

## NIPISSING UNIVERSITY BOARD OF GOVERNORS MEETING

January 14, 2021

### OPEN SESSION

5:30 P.M. – Zoom Remote Conferencing

**Zoom Connection for Virtual Attendance:** Email [governors@nipissingu.ca](mailto:governors@nipissingu.ca) before 12:00 p.m. on January 14, 2021, for link information.

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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 Treaty of 1850 and that the land on which we gather is the Nipissing First Nation Traditional Territory and the traditional territory of the Anishinabek.*

*We respect and are grateful to hold this meeting on these lands with all our relatives.”*

#### 2. Declaration of Conflict of Interest

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

*“Only pre-approved methods of recording and/or broadcasting devices (such as today's Zoom connection) may be used. Disseminating any information during the meeting is prohibited.*

#### 4. Consent Agenda

##### i. For Adoption

(a) Minutes of the November 12, 2020, Board of Governors Meeting (Open Session);

##### ii. For Information Only

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

1. University Governance Committee – Minutes from December 14, 2020
2. Audit & Finance Committee – Minutes from December 14, 2020;
3. Year-to-Date Actuals for the Period Ending October 31, 2020;
4. Community Relations Committee – Minutes from December 14, 2020;
5. Fundraising Committee – Minutes from December 14, 2020;
6. Plant & Property Committee – Minutes from December 14, 2020.

(b) Reports from Other Committees/Bodies:

1. Alumni Advisory Board; and
2. Nipissing University Indigenous Council on Education (NUICE).

**Resolution:** *That the items included “for adoption” on the January 14, 2020, consent agenda for the Open Session of the Board of Governors meeting be approved as circulated, while the items included on the consent agenda “for information only” be received.*

#### 5. Adoption of Regular Agenda

**Resolution:** *That the Board of Governors adopt the January 14, 2021, Open Session regular agenda as circulated.*

**6. Chair’s Remarks**

**7. Chancellor’s Remarks**

**8. President’s Remarks**

- Goals and Priorities Update

**9. Presentation**

- “The Teaching Hub: Moving from a pandemic present to a strategic future” – *Dr. Pat Maher, Dean of Teaching*

**10. Vice-President’s Remarks**

- Provost and Vice President, Academic & Research
- Assistant Vice-President, Finance & Infrastructure
- Assistant Vice-President, Students

**11. Board Committee Reports**

- University Governance Committee – *Stuart Kidd, Committee Chair*

Resolution: *That the Board of Governors accepts the recommendation of the University Governance Committee to approve the revisions to the Annual Staff Awards for Exceptional Performance and/or Service Policy as circulated.*

Resolution: *That the Board of Governors accepts the recommendation of the University Governance Committee to revise Section F of the Search/Appointment/Reappointment of Senior Academic Administrative Officers Policy (#3.1.2012.B) as circulated. (Note: such revision will limit the length of any potential extension beyond a second term for a senior academic administrator to a maximum of eighteen (18) months.)*

- Audit & Finance Committee – *Karen Barnes, Committee Chair*
- Community Relations Committee – *Patti Carr, Committee Chair*
- Fundraising Committee – *Bobby Ray, Committee Chair*
- Plant & Property Committee – *Joanne Laplante, Committee Chair*

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

- Nipissing University Student Union
- Academic Senate

**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.*

Time: \_\_\_\_\_

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

**OPEN SESSION**

November 12, 2020

The Open Session of the regular Board of Governors meeting was held on Thursday, November 12, 2020, at 4:30 p.m. via Zoom Remote Conferencing.

**Members Present:** Marianne Berube, Board Chair  
Karen Barnes  
Johanne Brousseau  
Patti Carr  
Paul Cook  
Fran Couchie  
Hilary Earl  
Donna Forget  
Ryan Hehn  
Stuart Kidd  
Judy Koziol  
Denyse Lafrance Horning  
Joanne Laplante  
Ward Loveday  
Hannah Mackie  
Gillian McCann  
Bobby Ray  
Judy Smith  
Dave Smits  
Cheryl Sutton  
Stephen Tedesco  
Rick Vanderlee  
Kathy Wilcox

**Regrets:** Mitchell Crown

**Invited Guests:** Arja Vainio-Mattila  
Casey Phillips  
Pat Maher  
Jim McAuliffe  
Pavlina Radia  
John Nadeau  
Debra lafrate  
Renee Hacquard  
Cristin Christopher  
Cheryl Zimba  
Christine Dowdall (University Secretary)

**Observers:** Mykayla King  
Shannon MacCarthy  
Lindsey Voisin  
Michelle Banks

**Recording Secretary:** Abby Blaszczyk (Executive Assistant, President's Office)

## 1. Call to Order/Land Acknowledgment

The meeting was called to order at 4:33 p.m. The Board Chair offered a traditional land acknowledgement.

## 2. Declaration of Conflict of Interest

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

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

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

## 4. Consent Agenda

The following items were included on the consent agenda:

- i. For Adoption
  - (a) Minutes of the September 17, 2020, Board of Governors Meeting (Open Session);
- ii. For Information Only
  - (a) Minutes from open meetings of the Board's Standing Committees:
    1. University Governance Committee – Minutes from October 19, 2020;
    2. Audit & Finance Committee – Minutes from October 19, 2020;
    3. Community Relations Committee – Minutes from October 19, 2020;
    4. Fundraising Committee – Minutes from October 19, 2020; and
    5. Plant & Property Committee – Minutes from October 19, 2020.
  - (b) Reports from Other Committees/Bodies:
    1. Nipissing University Alumni Advisory Board (NUAAB); and
    2. Nipissing University Indigenous Council on Education (NUICE).

Resolution 2020-11-01: ***That the items included “for adoption” on the November 12, 2020, consent agenda of 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 Patti Carr; seconded by Stuart Kidd.  
Carried.*

## 5. Adoption of the Regular Agenda

Resolution 2020-11-02: ***That the Board of Governors adopt the November 12, 2020, Open Session regular agenda as circulated.***

*Moved by Judy Smith; seconded by Joanne Laplante.  
Carried.*

## 6. Chair's Remarks

The Chair acknowledged the earlier-than-usual start to the meeting that was precipitated in order to accommodate a special guest who will provide the Board with some governance training following the meeting. As a result, she explained that she will attempt to run the meeting as efficiently as possible while maintaining the opportunity to discuss important issues and recognize questions that may be raised as the meeting progresses.

The Chair congratulated Maggie Daniel, Executive Assistant – External Relationships & Strategic Initiatives, on receiving the Young Professional of the Year Award from the North Bay and District Chamber of Commerce. She acknowledged Maggie's commitment to the North Bay community, stating that Nipissing University is fortunate to have such dedicated, community-minded individuals as integral members of our staff.

Board members were reminded to save the date for the upcoming virtual holiday gathering on December 3, 2020.

## 7. Chancellor's Remarks

No report.

## 8. President's Remarks

The President (Interim) spoke to a number of recent meetings with representatives from the Ministry of Colleges and Universities (MCU), including a recent campus visit and tour with the Deputy Minister, Shelley Tapp. Discussions with the Ministry regarding budget challenges, program approvals and the University's current fiscal situation are ongoing. To date, the University has received no additional funding beyond the initial COVID relief funds received in the spring.

The President (Interim) reported that she met with MPP Vic Fedeli on a number of occasions to provide updates on the Presidential transition as well as the University's role in the community's post-pandemic recovery.

A question was raised regarding the decision to have students return to campus while COVID-19 cases continue to rise in Ontario. The President (Interim) noted that while the Executive Team and the Operational Readiness Committee (ORC) understands and shares the concerns raised, it is important to note that an extensive amount of planning was completed in consultation with the Health Unit. The University will be able to quickly revert back to an online learning and/or working-from-home environment if Public Health believes it is no longer safe to have a physical presence on campus.

## 9. Vice-Presidents' Remarks

**The Provost and Vice-President, Academic & Research (PVPAR)** provided an enrolment update and noted that while the headcount and FTEs are lower than they were in 2019, they are on par with 2018 numbers. The Fall Open House was held virtually on November 7, 2020, and saw approximately half of the usual participant numbers.

The Provost spoke to the recent announcement regarding the mutual decision to dissolve the collaborative nursing program between Nipissing University and Canadore College by fall 2022. This decision comes as a direct result of the Ontario Government decision to allow colleges to offer stand-alone nursing degree programs. Both institutions can now work towards different approaches, and Nipissing looks forward to modernizing our Nursing program, planning a graduate program, providing accelerated learning opportunities, developing different micro credentials, etc. A committee has been struck in order to facilitate the dissolution process.

