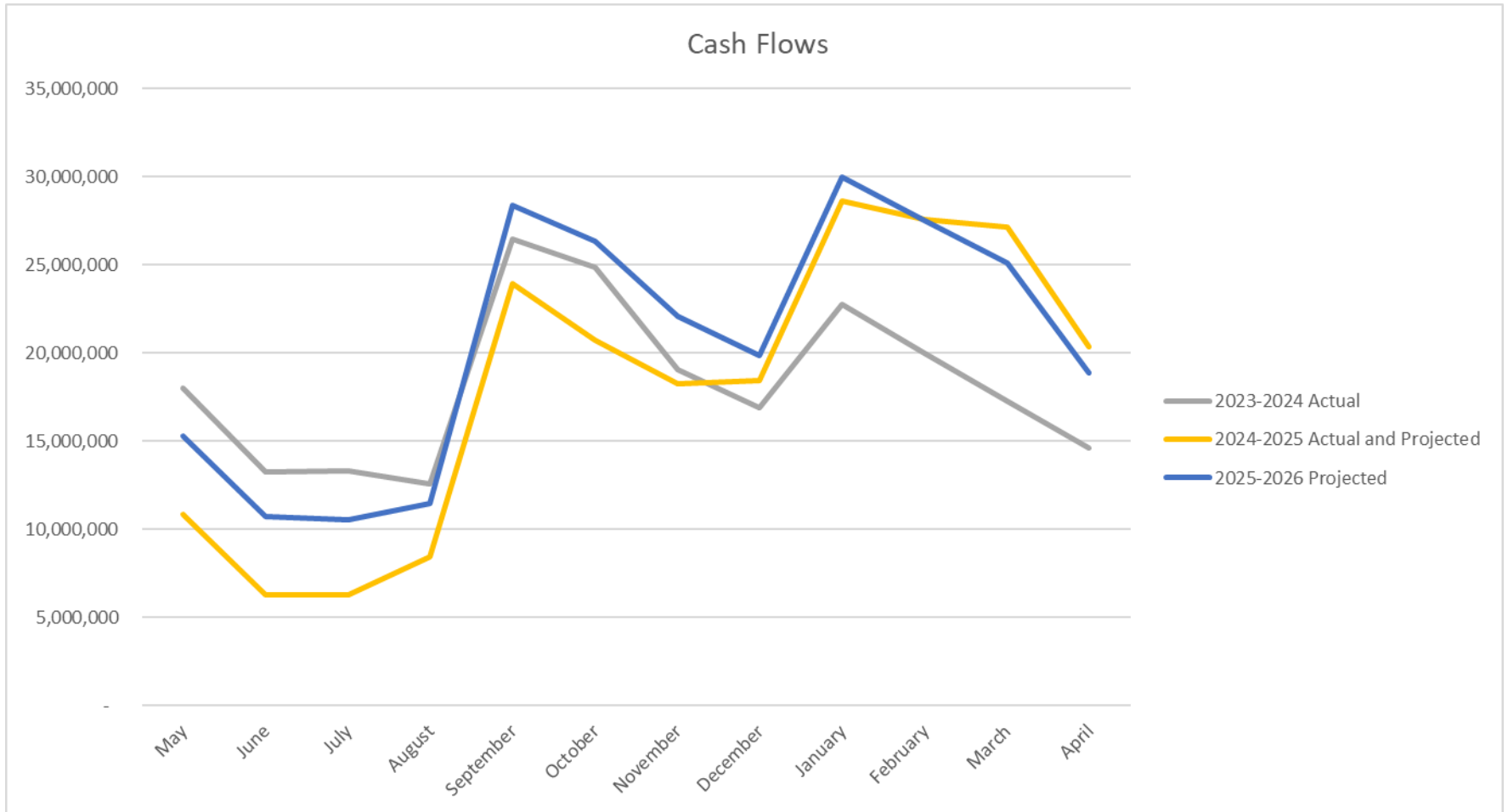
Appendix 1: Expenses by department

NIPISSING UNIVERSITY

Arts & Science

	2025-2026 Draft Budget	2024-2025 Budget	Variance	% Variance
Expenses				
Salaries & Benefits	$ 15,711,288	$ 16,114,348	$ (403,060)	-2.50%
Operating costs	$ 132,970	$ 142,304	$ (9,334)	-6.56%
Expenses Total	$ 15,844,258	$ 16,256,652	$ (412,394)	**-2.54%**
Transfers				
Transfers to (from) other funds	$ 229,667	$ 246,654	$ (16,987)	-6.89%
Transfers Total	$ 229,667	$ 246,654	$ (16,987)	-6.89%
Net expenses	$ 16,073,925	$ 16,503,306	$ (429,381)	-2.60%

NIPISSING UNIVERSITY

Education and Professional Studies

	2025-2026 Draft Budget	2024-2025 Budget	Variance	% Variance
Expenses				
Salaries & benefits	$ 24,365,856	$ 21,864,474	$ 2,501,382	11.44%
Operating costs	$ 1,257,491	$ 1,152,849	$ 104,642	9.08%
Expenses Total	25,623,347	23,017,323	$ 2,606,024	11.32%
Transfers				
Transfers to (from) other funds	$ 254,840	$ 226,773	$ 28,067	12.38%
Transfers Total	$ 254,840	$ 226,773	$ 28,067	12.38%
Net expenses	**$ 25,878,187**	**$ 23,244,096**	**$ 2,634,091**	**11.33%**

NIPISSING UNIVERSITY

Academic Support & Library

	2025-2026 Draft Budget	2024-2025 Budget	Variance	% Variance
Expenses				
Salaries & benefits	$ 7,621,917	$ 6,772,915	$ 849,002	12.54%
Operating costs	$ 3,684,421	$ 4,146,217	$ (461,796)	-11.14%
Expenses Total	11,306,338	10,919,132	387,206	3.55%
Transfers				
Transfers to (from) other funds	$ 374,250	$ 563,050	$ (188,800)	-33.53%