The PVPAR also discussed ongoing plans for the Spring/Summer term and the next academic year. A number of questions were raised and comments received regarding the collaborative nursing program. The PVPAR noted that she will be able to provide further information as the dissolution documents are completed by the committee.

In response to a question about international recruitment, the PVPAR spoke to the recent hire of an International Recruitment Manager. The University continues to await approval from the Federal Government in order to welcome international students to campus.

**The Assistant Vice-President, Finance & Infrastructure (Interim)** noted that while the projected revenue shortfall has not changed significantly, savings have been found to cover approximately half of the shortfall. Work is ongoing in an effort to return to the approved budget deficit of \$2.5 million. When asked where the savings were found, the Assistant Vice-President, Finance & Infrastructure (Interim) noted that the majority of savings were found in travel, supplies and part-time faculty contracts. More details will be provided at the next Audit & Finance Committee meeting.

**The Assistant Vice-President, Students (AVPS)** deferred to his written report that was included in the meeting materials, and he invited questions from the floor. No questions were put forward.

## 10. Board Committee Reports

- **University Governance Committee**

- **2019-20 Board Evaluation Survey**

The Chair of the Governance Committee provided a high-level summary of the responses to the 2019-20 Board evaluation survey. A question was raised concerning next steps with regard to the comments and suggestions that were received in the responses. The Board Chair explained that a number of the concerns have already been addressed. Some of these actions include posting Board meeting agendas and supporting documentation on the website in advance of meetings, the scheduling of this evening's governance-training session, etc.

- **Audit & Finance Committee**

The Committee Chair highlighted the enrolment update, year end projections, and the extensive review of cybersecurity at Nipissing University that was presented at the most recent committee meeting.

- **Community Relations**

The Committee Chair was pleased to welcome Johanne Brousseau as the Mayor's representative on the Board of Governors, and she thanked Kathy Wilcox for her willingness to serve as Committee Vice-Chair.

- **Fundraising Committee**

The Committee Chair reviewed a number of topics showcased in the minutes, including the decision to move the Alumni Awards to a virtual format and the success of the Student Emergency Fund. A Board member questioned whether the donated funds received to date were solicited or unsolicited donations. The Director of External Relations noted that it was a combination of both, with previous donors and alumni looking to make additional donations.

- **Plant & Property Committee**

The Committee Chair thanked Dave Smits for agreeing to serve as Committee Vice-Chair. She also referred to the capital and construction update that was included in the package materials. A question will be brought forward to the next Plant & Property Committee meeting regarding the Facilities Renewal Program and whether or not any of the funds will be allotted to environmental changes.

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

### Nipissing University Student Union

The President of the Student Union spoke to the upcoming completion of the new Student Centre, with a potential occupancy date of November 30, 2020. She provided a number of other highlights, including the Student Union's support of the "Movember" campaign, which raises awareness for Men's Health, as well as the recent launch of a social media campaign to highlight local businesses.

### Academic Senate

The Academic Senate last met on October 9, 2020. An election was held to elect one faculty senator to sit on the Joint Committee of the Board and Senate on Governance. As there were no nominations received, the election will be revisited at the next meeting.

## **12. Question Period**

No questions.

## **13. Other Business**

There was no other business.

#### 14. Next Meeting/Adjournment

The next full Committee Day is scheduled for Monday, December 14, 2020.

The next meeting of the Board is Thursday, January 14, 2020.

Resolution 2020-11-03:     ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

*Moved by Patti Carr; seconded by Kathy Wilcox.  
Carried.*

Open session adjourned at 5:35 p.m.

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President & Vice-Chancellor (Interim)/  
Secretary of the Board

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Board Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

UNIVERSITY GOVERNANCE COMMITTEE MEETING

OPEN SESSION

December 14, 2020

The Governance Committee met on Monday, December 14, 2020, at 9:00 a.m. via Zoom remote video conferencing.

Members present: Stuart Kidd, Committee Chair  
Marianne Berube  
Fran Couchie  
Ryan Hehn  
Hannah Mackie  
Judy Smith  
Lisa Snider  
Cheryl Sutton  
Rick Vanderlee  
Shannon MacCarthy (Student Observer – non-voting)  
Arja Vainio-Mattila (Provost – non-voting)  
Christine Dowdall (University Secretary – non-voting)

Regrets: Paul Cook

Guests: Casey Phillips, AVP Students  
Jenny Mackie, Director, Human Resources

Recording Secretary: Abby Blaszczyk (Executive Assistant, Office of the President)

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**1. Welcome/Call for Conflicts of Interest**

The meeting was called to order at 9:05 a.m. The committee chair welcomed Lisa Snider, Interim President of the Nipissing University Alumni Association Board (NUAAB), as a new committee member. Any conflicts of interest were called for; no such declarations were made.

**2. Board Policies for Review/Revision**

- **Annual Staff Awards for Exceptional Performance and/or Service Policy**

The Director, Human Resources reviewed the revised policy draft. The revisions include changes to term limits in order to reflect the guidelines of OPSEU and the terms of Board of Governors members. A number of questions were addressed, including whether or not the criteria should include providing measurable financial benefits to the University. An explanation as to why this should not be a prerequisite was provided, and the following motion was put forward:

Motion: ***That the University Governance Committee recommends the Board of Governors revise the Annual Staff Awards for Exceptional Performance and/or Service Policy as presented.***

*Moved by Rick Vanderlee; seconded by Marianne Berube.  
Carried.*

### **3. Harassment and Discrimination Committee/Policy: Update**

Following suggestions made at the October meeting of the University Governance Committee, further revisions and updates were made to the new Respectful Workplace and Learning Environment Policy. This new policy, once approved by the Board, will replace the University's current Harassment and Discrimination Policy and the Respectful Workplace and Harassment Prevention Policy.

A lengthy discussion occurred, with a major theme being the importance of policy training for senior administrators to ensure harassment and/or discrimination complaints are being properly dealt with. Following the discussion, it was determined that the policy will be further amended and brought back to the committee at the February meeting for consideration. Committee members were invited to forward any additional thoughts directly to the University Secretary for distribution to the Director, Human Resources.

### **4. Recommendation from the Joint Committee of the Board and Senate on Governance**

Draft revisions to the Search/Appointment/Reappointment of Senior Academic Administrative Officers Policy were presented. The changes were made following the suggestions from this committee and the Joint Board/Senate Committee on Governance. These revisions limit a potential extension beyond a second term to 18 months for all senior academic administrative officers covered by the policy.

Following clarifying questions, a motion was made:

Motion: ***That the University Governance Committee recommends the Board of Governors revise Section F of the Search/Appointment/Reappointment of Senior Academic Administrative Officers Policy (#3.1.2012.B) as circulated. (Note: such revision will limit the length of any potential extension beyond a second term for a senior academic administrator to a maximum of eighteen (18) months.)***

*Moved by Rick Vanderlee; seconded by Fran Couchie.  
Carried.*

### **5. Other Business**

No further business.

The meeting adjourned at 10:10 a.m.

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Recording Secretary

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Chair of University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

**AUDIT & FINANCE COMMITTEE MEETING**

**OPEN SESSION**

December 14, 2020

The Audit and Finance Committee met on Monday, December 14, 2020, at 10:30 a.m. via Zoom remote conferencing.

Members Present: Karen Barnes, Committee Chair  
Marianne Berube  
Patti Carr  
Hilary Earl  
Stuart Kidd  
Hannah Mackie  
Dave Smits  
Cheryl Sutton  
Shannon MacCarthy (Student Observer – non-voting)  
Arja Vainio-Mattila (Provost – non-voting)  
Christine Dowdall (University Secretary – non-voting)

Regrets: Paul Cook  
Stephen Tedesco

Guests: Renée Hacquard, AVP, Finance & Infrastructure (Interim)  
Casey Phillips, AVP Students  
Debra Iafrate, Registrar

Recording Secretary: Abby Blaszczyk (Executive Assistant, Governance & Scheduling)

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**1. Welcoming Remarks/Calls for Conflicts of Interest**

The meeting was called to order at 10:33 a.m. The committee chair called for any conflicts of interest; no such declarations were made.

**2. Budget Process Update**

The Assistance Vice-President, Finance & Infrastructure (Interim) provided a brief update on the budget process, which officially begins in January 2021. Currently, the budget system is being prepared, and a target approval date has been set for the Board of Governors meeting scheduled for May 6, 2021.

**3. Year-to-Date Operating Fund Review**

The year-to-date financial position as of October 31, 2020, shows a surplus in the operating fund. When comparing actual year-to-date to budget, most variances are tracking between 40-50%, which is reasonable as October 31 is the six-month mark of our fiscal year. The AVP provided both optimistic and

pessimistic projections, noting that government grants are higher than budgeted due to increased Facilities Renewal Program (FRP) funding. We continue to anticipate a tuition shortfall in both international and domestic budget lines.