Transfers Total	$ 374,250	$ 563,050	$ (188,800)	-33.53%
Net expenses	$ 11,680,588	$ 11,482,182	$ 198,406	1.73%

NIPISSING UNIVERSITY

Office of Indigenous Initiatives

	2025-2026 Draft Budget	2024-2025 Budget	Variance	% Variance
Expenses				
Salaries & benefits	$ 700,407	$ 758,140	$ (57,733)	-7.62%
Operating costs	$ 104,090	$ 104,090	$ -	0.00%
Expenses Total	804,497	862,230	$ (57,733)	-6.70%
Transfers				
Transfers to (from) other funds	$ -	$ -	$ -	0.00%
Transfers Total	$ -	$ -	$ -	0.00%
Net expenses	**$ 804,497**	**$ 862,230**	**$ (57,733)**	**-6.70%**

NIPISSING UNIVERSITY

Student Services

	2025-2026 Draft Budget	2024-2025 Budget	Variance	% Variance
Expenses				
Salaries & benefits	$ 3,789,438	$ 3,614,412	$ 175,026	4.84%
Operating costs	$ 2,975,004	$ 2,831,946	$ 143,058	5.05%
Expenses Total	6,764,442	6,446,358	318,084	4.93%
Transfers				
Transfers to (from) other funds	$ (182,000)	$ (182,000)	$ -	0.00%
Transfers Total	$ (182,000)	$ (182,000)	$ -	0.00%
Net expenses	$ 6,582,442	$ 6,264,358	$ 318,084	5.08%

NIPISSING UNIVERSITY
Athletics

	2025-2026 Draft Budget	2024-2025 Budget	Variance	% Variance
Expenses				
Salaries & benefits	$ 1,788,331	$ 1,669,594	$ 118,737	7.11%
Operating costs	$ 1,827,732	$ 1,399,249	$ 428,483	30.62%
Expenses Total	$ 3,616,063	$ 3,068,843	$ 547,220	17.83%
Transfers				
Transfers to (from) other funds	$ (233,169)	$ (39,922)	$ (193,247)	484.06%
Transfers Total	$ (233,169)	$ (39,922)	$ (193,247)	484.06%
Net expenses	$ 3,382,894	$ 3,028,921	$ 353,973	501.89%