A number of questions were addressed, including the losses associated with students withdrawing from courses. The Registrar noted that they continue to monitor the drops, and to date, they have not been significant. More students are studying part-time, but there has not been a significant drop or withdrawal rate as a result of COVID-19.

In response to the rhetoric around online learning and tuition rates, it was recommended that the Board of Governors put out a press release in order to ensure the community understands what the University is doing to ensure students continue to receive an excellent education throughout the pandemic. Following discussion, it was determined that this topic will be brought forward to the Community Relations Committee for further consideration.

#### **4. Investment Performance Review**

A high level review of the University's investment portfolio was provided. PH&N will be invited to provide a more in-depth review at the April committee meeting. In response to a question about the University's conservative investment strategy, it was noted that there is a range of risk tolerances across Ontario universities. As a small and relatively young university, Nipissing has a low volatility policy, which is justifiable given our limited resources and the volatility in the market.

#### **5. Financial Health Indicator Review**

The AVP, Finance and Infrastructure (Interim) compared Nipissing University's financial health to that of other Ontario universities. The review, as provided by the Council of Ontario Universities (COU), shows that Nipissing University has a lower than average debt which is due in large part to the interest rate negotiated a few years ago. The University continues to work toward a balanced budget to achieve overall financial sustainability which will bring us in line with other small universities.

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

No further business.

The meeting adjourned at 11:18 a.m.

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Recording Secretary

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Committee Chair

**BOARD REPORT**  
As at 11/30/2020  
For the period ended 10/31/2020

	Actual YTD	Annual Budget	Variance \$ (Actual YTD - Annual Budget)	YTD Actual as a % of Annual Budget		Actual PYR	Annual Budget (Previous Year)	PYR Actual as a % of PYR Annual Budget	Variance \$ CY to PY	Variance % CY to PY	
<b>Revenue</b>											
Government Grants	\$ 16,297,974	\$ 35,655,369	\$ (19,357,395)	46%	1	\$ 17,000,984	\$ 37,301,609	46%	\$ (703,010)	-4%	1
Student Fees - Tuition	\$ 25,841,689	\$ 29,409,835	\$ (3,568,146)	88%	2	\$ 25,581,072	\$ 27,741,324	92%	\$ 260,617	1%	2
Student Fees - Other	\$ 2,575,047	\$ 2,805,862	\$ (230,815)	92%	3	\$ 2,434,335	\$ 2,355,450	103%	\$ 140,712	6%	3
Other	\$ 276,558	\$ 1,993,252	\$ (1,716,694)	14%	4	\$ 824,246	\$ 1,995,621	41%	\$ (547,688)	-66%	4
Investment Income	\$ 6,536	\$ 190,000	\$ (183,464)	3%	5	\$ 129,298	\$ 230,000	56%	\$ (122,761)	-95%	5
Donations	\$ 2,000	\$ 100,000	\$ (98,000)	2%	6	\$ 2,000	\$ 39,000	5%	\$ -	0%	
<b>Revenue Total</b>	<b>\$ 44,999,804</b>	<b>\$ 70,154,318</b>	<b>\$ (25,154,514)</b>	<b>64%</b>		<b>\$ 45,971,934</b>	<b>\$ 69,663,004</b>	<b>66%</b>	<b>\$ (972,130)</b>	<b>-2%</b>	
<b>Expenses</b>											
Salaries and Benefits	\$ 24,189,941	\$ 55,400,290	\$ (31,210,349)	44%	1	\$ 25,450,527	\$ 54,801,488	46%	\$ (1,260,586)	-5%	6
Operating	\$ 3,811,177	\$ 9,611,933	\$ (5,800,756)	40%	7	\$ 5,431,526	\$ 10,200,309	53%	\$ (1,620,350)	-30%	7
Scholarships and Bursaries	\$ 1,498,240	\$ 3,788,400	\$ (2,290,160)	40%	1	\$ 1,416,398	\$ 3,808,400	37%	\$ 81,843	6%	8
Occupancy Costs	\$ 1,539,454	\$ 4,090,850	\$ (2,551,396)	38%	8	\$ 1,423,342	\$ 4,240,775	34%	\$ 116,112	8%	9
Principal and Interest on Long Term Debt	\$ 501,874	\$ 1,005,940	\$ (504,066)	50%	1	\$ 494,731	\$ 1,005,940	49%	\$ 7,142	1%	
<b>Expenses Total</b>	<b>\$ 31,540,686</b>	<b>\$ 73,897,413</b>	<b>\$ (42,356,727)</b>	<b>43%</b>		<b>\$ 34,216,524</b>	<b>\$ 74,056,912</b>	<b>46%</b>	<b>\$ (2,675,839)</b>	<b>-8%</b>	
<b>Surplus (Deficit) Before Undernoted</b>	<b>\$ 13,459,118</b>	<b>\$ (3,743,095)</b>	<b>\$ 17,202,213</b>	<b>-360%</b>		<b>\$ 11,755,410</b>	<b>\$ (4,393,908)</b>	<b>-268%</b>	<b>\$ 1,703,709</b>	<b>14%</b>	
<b>Transfers</b>											
Transfers to (from) other funds	\$ 208,832	\$ (1,730,000)	\$ 1,938,832	-12%	9	\$ (39,926)	\$ (1,892,903)	2%	\$ 248,759	-623%	
Transfers to (from) Internally Restricted	\$ 477,406	\$ 500,500	\$ (23,094)	95%	10	\$ 511,232	\$ 469,150	109%	\$ (33,827)	-7%	
<b>Transfers Total</b>	<b>\$ 686,238</b>	<b>\$ (1,229,500)</b>	<b>\$ 1,915,738</b>	<b>-56%</b>		<b>\$ 471,306</b>	<b>\$ (1,423,753)</b>	<b>-33%</b>	<b>\$ 214,932</b>	<b>46%</b>	
<b>Total</b>	<b>\$ 12,772,880</b>	<b>\$ (2,513,595)</b>	<b>\$ 15,286,475</b>	<b>-508%</b>		<b>\$ 11,284,104</b>	<b>\$ (2,970,155)</b>	<b>-380%</b>	<b>\$ 1,488,776</b>	<b>13%</b>	

**Variance explanations: Actual YTD compared to budget**

- 1) Variances are as expected due to timing
- 2) Tuition slightly below budget for domestic tuition, significant variance in international tuition.
- 3) Student Fees lower than budget due to lower enrolment than budgeted.
- 4) Other revenue includes revenue from 3rd parties (Cafeteria/bookstore commissions, summer camps, etc.). These are significantly impacted by the pandemic
- 5) Investment income lower than budgeted due to market fluctuations.
- 6) Transfer from Scholarship Fund to occur in January.
- 7) Some savings expected in this line due to Covid (ex: travel, meals & hospitality, supplies)
- 8) Some savings expected in utility costs
- 9) Transfers from other funds including ancillary and fundraising don't typically occur until later in the year. Not expecting a transfer from ancillary services this year due to pandemic.
- 10) Tracking as expected

**Variance explanations: Actual YTD compared to prior year**

- 1) Decrease due to Teacher Ed stabilization funding not received this year
- 2) Higher than last year due to timing of billing. FTE's are slightly lower than prior year.
- 3) Higher ancillary fees for Career services, fees that used to be transferred to NUSU.
- 4) Significant reductions in other revenues due to limited traffic on campus. (ex: Bookstore & cafeteria commissions reduced, athletics revenues from summer camps and game days, etc.)
- 5) Due to market fluctuations
- 6) Decrease due to saving initiatives including the delay of filling vacant positions, student salaries and part-time academic salaries.
- 7) Decrease due to savings initiatives including no travel, meals & hospitality expenses, less spending in other categories such as supplies.
- 8) Timing difference compared to prior year in Schulich transfers (\$131k).
- 9) Savings in utilities offset by additional costs related to pandemic (ex: plexiglass, additional cleaning supplies, etc.). Variance also due to timing of expenses for shared services.

NIPISSING UNIVERSITY BOARD OF GOVERNORS  
**COMMUNITY RELATIONS COMMITTEE MEETING**

**OPEN SESSION**

December 14, 2020

The Community Relations Committee of the Board of Governors met on Monday, December 14, 2020, at 1:30 p.m. via Zoom.