NIPISSING UNIVERSITY

Administration

	2025-2026 Draft Budget	2024-2025 Draft Budget	Variance	% Variance
Expenses				
Salaries & benefits	$ 8,001,548	$ 8,348,129	$ (346,581)	-4.15%
Operating costs	$ 12,105,142	$ 10,578,146	$ 1,526,996	14.44%
Expenses Total	20,106,690	18,926,275	$ 1,180,415	6.24%
Transfers				
Transfers to (from) other funds	$ (76,000)	$ (483,000)	$ 407,000	-84.27%
Transfers Total	$ (76,000)	$ (483,000)	$ 407,000	-84.27%
Net expenses	**$ 20,030,690**	**$ 18,443,275**	**$ 1,587,415**	**8.61%**

Appendix 2: Fund descriptions

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

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

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

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

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

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

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

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

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

Policy Name:	Naming of Campus Assets		
Policy No:	1.7.2018.B	Approval Authority:	Board of Governors
Review Date:	2027	Responsible Executive:	Vice-President, Finance & Administration
Last Updated:	January 2025	Responsible Office:	Advancement Office
Originally issued:	February 2011	Policy Category:	General

Policy Statement

A policy for the philanthropic, honorific or functional naming or renaming of Nipissing University physical assets, academic entities and awards.

Reason for Policy

Nipissing University welcomes the opportunity to honour individuals, companies or organizations whose ~~philanthropic~~ contributions enhance the University's facilities, academic programs and/or reputation. This policy addresses the principles and procedures for the approval, establishment and maintenance of naming opportunities.

Policy Applies to

This policy applies equally to all Nipissing University campuses, departments, faculties and initiatives.

Who Should Read this Policy

All members of the university community.

Contacts

vpfa@nipissingu.ca

Definitions

The following definitions shall apply in this policy:

- **Philanthropic naming**: Naming in recognition of an act of philanthropy, generally defined as a charitable gift to the University.

- **Sponsorship Naming**: Naming in recognition of a business agreement where a company, organization, or individual provides financial or in-kind support to the University in exchange for naming rights. This form of naming involves a contractual agreement that outlines the terms, duration, and nature of the sponsorship. Sponsorship naming is intended to advance the University's goals, enhance its programs or facilities, and provide mutual benefit to both parties while maintaining alignment with the University's values, reputation, and mission.

- **Honorific naming**: Naming to confer or imply honour or respect, generally involving recognition of outstanding individuals distinguished in character or attainments. Gifts associated with honorific naming may be contributed by individuals or groups or may be supported by designated funds. It may include a major contribution to the development of Nipissing University, which enhances its status as an academic institution. It also may be in honour of a person who has given extraordinary, distinguished service to the University.

- **Functional naming**: Naming to signify a relationship between the University asset, the academic entity or award and particular activities, functions or uses.

- **Assets include**:

  - Buildings (new and existing) or substantial parts of buildings (wings, floors, theatres, lounges, segments etc.)
  - Streets, walkways, gardens and other common and green spaces
  - Rooms and spaces within existing and new buildings
  - Faculties, Departments, Schools
  - Programs of service or recreation

- Lectureships, special lecture series, fellowships
- Collections of books, artifacts, manuscripts, maps, works of art and any other collection
- Research programs
- Endowed academic positions
- Scholarships, bursaries and other student awards.
- Any relevant digital asset where naming may be appropriate.
- Other naming opportunities as may be reasonably considered suitable

The Policy

1. **Principles**

The following principles shall govern judgments about the naming or re-naming of University campus assets. They reflect and reinforce principles expressed in the University's Gift Acceptance Policy.

- Regardless of any other provisions set forth in this policy, no naming will be approved, or once approved, be continued if it is found that such action may harm the reputation of the University or interfere with the achievement of its goals and priorities.