**Members present:** Patti Carr, Committee Chair  
Marianne Berube  
Fran Couchie  
Ryan Hehn  
Denyse Lafrance-Horning  
Hannah Mackie  
Bobby Ray  
Lisa Snider  
Cheryl Sutton  
Kathy Wilcox  
Shannon MacCarthy (Student Observer – non-voting)  
Christine Dowdall (University Secretary – non-voting)

**Regrets:** Johanne Brousseau  
Paul Cook  
Arja Vainio-Mattila (Provost – non-voting)

**Guests:** Cristin Christopher  
Renée Hacquard  
Casey Phillips  
Abby Blaszczyk

**Recording Secretary:** Maggie Daniel, Executive Assistant, Office of the President

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**1. Opening Remarks/Call for Conflicts of Interest – Patti Carr, Committee Chair**

The meeting was called to order at 1:32 p.m. The Committee Chair called for any conflicts of interest; no such conflicts were declared. The Committee Chair welcomed Lisa Snider as the new representative from the Alumni Advisory Board.

A discussion concerning a communications request was added to the agenda under “Other Business”.

## **2. External Relations Update – *Cristin Christopher, Director, External Relations***

- *COVID Communications Update*

The Director, External Relations spoke to the COVID-19 communications plan that was used in partnership with the North Bay Parry Sound Health Unit (Health Unit). This plan provided protocols and clear communication between the University and the Health Unit during the recent community outbreak.

Digital engagement metrics on the University's COVID-19 related webpages were reviewed. The top five geographical locations accessing these webpages are North Bay, Toronto, Hamilton, Ottawa and Brampton. Committee members expressed appreciation for these metrics and confirmed they would like to see more of this reporting in the future.

Several members of the Community Relations committee extended their gratitude and congratulations to the External Relations team for their communications expertise over the past several months.

- *NU News Update*

The Director reported that there are 61 subscriptions so far to the NU News page, admitting that the number is somewhat disappointing. In the new year, the Communications team will develop plans to provide additional promotion to encourage further subscriptions.

- *Nipissing in the Community*

The External Relations team is working on plans in conjunction with the Research Office to celebrate Research Month in March 2021. It will be an opportunity to highlight the projects that were undertaken by faculty and student researchers, particularly those projects that are helping with the North Bay community's recovery from the COVID-19 pandemic.

The Alumni Awards celebrations are now underway, and every day this week will see the University highlighting one of the award recipients.

Other items the Director highlighted included the local gift-giving "Bay Bundles" program that was co-created by Nipissing alumna Taylor Hummel (class of 2019), the University's partnership with Mitacs to offer high-quality internships for students, and Dr. Rosemary Nagy's work with the Northeastern Ontario Research Alliance on Human Trafficking (NORAHT).

## **3. Other Business**

At the Audit & Finance Committee meeting earlier in the day, a discussion arose concerning the importance of ensuring the local and regional communities are adequately informed about the value of a university degree and the actual costs of online learning. It was agreed that it is essential to the future of Nipissing University that the community understands the important role the institution plays in our city and surrounding region.

Following discussion, the Community Relations Committee agreed with the concept; however, it was decided that the decision around messaging was an operational one that should be left to the President (Interim). The President (Interim) confirmed that the External Relations team will continue to guide the University on brand and messaging, and she will direct them to consider how best to move forward in addressing any perceived communication gaps.

Further to the NU News update that was provided under agenda item #2, all Board members will be reminded to consider subscribing to the NU News which can be accomplished by clicking on the following link: <https://www.nipissingu.ca/news/subscribe>

The meeting was adjourned at 1:55 p.m.

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Recording Secretary

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Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

**FUNDRAISING COMMITTEE MEETING**

**OPEN SESSION**

December 14, 2020

The Fundraising Committee met on Monday, December 14, 2020, at 2:30 p.m. via Zoom remote conferencing.

**Members present:** Bobby Ray, Committee Chair  
Mykayla King  
Judy Koziol  
Joanne Laplante  
Gillian McCann  
Kathy Wilcox  
Lisa Snider  
Cheryl Sutton  
Shannon McCarthy (Student Observer – non-voting)  
Christine Dowdall (University Secretary – non-voting)

**Regrets:** Paul Cook  
Stephen Tedesco  
Arja Vainio-Mattila (Provost – non-voting)

**Guests:** Cristin Christopher  
Renée Hacquard  
Casey Phillips  
Abby Blaszczyk

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

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**1. Opening Remarks/Call for Conflicts of Interest – Bobby Ray, Committee Chair**

The meeting was called to order at 2:34 p.m. The Committee Chair called for any conflicts of interest, and none were declared.

The Committee Chair thanked the External Relations team for the '2020 Reflections' newsletter that highlighted the areas of impact Nipissing University's alumni, donors and supporters have on the lives of Nipissing students. He noted that in past years, the Board of Governors has managed to attain a giving rate of 100% of the membership. For anyone who has not already done so this year, the Committee Chair encouraged those individuals to consider donating to the University.

## 2. External relations Report

- *Financial Summary*

The Director, External Relations provided a financial update, comparing this year's fundraising numbers with last year's numbers. She explained that part of the variance is due to having to put the Annual Student Call Campaign on hold, as well as other revenue shortfalls related to COVID-19. She noted, however, that Nipissing has experienced a deeper engagement with our Major Donors, with the team developing stronger connections with them. The team is confident in their ability to make up any apparent shortfall before fiscal year end.

- *Alumni Awards*

The annual Alumni Award recipients have been announced. The recipients are as follows:

- Hariett Madigan (Dr. James Jamieson Influential Alumni Award);
- Dr. Denyse Lafrance Horning (Honorary Alumni Award);
- Dr. Thomsen D'Hont (Distinguished Alumni Achievement Award);
- Cameron Ghent (Rising Star Alumni Award); and
- Cindy Karugia (Philanthropy Alumni Award – a newly created award that honours someone who is improving their community through their generosity, dedication, commitment and service).

- *Holiday Giving*

While many fundraising teams use the holiday season to appeal for year-end giving, Nipissing University has held off on making such appeals to instead focus on highlighting how the University's alumni, stakeholders and friends supported the University and our students this year. The "2020 Reflections" message was a heartfelt thank you and an opportunity to reflect on the support the University has been grateful to receive.

- *Good News / Announcements*

The University was successful in receiving funds from the provincial government in memory of the victims of the Iranian airplane crash in January 2020 where several victims were students and university staff members returning to Canada after the holidays. The University will be using the funds to support awards for college transfer students.

Other items of interest the Director reported on included three community members who have expressed interest in leaving a bequest and legacy in their name to the University, an upcoming announcement about a significant donation that will go towards the President's Indigenous Achievement Awards, and the recent changes to the executive leadership of the Alumni Advisory Board.

An update on the President's Campaign Steering Committee was provided. A full committee meeting was held in October, and another one is scheduled for this evening. There have also been one-on-one conversations held with each committee member.

**3. Other Business**

No other business.

The meeting was adjourned at 2:46 p.m.

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Recording Secretary

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Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

**PLANT & PROPERTY COMMITTEE MEETING**

**OPEN SESSION**

December 14, 2020

The Plant & Property Committee met on Monday, December 14, 2020, at 3:30 p.m. via Zoom remote conferencing.

Members present: Joanne Laplante, Chair  
Ryan Hehn  
Judy Koziol  
Hannah Mackie  
Judy Smith  
Dave Smits  
Cheryl Sutton  
Rick Vanderlee  
Shannon MacCarthy (non-voting)  
Arja Vainio-Mattila (non-voting)  
Christine Dowdall, University Secretary (non-voting)

Regrets: Paul Cook  
Marianne Berube

Guests: David Drenth, Director, Facilities  
Casey Phillips, AVP Students  
Renee Hacquard, AVP Finance & Infrastructure (Interim)

Recording Secretary: Abby Blaszczyk, Executive Assistant, Office of the President

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**1. Welcome/Call for Conflicts of Interest**

The Committee Chair called the meeting to order at 3:33 p.m. She called for conflicts of interest regarding any of the agenda items; no such declarations were made.

**2. Capital & Construction Update**

The Director of Facilities provided a capital and construction update. The presentation, which is appended to the PDF version of these minutes, included the following topics:

- **Student Centre**

The Director of Facilities reviewed the progress made on the Student Centre and noted that substantial performance was granted on November 20, 2020.

- **Project List**

The ongoing list of projects funded through multiple programs and budgets was reviewed, with the Director highlighting such items as COVID-19 related projects, the A-wing roofing replacement, the campus transformer replacement and washroom upgrades.

- **FRP Funding**

As previously announced, Nipissing University has been allocated almost \$1.65 million in Facilities Renewal Program (FRP) funding for 2020-21. The Director reviewed the projects that will fall within the FRP funding, including campus infrastructure projects, mechanical and electrical, building envelope and renovation projects. He reiterated that FRP funding must go toward the fabric and structure of a building and very rarely can be utilized toward the building of new spaces.