- Each naming or renaming shall advance the reputation, mission and priorities of the University in accordance with its values and preserving its commitment to academic freedom, autonomy and integrity.

- Consistency will be sought in making naming choices such that similar service or support of the University will result in comparable levels of naming recognition. Given Nipissing's shared campus, care should be taken with ensuring relative consistency with campus co-tenants.

- Market value principles should be applied in assessing the worth of naming rights to University campus assets.

- Preference will be given to naming that avoids the necessity of change in recognition in light of the possibility that activities associated with the University asset may change over time.

- Naming or renaming may be established in perpetuity or for a defined and limited period of time.

- Should Indigenous names be involved in any potential naming, The University

will thoroughly ~~early and full consultation~~consult with the Office of Indigenous Initiatives and the Nipissing University Indigenous Council on Education (NUICE).

- Individuals or organizations after which University Assets are proposed to be named must be of such a reputation and standing that an association with that individual or organization would not reasonably compromise the University's reputation, mission, priorities, values, guiding principles, autonomy, integrity or legal compliance.

- Corporate namings may be made but should be reviewed with additional care. To avoid the appearance of commercial influence or conflict of interest, the University will conduct additional due diligence. An assessment of the corporate history, business practices, reputation, long-term trajectory and any other factor appropriate to considering a long-term naming will be done. Namings that involve corporations shall be limited to 10 years and shall not normally involve the naming of a Faculty or~~,~~ Department~~, or building naming~~. The size, design, and wording of plaques or other signs acknowledging corporate generosity should avoid creating any appearance of advertising and be appropriately tailored to the nature of the facilities or properties being considered. Namings to honour an individual associated with a corporate gift should be consistent with the principles for honouring an individual.

2. **Authority to Approve**

The following procedures have been developed in order to implement the above-noted principles and to provide opportunity for careful and systematic reflection prior to the naming of campus assets by the University:

- The authority for the approval of the naming or re-naming of campus assets is vested in the Board of Governors.

- The Board is the final approval authority for naming associated with gifts ~~up to and~~ in excess of $5 million.

- For naming associated with gifts in excess of $500,000 and less than $5 million, the Board of Governors delegates authority jointly to:
  o the President, and
  o at least one of:
    - the Vice-President, Finance & Administration, or
    - the Provost & Vice-President, Academic ~~and Research~~

- For gifts up to and including $500,000, the Board of Governors delegates authority for naming jointly to:
  o the President, and

- o   at least one of:
  - the Vice-President, Finance & Administration, or
  - the Provost & Vice-President, Academic and Research, or
  - the Head of Advancement

- Additionally, prior approval by specific resolution or motion of the Board is required for naming associated with:
  - o   any gift which, in the opinion of the President, Vice-Presidents, or Head of Advancement, exposes the University to uncertain and potentially significant liability;
  - o   any gift which, in the opinion of the President, Vice-Presidents, or Head of Advancement, is precedent setting and involves sensitive issues;
  - o   any gift which, in the opinion of the President, Vice-Presidents, or Head of Advancement, is of unusual complexity, including potentially gifts involving real property, residual interests, charitable remainder trusts, assets with limited liquidity, or cultural property.

- Notwithstanding any authority delegated via this policy, the Board of Governors may specify that the naming associated with gifts from certain donors or donor constituencies be reserved for its direct approval.

- The President, Vice-Presidents, and Head of Advancement may also seek input from the Fundraising Committee of the Board of Governors pertaining to naming associated with a proposed gift.

- All naming must be in accordance with this policy and with accountability to the Board.

If the President wishes to bring a particular naming or re-naming proposal to the Board of Governors for its direct approval, nothing in this policy shall be interpreted as preventing them from doing so.

3.   **Authority for Change or Discontinuation of Naming of Campus Assets**

- Where no time commitments or limitations are specified in connection with a naming, consistent with the principles of this policy and that of the Gift Acceptance Policy, the University reserves the right to rename an asset at any time, in keeping with the authority specified in Section 3.2 of this policy. In the event of the death of a benefactor or liquidation of a corporation or organization, a period of one year shall lapse prior to a change of name, unless the donor agreement specifies otherwise.

- In the unusual circumstance that the University Executive team determines, in their sole discretion, that the naming of a University asset may directly or indirectly have a negative impact on the University's mission, priorities, commitment to academic freedom, autonomy, and integrity, (e.g., conviction of a serious offense by the donor), the President will bring forward to the Board of Governors to decide whether the naming of the University asset may be changed or discontinued irrespective of time commitments in related gift agreements, decision support documents or announcements in keeping with the authority specified in Section 3.2 of this policy.

- Notwithstanding any other provision of this policy, no naming shall be approved or continued that calls into question or constitutes a significant challenge to the public respect or reputation of the University.

- Should key elements of a donor agreement associated with a naming commitment not be fulfilled, discontinuance of the naming and/or renaming may be required in keeping with the authority specified in Section 3.2 of the policy.

- When a University asset is proposed for renaming or discontinuance, reasonable efforts will be made to inform any related benefactor or honoree in advance. If the benefactor or honoree is deceased, reasonable efforts will be made to inform the closest family members in advance of the change.

4. **Procedures for Naming Campus Assets**

   4.1   Procedures for Naming

   The following procedures have been developed to support this policy:

   Honorific Naming or Renaming:

   Proposals may originate from any member of the University community. Members shall forward their recommendation in writing to the appropriate executive leader (President, Vice-President, Dean, Associate Vice-President, Head of Advancement) in accordance with the terms of the policy.
   - The executive leader, receiving such a proposal, shall evaluate it, and consider concerns that stakeholders may have. If deemed worthy of further consideration in accordance with proposed or existing gift acceptance policies, the proposal shall be forwarded to the Fundraising Committee for deliberation.

   - Upon review by the Fundraising Committee, the proposal will either be:
     - Declined
     - Returned to the executive leader who originated the

proposal for further consideration

- ► ⸰──────Forwarded to the Advancement Office for additional input
- ► ⸰──────Forwarded to Senate with respect to endowed chairs, professorships, fellowships and lectureships in accordance with Senate requirements
- ► ⸰──────Recommended for approval as defined in keeping with Section 3.2 of this policy

Philanthropic Naming:

- In the context of major campaigns and annual fundraising, from time to time the Advancement Office shall propose a schedule of naming opportunities to the Fundraising Committee.

- In all instances, the President shall advise all members of the University Board of Governors, in confidence, of naming decisions prior to being announced publicly.

- The President shall ensure that appropriate agreements with external parties are in place prior to any public naming announcements. The terms of such agreements concerning naming shall be consistent with this policy, and open to review by the Board.

Sponsorship Naming:

- Proposals for sponsorship naming will originate from the University's Office, Athletics Office, or through formal sponsorship opportunities identified by the University. The following steps shall apply:

- The Advancement Office, Executive Team, and relevant departments (Finance, Facilities, Athletics) will conduct due diligence to assess the sponsor's reputation, business practices, and aligned with the University's values. The financial terms, obligations, duration, valuation, scope and appropriateness of the sponsorship naming will be assessed as well.

- Upon review by the Fundraising Committee, the proposal will either be:
  - ► Declined
  - ► Returned to executive leader or Advancement Office for further consideration
  - ► Recommended for approval as defined in keeping with Section 3.2 of this policy

5. Maintenance, Reporting and Review

5.1 Maintenance & Reporting

* The Advancement Office shall oversee the maintenance of all named asset records, agreements and supporting documents. The Office will also oversee and maintain all records pertaining to valuation.

* The Finance Department shall be responsible for maintaining and updating a complete inventory of named University assets.

* At any time, the Fundraising Committee and/or the Board of Governors may request that the President provide a report on a specific named asset or a report of a general nature.

5.2 Review Process

In order to ensure that this Policy continues to be effective, it shall be reviewed bi-annually by the Fundraising Committee of the Board of Governors. The Head of Advancement is responsible for initiating this review.