### **3. Other Business**

No further business.

The meeting adjourned at 4:05 p.m.

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Recording Secretary

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Committee Chair

# NIPISSING

U N I V E R S I T Y



**Plant and Property - December 2020**

# Plant and Property Committee Meeting

## Capital and Construction

1. Student Centre Construction
2. Project List
3. FRP Funding



# Student Centre Construction

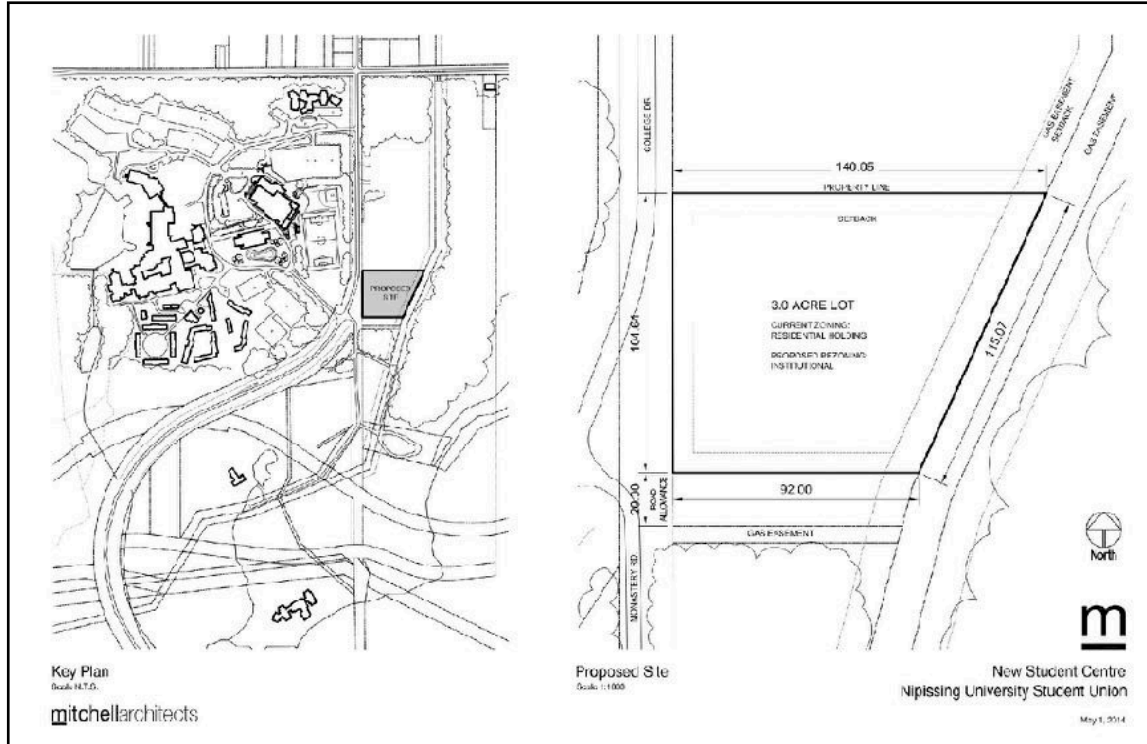
## NUSU Student Centre

### Project Description:

- Construction of a new 32,000 square foot building on the former Larocque farm property
- The project scope includes site development, parking, and construction of the new facility



# Student Centre Construction



## Project Status Update

- Architect: Mitchell Jensen Architects
- Contractor: Kenalex Development LTD
- Funds: Construction contract awarded at \$13,780,620
  - There are currently 60 change orders approved representing a 3.43% increase to the contract amount (only 1.53% with donations outside of contract)
  - To date this is covered in the project contingency funds and cash allowances - still under budget
  - Substantial performance was granted on November 20th, 2020

# CERTIFICATE OF PUBLICATION

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This is to certify that this official notice appeared in the  
Daily Commercial News on:

**December 7, 2020**

**District of Nipissing, North Bay**

**221 College Drive, North Bay, Ontario P1B 0G1**

**This is to certify that the contract for the following improvement:**

Nipissing University Student Union Building

**To the above premises was substantially performed on:** November 20,  
2020

**Date certificate signed:** December 1, 2020

**Name of owner:** Nipissing University

**Address for service:** PO Box 5002, 100 College Drive, North Bay, ON P2B  
3K2

**Name of contractor:** Kenalex Construction Co Ltd

**Address for service:** PO Box 945, 1017 Jet St. West, North Bay, ON P1B 8K1

**Name of payment certifier:** Mitchell Jensen Architects Inc.

**Address:** 124a Main Street East, North Bay, ON P1B 1A8

**Identification of premises for preservation of liens:** PT LT 22 CON B  
WIDDIFIELD PT1, 36R13650, CITY OF NORTH BAY

**Publication date:** December 7, 2020

# Construction Status Update

- Flooring corrections underway
- Furnishings delivered and in place
- Final soffit wood materials in shipping
- Deficiency corrections underway
- Commissioning of all systems underway
- Final cleaning(s) underway



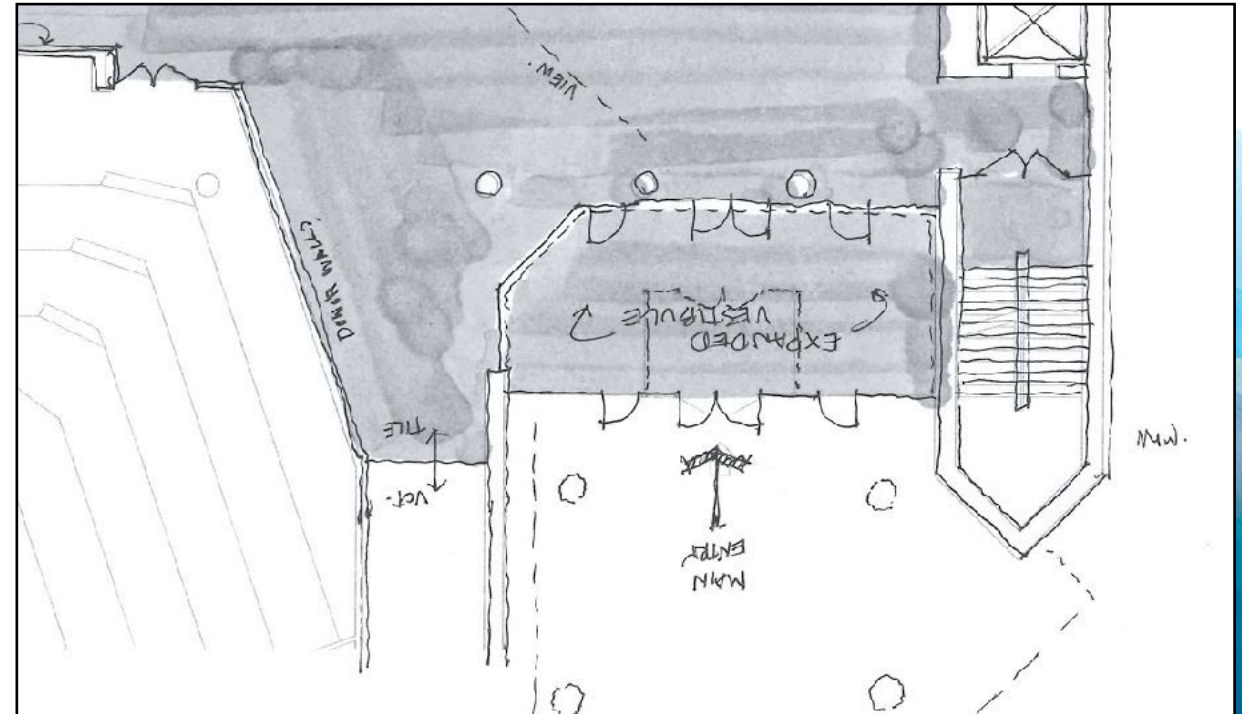
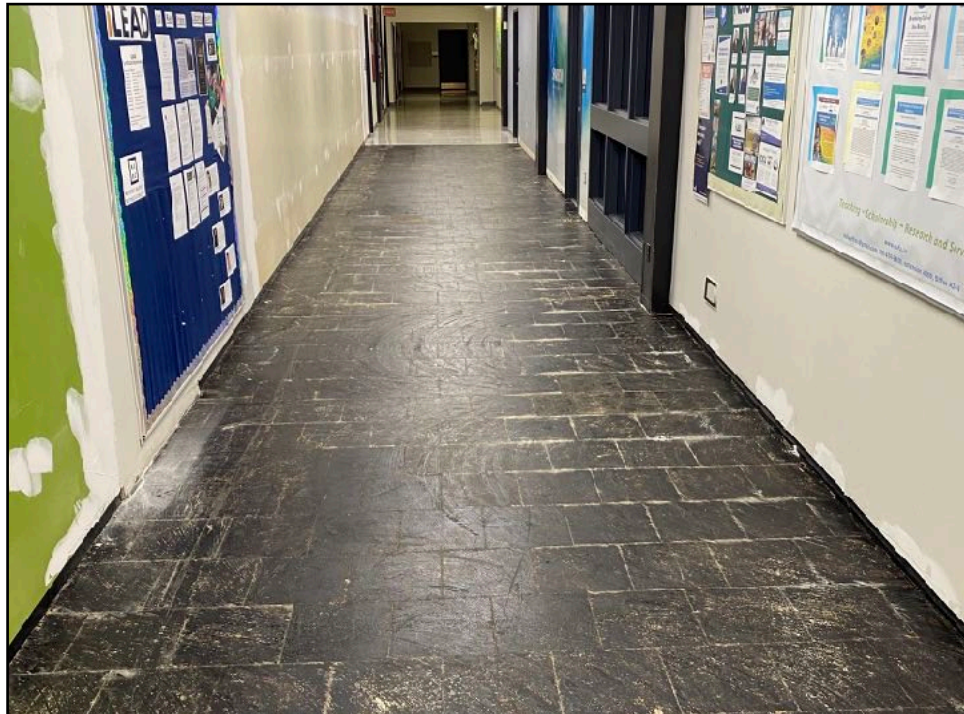
The background is a soft, abstract watercolor wash. It features a mix of light and dark blue and green tones, with some darker, more saturated areas and some very light, almost white areas. The colors are blended together, creating a sense of movement and depth. The overall effect is a calm, artistic, and modern aesthetic.

**VIDEO**

# Project List

## Planning and Funding

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



## Facilities - Capital and Construction Future Plans

	Budget Amount					Asset	Status	Costs incurred to date	% complete	Over/under budget
	Capital	Funded (FRP or other)	Ancillary	Shared capital	Total					
<b>IMMEDIATE</b>										
Covid-19 Projects	TBD	\$ -	\$ -	\$ -	\$ -	Campus	Ongoing	TBD	75%	TBD
Transformer Replacement and Infrastructure	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000	Campus	Ongoing	\$ 130,000	90%	On budget
A-Wing Roofing Replacement - PH1	\$ -	\$ 384,500	\$ -	\$ -	\$ 384,500	Education Centre	Underway	\$ -	25%	TBD
Immersive Classroom Reno	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000	Education Centre	Approved	\$ 100,000	25%	TBD
A-Wing Elevator	\$ -	\$ 56,177	\$ -	\$ -	\$ 56,177	Education Centre	Approved	\$ 56,177	100%	On budget
TRC Roofing	\$ -	\$ -	\$ 45,000	\$ -	\$ 45,000	Townhouse Rez	Approved	\$ 45,000	100%	On budget
Pond Rehabilitation	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000	Education Centre	TBD	\$ -	0%	TBD
A-Wing Washroom Upgrade	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000	Education Centre	TBD	\$ -	10%	TBD
Nursing Sim Labs	\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000	Education Centre	TBD	\$ -	0%	TBD
Athletics Repairs and Upgrades	\$ -	\$ 125,000	\$ -	\$ -	\$ 125,000	Athletics	TBD	\$ 100,000	90%	On budget
Fire Protection Panel Upgrades	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000	Education Centre	TBD	\$ -	0%	TBD
Surtees Gym A Lighting retrofit	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000	Athletics	TBD	\$ -	0%	TBD
Access Control Doors	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	Education Centre	TBD	\$ -	0%	TBD
Student Centre	\$ -	\$ 15,200,000	\$ -	\$ -	\$ 15,200,000	Student Centre	Ongoing	\$ 12,886,265	90%	Under budget

## Immediate Projects

- Covid-19 Projects - no capital items to date - only consumables
- Transformer and Infrastructure - \$150,000 - Necessary Repair
- A-Wing Roofing - \$384,500 - End of Life
- Immersive Classroom - \$100,000 - Funded Initiative
- A-Wing Elevator - \$56,177 - Necessary Repair
- TRC Roofing - \$45,000 - End of life
- Pond Rehabilitation - \$50,000 - Safety Compliance
- A-Wing Washroom Upgrade - \$200,000 - Necessary Repair
- Nursing Sim Labs - \$250,000 - Program Requirement
- Athletics Repairs - \$125,000 - Necessary Repair
- Fire Panel Upgrade - \$50,000 - Safety Improvement
- Surtees Gym Lighting - \$15,000 - Energy Consumption
- Access Control Doors - \$20,000 - Safety Improvement
- Student Centre - \$15,200,000 - Campus Expansion



# FRP Funding

## Facility Renewal Program

- The purpose of the Facilities Renewal Program is to assist postsecondary education institutions with renewing and modernizing their campuses through the repair and renovation of existing facilities and campus infrastructure.
- Previously allocated just over \$400k in the past few years
- 2020-21 Nipissing University has been allocated \$1,648,700
- The funding program runs until September 30th of 2021 which is a departure from normal years
- Examples of eligible items include:
  - repairs made to the fabric and structure of buildings;
  - repairs to building service equipment and electrical or mechanical systems, and built-in general academic support equipment;
  - alterations and renovations to existing space to improve the condition and efficiency of teaching and research functions

# FRP Funding

## Project Summary

- The following projects have been submitted for the 2020-21 Facility Renewal Program
- The projects are categorized by the following:
  - **Campus Infrastructure**
  - **Mechanical & Electrical**
  - **Building Envelope**
  - **Renovation**
- Each project has been given a justification tag to help explain why it is necessary
- NOTE: The projects listed are in excess of our FRP allocation. That is the practice requested by the Ministry in case any project(s) is denied on eligibility requirements. Any projects not covered this year will be deferred until a future year.

## Campus Infrastructure

- Main Campus Transformer Replacement - \$139,000 - End of Life
- Outdoor Lighting - \$49,900 - Safety Improvement
- Substation Overhead Feed - \$15,000 - Infrastructure Planning
- Substation Metering - \$25,000 - Infrastructure Planning
- Dam Repair and Railings - \$25,000 - Safety Compliance
- A-Wing Elevator Repair - \$70,000 - Necessary Repair
- Compactor - \$25,000 - End of Life



# Mechanical & Electrical

- BPHE Piping Repairs - \$125,000 - Necessary Repair
- HVAC #33 Replacement - \$250,000 - End of Life
- H-Wing Mechanical Condenser - \$75,000 - End of Life
- Fire Panel Replacement - \$50,000 - Safety Improvement
- ER Lighting Inverter - \$15,000 - Safety Compliance
- Distribution Panel Replacement - \$350,000 - End of Life
- Air Circuit Breakers - \$80,000 - End of Life
- B-Wing Electrical Distribution Rack - \$80,000 - End of Life
- Bell Room A/C Units - \$7,500 - Infrastructure Planning
- Shipping and Receiving Heating - \$7,500 - Safety Improvement
- HVAC #35 Replacement - \$110,000 - End of Life
- Hot Water Boilers - \$30,000 - End of Life



# Building Envelope

- A-Wing Roofing - \$275,000 - End of Life
- H-Wing Exterior - \$50,000 - Necessary Repair
- Monastery Exterior - \$10,000 - Infrastructure Planning



# Renovation

- Front Entrance - \$200,000 - Infrastructure Planning
- Gender Neutral Washrooms - \$350,000 - Infrastructure Planning
- A-Wing Washrooms - \$200,000 - Necessary Repair
- Library Compact Shelving - \$25,000 - Workplace Effectiveness
- Cafeteria Washrooms - \$12,500 - Workplace Effectiveness
- Designated Substance Abatement - \$12,500 - Safety Improvement



# A-Wing Roofing Replacement

- Numerous leaks similar to F-Wing last year
- Estimated cost ~ \$275,000
- 2 remaining portions for future allocations
- Overall campus roofing inventory is greatly improved



# A-Wing Roofing Replacement RFP Award

- 3 local bidders prepared submissions
- 1 submission was declined due to being incomplete
- RFP has been awarded to Designed Roofing at a total value of \$384,500

## Tender Results - Roofing Replacement - Block 'A' Nipissing University

North Bay, Ontario  
Project No: 220018

Bid Submitted By	Base Bid w/o HST	HST	Separate Price #7.1 - New Roof Access Stair	Separate Price #7.2 - Add Roof Areas C, D and E	Bid Price Including Separate Prices #7.1 and #7.2.
<b>Designed Roofing</b>	<b>\$177,000.00</b>	\$23,010.00	\$7,500.00	\$200,000.00	<b>\$384,500.00</b>
<b>J.G. Fitzgerald Roofing</b>	\$201,500.00	\$26,195.00	\$8,050.00	\$240,600.00	<b>\$450,150.00</b>
<b>Blanchfield Roofing</b>	\$227,150.00	\$29,529.50	\$9,000.00	\$253,000.00	<b>\$489,150.00</b>

CCDC 11	Sched.	Bid Bond	Surety Consent	Insur	WSIB	Addenda
Y	Y	Y	Y	Y	Y	Y
<b>N</b>	<b>N</b>	Y	Y	Y	Y	Y
Y	Y	Y	Y	Y	Y	Y

Notes:  
.1 N/A

The background is a soft, abstract watercolor wash. It features a mix of light and dark blue, teal, and green tones, with some darker, almost blackish-blue areas. The colors are blended together, creating a textured, painterly effect. The overall composition is centered around the text.