Resolution 2011-02-03: Moved by P. Goulet, seconded by C. Dennis that the Board of Governors accept the recommendation of the Advancement Committee that the Board approve the revised *Naming of Campus Assets Policy* dated January 2011. **CARRIED.**

Revised and approved by the Board of Governors: May 3, 2018 – Resolution 2018-05-08

Revised and approved by the Board of Governors: June 9, 2022 – Resolution 2022-06-07

NIPISSING
UNIVERSITY

Policy Name:	Gift Acceptance Policy		
Policy No:	1.8.2018.B	Approval Authority:	Board of Governors
Review Date:	2027	Responsible Executive:	Vice-President, Finance & Administration
Last Updated:	February 2025	Responsible Office:	Advancement Office
Originally issued:	February 2011	Policy Category:	General

Policy Statement

A policy for the acceptance of gifts by Nipissing University.

Reason for Policy

This policy addresses the principles, terms and framework for the solicitation, review, acceptance, administration and stewardship of gifts to be followed by the University. In addition, the policy provides guidelines that ensure gifts are receipted in accordance with the requirements of the Income Tax Act.

Policy Applies to

This Policy governs all fundraising activities and gift acceptance conducted by the University, including units and departments within the University community, or by any person authorized by the University. It governs University employees and the University management team on matters of fundraising and gift acceptance.

The Advancement department is not the unit of the University that oversees research grants. Questions concerning grant applications shall be referred to the Provost and Vice-President, Academic and Research or their designate. The following forms of research funding generally do not constitute philanthropic gifts:

  A.   Funding for the purpose of research where there is an advantage to the funder or sponsor (e.g. an advantage in the form of rights to the results of the research; and

B. Grants from funding agencies.

Who Should Read this Policy

All members of the university community.

Contacts

vpfa@nipissingu.ca

Definitions

Gift(s)

Registered charities rely on the Income Tax Act, CRA (Canada Revenue Agency) Interpretation Bulletins, Information Circulars and jurisprudence (court rulings on CRA challenges of taxpayers' deductions of charitable donations) to guide them in defining a charitable gift with respect to the issuance of charitable donation receipts.

The Income Tax Act does not specifically define a gift, but *Interpretation Bulletin IT-110R3* defines a gift as:

- *a voluntary transfer of property with valuable consideration. Generally a gift is made if all three of the conditions listed below are satisfied:*
    - *some property -- usually cash -- is transferred by a donor to a registered charity; and*
    - *the transfer is voluntary; and*
    - *the transfer is made without expectation of return. No benefit of any kind may be provided to the donor or to anyone designated by the donor, except where the benefit is of nominal value.*

Accordingly, to guide its operations, the following definition of gift(s) shall apply in this policy: A gift is a voluntary transfer of cash or other property, from individuals, corporations, associations, foundations or other sources to the University for either designated or undesignated purposes. Gifts are made without expectation of return or benefit to the donor or any individual or company designated by the donor as a result of acceptance of the gift.

Designated and Undesignated

The following definitions shall apply in the policy:

"Designated" gifts: contributions given to the University, where the donor has specified the purposes or use of the gift; for example, gifts may be "designated" to a particular faculty, program, project or initiative.

"Undesignated" gifts: contributions given to the University, where the donor has not specified the purposes or use.

The Policy

Nipissing University holds itself to the highest standard of ethical conduct, both within its own community of faculty, students and employees and in all of its external relationships and interactions with alumni, friends, volunteers, donors, businesses and commercial enterprises and with other external organizations. All employees, volunteers and members of the university community will conduct themselves in accordance with accepted professional standards of accuracy, truth and integrity. They will inform, serve, guide and otherwise assist donors who wish to support the University's activities but will not pressure or unduly persuade.

All donation appeals must be communicated to University Advancement prior to initiating contact with individuals, foundations, and corporations. This reporting is necessary to ensure that all approaches to donors are strategic, coordinated and consistent with the approved goals and academic policies of the University. This approach also ensures that: the donors' and the University's interests are safeguarded; optimal results are achieved; and donors are provided with protection from simultaneous approaches by several members of the Nipissing University community.

The Advancement Department, under the direction of the Head of Advancement or designate, oversees stewardship of gifts for the University through the provision of guidelines and procedures to units or departments of the University, including appropriate acknowledgement and recognition of gifts. Where reports are provided to donors, these reports will adhere to uUniversity policies and legal requirements, including relevant policy legislation, and will be managed and shared with donors by Advancement on behalf of the appropriate unit relevant to the donation.

1. **Gift Sources**

    The University recognizes the benefit of receiving philanthropic gifts to help support its academic mission through teaching and research programs. It values public and private-sector partnerships, and relationships with donors and supporters. Gifts that support the University's academic mission are a vital source of supplementary funding.

    Gifts from the following sources are deemed eligible for charitable income tax receipts:

- Cash, cheques, or securities
- Gifts-in-kind
- Life insurance
- Annuity contracts
- Real estate
- Gifts of residual interest
- Trust agreements
- Bequests
- Gifts of Retirement Plans
- Charitable Remainder Trust
- Charitable Gift Annuities
- Canadian Cultural Property
- Others that comply with CRA regulations and guidelines

2. **Principles for Gift Acceptance**

- The University's solicitation of gifts is informed by and consistent with priorities established by the University.

- Anonymity will be granted to any donor who makes this request in keeping with legal stipulations.

- All solicitation of gifts is informed by and consistent with academic and university-wide priorities established by appropriate University processes. Designated gifts must be used for the purpose for which they are given. Undesignated gifts will be used for such purposes as the University determines most appropriate, based on the priorities and mission of the institution.

- Gifts for chairs, professorships, and other academic appointments and programs must be in full accord with all relevant University policies, practices and procedures.

- Where donor agreements contain provisions for advisory boards and/or selection committees, the University will create such advisory bodies with the agreement of the relevant academic unit or units. Other forms of advice from donors will respect the policies and procedures of the University.

- The University will not accept gifts if such acceptance results in an abridgement of its academic freedom, autonomy and integrity.

- The University will not accept gifts it determines may violate federal, provincial or municipal laws.

- The University will not accept gifts that could reasonably compromise its public image, reputation or commitment to its objects, strategic plan, values, mission and priorities.

- The University also reserves the right to decline a gift in any circumstances, including but not limited to, when:
    - the gift terms propose unacceptable restrictions or conditions;
    - the gift will be unduly difficult or expensive to administer;
    - the gift poses financial or reputational risk;
    - the gift is reasonably suspected to have originated from illegal activities;
    - the gift could improperly benefit any individual;
    - the gift is negatively precedent setting or involves sensitive issues;
    - the gift would allow the donor to influence University appointments, research programs or curriculum;
    - the gift could jeopardize the University's charitable status;
    - the gift violates the Ontario Human Rights Code;
    - the gift does not comply with the Canada Income Tax Act and Canada Revenue Agency requirements.

- Occasionally, funds sought and contributed for a University purpose are insufficient to make the project viable. If the University is unable to proceed, benefactors will be invited to redirect their contributions to an alternative purpose, and/or to fulfill future pledge payments.

- The University may return a donation in rare and unique circumstances, where the integrity of a gift has been compromised such that the University's reputation is negatively affected. Returning such a gift must be in compliance with CRA provisions, as well as provincial and federal legislation.

- The acceptance of all gifts must comply with all relevant University policies and guidelines including, but not limited to the *Naming of Campus Assets Policy* and the *Endowment Fund Statement of Investment, Objectives, Policies and Governance*.

3. **Guidelines for Gift Receipting**

   ~~University~~ Advancement is responsible for generating all official charitable receipts for income tax purposes. In order to achieve accurate reporting of all charitable gift contributions to Nipissing University and its entities, and to ensure that donors are recognized for the total of all their charitable gifts, it is essential that ~~University~~ Advancement act as the sole conduit for all charitable gifts to Nipissing University. The following guidelines will govern gifts accepted and received:

   - Ownership of each gift vests legally in the University, regardless of the specific unit or activity to which such gift is directed.
   - It is the University's expectation that commitments between the donor and

the University in relation to gift acceptance will be clearly documented as part of a gift agreement. These donor agreements will be subject to the University's statement on *Protection of Privacy and Access to Information* and applicable law.