**The End**

## **Provost's Report to the Board of Governors – January 14, 2021**

Arja Vainio-Mattila, PVPAR

### **Admissions:**

- Overall applications are up 7.5% vs. last year (2,827 vs. 2,630)
- Our increase in applications is coming from BEd – up 34% and 105 (mature & transfer) up 36%
- Ontario High School application deadline is January 15th

### **Enrollment:**

- Our FTEs are up this year: 4,735 vs. 4,684 (our undergraduate FTEs are down; however, Ed and Grad Studies are up)
- Distinct head count is also up 5,943 vs. 5,881

### **Other items:**

- Preparation of classrooms for Face to Face courses in Winter 2021
- Selection of Dr. Douglas Gosse as Associate Dean of EPS
- NU made a submission to Ontario's Micro-credentials Strategy: Inventory of micro-credential offerings
- Successful rollout of the interim Student Opinion Survey (late Nov./early Dec.) through Blackboard Learn
- Nov. 23 – hosted a live YouTube session on "Trauma-informed Pedagogy"; part of ongoing workshop offerings; recording posted to our YouTube Channel:  
<https://www.youtube.com/channel/UCawLcDd9clh27b1z55Gcawg/videos>
- Supported 21 faculty, staff and graduate students to attend the international ITLC Lilly Online conference (Nov. 30-Dec. 4). Attendees had synchronous access that week, but also now asynchronous access through March 2021 (<https://www.itlcillyonline.com/>).
- 29 NU instructors participated in our "Online Teaching and Learning 101: A Primer for Instructional Staff" course in late Nov. and Early Dec.
- On Dec. 18, two new Teaching Chairs in Online and Virtual Lab/Studio Experiences were announced: Dr. Sandra Goldsworthy, Associate Professor in the School of Nursing, and Dr. Mark Wachowiak, Department of Computer Science and Mathematics. Their terms started Jan. 1, 2021, and will run until June 30, 2022.

## **BOARD OF GOVERNORS REPORT ~ ASSISTANT VICE PRESIDENT, STUDENTS JANUARY 2021**

Student Development & Services (SDS) continues to support students with the transition into online learning and the Winter 2021 term. In the Fall semester SDS staff returned to campus and began offering face-to-face appointment opportunities for students while continuing to offer services through virtual or alternative methods.

The focus within SDS continues to be on supporting the individual needs of students, while attempting to develop a sense of connection to the greater Nipissing University community through virtual means.

### **STUDENT LEARNING AND TRANSITIONS**

From October 27 - December 18, SLT supported 497 unique students with academic, career development, and transition services. Winter Orientation launched on December 7 to provide incoming students with updated information on the Winter 2021 semester, and to provide transition support to students. "Get Hired Month" is being organized with NUSU and will allow students to start their employment search. "Career Days" will be hosted via Zoom on February 9, 10 and 11 to connect our students with potential employers.

### **STUDENT ACCESSIBILITY SERVICES**

In collaboration with the Registrar's Office and the Teaching Hub, Student Accessibility Services was successful in supporting approximately 250 students in completing final exams with academic accommodations in the online environment.

In preparation for Winter term and the hybrid of onsite and online course offerings, SAS has updated their website to provide greater information and resources for faculty regarding accommodating students in both environments. For onsite courses, SAS is working with UTS and the Teaching Hub to ensure that technology being used for synchronous streaming will offer accessible learning environments for students with disabilities participating both remotely and face-to-face.

### **SEXUAL VIOLENCE PREVENTION AND EDUCATION**

16 workshops were hosted (Gender 101, Consent+, Intro to Allyship & Bringing in the Bystander, as well as, area specific, i.e. Residence, OII, etc.) with 170 students attending. Ten initiatives were hosted in the Fall semester, seven of which were online social media campaigns. A Direct Mail Campaign was sent out in early December to first year students with digital safety tips, information on the Sexual Violence Policy, and some Lakers swag. Action plans have been developed for the Sexual Violence Task Force Report recommendations and are in progress.

### **INTERNATIONAL INITIATIVES**

Offers have been sent out to 15 students to participate in an exchange during 21FW. With respect to the 20FW Admitted International Degree Students, students have begun to receive notifications on their study permit applications. Students have been made aware that Nipissing is on the approved DLI list and they are able to travel to Canada once they have an approved study permit. We hosted a Quarantine Plan webinar with MSM students and agents to prepare for January. One student successfully moved into Founders House on December 13<sup>th</sup> to begin his 14 day isolation. As of December 15<sup>th</sup> two additional students have confirmed their arrivals for the first week of January.

### **STUDENT COUNSELLING SERVICES**

Student Counselling Services has been providing a combination of in person and virtual appointments to students. The virtual option offered through the secure platform Wellness Online has provided our counsellors the ability to access many students across the province whom we've referred to other services in the past. The response to the Peer Support group has been so positive that a second group has been implemented to meet the demand. A collaborative proposal with Canadore has been submitted to the Ministry to hopefully secure funding to expand the peer support model. Staff are preparing for Bell Let's Talk for January 28<sup>th</sup> and a Surviving to Thriving event for students, faculty and staff.

## **STUDENT INTERVENTION SPECIALIST**

Student Intervention Services has seen more utilization of Student Retention Alert by faculty and staff. They have seen more students having languishing mental health this term. The acceptance of students of the offer to support them has been average as students are feeling overwhelmed and not being capable of adding other things to their list of to dos currently.

## **STUDENT SUCCESS COORDINATOR**

Student Retention Alert: (SRA) continues to see increases in its utilization rates amongst faculty and staff with regard to Academic Concerns specifically. The Fall semester saw the most usage for Academic Concerns since the program's inception. Faculty members from a variety of different disciplines continue to utilize SRA to support students, in addition to recognizing the support this tool provides for them while attempting to navigate support services on campus.

Vocantas Scaller Campaign: From December 1<sup>st</sup> – December 7<sup>th</sup> Nipissing University attempted to contact all undergraduate students. The interactive voice response calls proactively connected students with existing support services and resources in key identified areas that contribute to student success. The call connection rate was 61%. 45% of students indicated one or more areas of need, which compares to 33% expressing a need for help last winter. Once again, one of the most frequently identified areas of need was financial assistance. 92% of the respondents indicated that they were already enrolled for classes for Winter 2021. 2,275 referrals/requests for information were provided.

NU Gateway Program: In the first term of 2020, the NU Gateway Program engaged with a cohort of 549 first-year students, with 279 students considered "active" in the program. Through single and collaborative community events, NU Gateway Leaders planned and facilitated more than 50 unique opportunities for students to build connections with Peers and the Lakers Community. Upon return after the holidays, students will be redistributed throughout the communities to be matched as closely as possible based on their program of study or faculty.

## **RESIDENCE LIFE**

Admissions: Residence Life currently has 338 students in house and 109 applications pending (87 accepted) for January as of December 22nd.

Student Wellbeing: In the second half of the past semester we faced our first two cases of COVID-19 in residence, both impacting the same residence complex. This did create some fears and concerns for individual students on campus, but for the most part was not greatly felt by students in the broader community.

Looking to 2021/2022: Our Residence Application for 21/22 will open early in the new year, including the same amendments to our contract which were included this past year reflecting the unique risks of a COVID-19 impacted academic term. Anticipation of the upcoming year will have unique challenges as we seek to hire our student staff (typically up to 44 persons) who are essential to our operations, and envision the fall of next year.