- All gifts will be handled in accordance with the commitments made to the donor by the University, which are consistent with University policies, applicable law, including but not limited to: the *Income Tax Act* and Canada Revenue Agency guidelines on charitable donations.

- A. • The University will adhere to policies outlined by the Canada Revenue Agency (CRA) when determining fair market value of non-cash gifts

All charitable donations accepted by the University will be receipted in accordance with the Canada Revenue Agency (CRA)'s policies and guidelines regarding issuing charitable tax receipts.with Nipissing's *Charitable Tax Receipt Issuance Procedure*.

4. Gift Acceptance Authority and Responsibility

4.1 Delegation of Authority

The following procedures have been developed in order to implement the above-noted principles and guidelines and to provide opportunity for careful and systematic reflection prior to the acceptance of gifts by the University:

- The authority to accept or decline a gift is vested with the Board of Governors.

- The Board is the final approval authority for gifts up to and in excess of $5 million.

> **Commented [RH1]:** Should be removed

- For gifts in excess of $500,000 and less than $5 million, the Board of Governors delegates authority to accept gifts jointly to:
  o   the President, and
  o   at least one of:
     - the Vice-President, Finance & Administration, or
     - the Provost & Vice-President, Academic and Research

- For gifts up to and including $500,000, the Board of Governors delegates authority to accept gifts jointly to:

  o   the President, and
  o   at least one of:
     - the Vice-President, Finance & Administration, or
     - the Provost & Vice-President, Academic and Research, or
     - the Head of Advancement

- Additionally, prior approval by specific resolution or motion of the Board is required for the acceptance of:
  - any gift which, in the opinion of the President, Vice-Presidents, or Head of Advancement, exposes the University to uncertain and potentially significant liability;
  - any gift which, in the opinion of the President, Vice-Presidents, or Head of Advancement, is precedent setting and involves sensitive issues;
  - any gift which, in the opinion of the President, Vice-Presidents, or Head of Advancement, is of unusual complexity, including potentially gifts involving real property, residual interests, charitable remainder trusts, assets with limited liquidity, or cultural property.

- Notwithstanding any authority delegated via this policy, the Board of Governors may specify that the acceptance of gifts from certain donors or donor constituencies be reserved for its direct approval.

- The President, Vice-Presidents, and Head of Advancement may also seek input from the Fundraising Committee of the Board of Governors pertaining to acceptability of a proposed gift.

- All decisions to accept gifts must be in accordance with this policy and with accountability to the Board.

4.2 Responsibilities

- The President and/or delegates are responsible for ensuring that all resource implications arising from acceptance of gifts are appropriately incorporated in University planning and budgeting activities.
- Nipissing University has an ethical responsibility to every donor and as such all staff, volunteers and professional representatives acting on behalf of the University will conduct themselves in accordance with accepted professional standards of accuracy, truth and integrity. The University subscribes to the Donor Bill of Rights, Association of Fundraising Professionals (AFP) Code of Ethical Standards, and professional standards and code of behaviours as set out by the *Association of Fundraising Professionals, Council for the Advancement and Support of Education, and the Canadian Association of Gift Planners* to serve as the ethical guidelines when raising and receiving funds for the University.

5. **REVIEW PROCESS**

In order to ensure that this Policy continues to be effective, it shall be reviewed bi-annually by the Fundraising Committee of the Board of Governors. The Head of Advancement is responsible for initiating this review.

Resolution 2011-02-04: Moved by J.G. Lebel, seconded by B. Hatt that the Board of Governors accept the recommendation of the Advancement Committee that the Board approve the revised *Gift Acceptance Policy* dated January 2011. **CARRIED.**

Revised and approved by the Board of Governors: May 3, 2018 – Resolution 2018-05-07

Revised and approved by the Board of Governors: June 9, 2022 – Resolution 2022-06-06