## **ATHLETICS**

Academic ALL Canadians 2019-20: 87 student athletes have earned a USports Academic All-Canadian award, while an additional 14 were recognized with an OUA Academic Achievement Award for achieving a GPA of 80 or higher. The 101 total winners represents 42% of all student athletes.

MOVEMBER: The Nipissing Lakers men's volleyball team joined forces with the Nipissing University Student Union (NUSU) in support of men's health, as they took part in Movember. At the end of the month, an impressive grand total of \$4,280 was raised.

Youth Soccer Partnership: Working with NDSC, the partnership would offer Laker branding, coaching and athlete expertise, and an important developmental athlete pathway in the community from U10 to university for youth athletes in North Bay, with opportunities for revenue generation for the university.



## Alumni Report to Board of Governors

### NU Café

January is Mentorship Month on the NU Café platform, and our friends at Ten Thousand Coffees and RBC are hosting an exciting live webinar January 21 at 3 PM ET with guests Mary DePaoli, Executive Vice President & Chief Marketing Officer at RBC, & Canadian sprinter and Amazing Race contestant Sam Effah. Event registration will take place the week of January 12, so be sure to check the hub or our social media for links to that.

We are also launching a book club later in the month, so get your reading glasses ready and join us for a fun discussion about our first book (announcement coming soon!).

### Alumni Awards

The Nipissing University Alumni Advisory Board (NUAAB) honoured five exceptional individuals with Alumni Awards during this year's virtual celebration in December.

The Alumni Awards celebrate the accomplishments of members of Nipissing University's global community of alumni who represent an inspiring account of positive social, cultural and economic change in the world.

"Our Alumni Awards provide us the opportunity to recognize and celebrate the remarkable alumni and community members who exemplify what it means to be a Laker," said NUAAB President, Lisa Snider. "Each of the award recipients have not only demonstrated success in their career, but have had a significant and positive impact on their communities and those around them."

The Dr. James Jamieson Influential Alumni Award, presented to a graduate whose dedication and leadership has influenced significant change and prosperity within their community, will be awarded to **Hariett Madigan**, an active social and environmental champion in North Bay.

The Distinguished Alumni Achievement Award is presented to an alumnus whose achievement and excellence in their endeavours have distinguished them as a valued leader. This award is presented to **Dr. Thomsen D'Hont**, who practices family medicine in his hometown of Yellowknife, NWT and is a former Lakers athlete.

The Rising Star Alumni Award is presented to a recent graduate of Nipissing University who has demonstrated significant achievements on a professional, community or volunteer basis. **Cameron Ghent**, a dedicated advocate for marginalized individuals, is the recipient of this award.

The Honorary Alumni Award recognizes friends of Nipissing University for outstanding service, commitment and contribution, past or present, to the University. This award is presented to **Dr. Denyse Lafrance Horning**, a full-time marketing professor with Nipissing's School of Business since 2007.

The newly created Philanthropy Alumni Award is presented to an alumnus or champion of Nipissing University who is making significant contributions to improve their community through their generosity, dedication, commitment and service. The inaugural recipient of this award is **Cindy Karugia** who has dedicated herself to amplifying the voices of young womxn and girls and advocating for gender equality.

For full biographies and interviews with each of this year's recipients, visit [nipissingu.ca/alumniawards](http://nipissingu.ca/alumniawards).

**Nipissing University Indigenous Council on Education Update  
Submitted to Board of Governors  
January, 2021**

The Nipissing University Indigenous Council on Education (NUICE) met on November 25, 2020.

Cheryl Sutton, Interim President, reviewed a draft document that provides an overview of strategic plans, academic programs, support services, committees, and staff related to Indigenous students and communities at Nipissing University. This document was requested by NUICE. NUICE members encouraged the university to consider aligning these activities across the university.

The Director, Indigenous Initiatives, shared the Principles of Indigenous Education developed by Universities Canada in 2015 with the NUICE. With the fifth anniversary of the release of Truth and Reconciliation Commission's Final Report, there is a process under way for the renewal and refresh of the Principles on Indigenous Education. The NUICE requested that the Principles of Indigenous Education be shared with the Board of Governors (attached).

The pilot project funding from the Ministry of Colleges and Universities for the development and delivery of the Summer Indigenous Institute, in partnership with Algoma, Lakehead and Laurentian Universities, will expire March 31, 2021. NUICE members commented that the Summer Indigenous Institute was developed with Indigenous community partnerships, Indigenous knowledge as shared through Elder and Indigenous knowledge holder participation in programming, and land-based pedagogy as a key component of the curriculum. The members encouraged the university to continue to offer the Summer Indigenous Institute. Indigenous Initiatives is working with the Faculty of Arts and Science on planning for Indigenous student transition programs.

Dr. Tyson Stewart and Dr. Nancy Stevens attended the NUICE meeting to describe potential future directions of the Indigenous Studies program as they plan.

Indigenous Initiatives is working with partners, Near North Schools, Nipissing Parry Sound Catholic District School Board, Nbisiing Secondary School, the North Bay Indigenous Friendship Centre, as well as other community not-for-profit organizations to deliver outreach programs in the community.

Wiidooktaadwin "Helping one another" Indigenous Youth Mentorship Program 2020-2021  
University student mentors and Indigenous youth (in grades 9 to 12) learn from Elders, Indigenous knowledge holders and one another in the spirit of "helping one another."

University student mentors facilitate learning with the youth through an Indigenous framework developed with Indigenous knowledge holders. The program supports the strengthening of Indigenous culture, identity, language, arts, heritage, health and wellbeing. We envision students excelling academically while learning Indigenous ways of knowing and being.

We provide training to university student employees and volunteer mentors regarding facilitation, supporting Indigenous youth, mentorship, Indigenous knowledge, healthy boundaries, and Duty to Report.

Participating schools include Chippewa Secondary School, Nbissing Secondary School, Northern Secondary School, St. Joseph-Scollard Hall Secondary School, and West Ferris Secondary School. The Indigenous Mentorship Coordinator liaises with leads in each of the schools to organize the sessions and recruit youth for participation in the program.

All sessions are delivered virtually in order to adhere with return to school protocols. Participation is open to secondary school students attending classes at schools and those enrolled in online learning. In collaboration with schools, we are aligning the delivery of the program with courses with high Indigenous student enrolment.

The Aasgaabwitaadwin, “We are standing in support of one another,” Indigenous Youth Leadership event was held virtually with partner schools in December, 2020.

### Biidaaban Community Service-Learning Programs

#### BIIDAABAN LEARNING SERIES

Eleven workshops for tutors, student employees and student volunteers participating in CSL activities took place over the week of September 28 to October 2, 2020. A total of 137 students attended the training sessions.

#### COMMUNITY SERVICE-LEARNING (CSL)

To date, 78 students in five courses are engaged in Community Service-Learning placements with 23 community partners.

#### BIIDAABAN ACADEMIC SUPPORT (BAS)

A tutoring program for Indigenous youth in grades 6, 7, and 8, with a focus on mathematics and literacy. Nipissing University student volunteers offer one-on-one support online for youth in local schools.

#### BIIDAABAN YOUTH GROUP (BYG)

An online, after school program for Indigenous youth grades 4, 5, 6. Nipissing University student employees host fourteen sessions of cultural, social and artistic activities between November 2020 and March 2021. Each session is 45 minutes in length. There is capacity for up to 20 youth with sessions led by three student employees.

Donna Forget, Chair of NUICE, has stepped down from her role. The NUICE did not select a new Chair at the November, 2020 meeting.

The NUICE will meet again in February, 2021.

# Universities Canada principles on Indigenous education

Universities Canada represents 97 universities across Canada, which educate more than a million students each year. Indigenous students continue to be underrepresented in Canadian higher education institutions and our universities are committed to do their part to close this education gap, recognizing the urgency of this issue for the country. Closing the gap will strengthen Indigenous communities, allow Indigenous peoples to continue to strive for self-realization, enhance the informed citizenship of Canadians, and contribute to Canada's long-term economic success and social inclusion.

There are many reasons to close the education gap. A university education is a transformative experience, expanding knowledge, nurturing critical thinking and inspiring new ideas, creativity and innovation. Closing the education gap will benefit not only Indigenous graduates, but their communities and Canada as a whole.

Beyond these social and cultural imperatives, there is also a clear benefit to Canada's economy. Canada needs more university graduates to meet labour market demands. Indigenous people can help meet this demand. They are a fast-growing segment of the Canadian population, yet only 9.8 percent of Indigenous people in Canada have a university degree, compared to 28 percent of non-Aboriginals. Canada's universities recognize that tremendous opportunities exist – for Indigenous people and for the country – if we increase access to university education for First Nations, Inuit and Métis. With a university degree, Indigenous people in Canada can earn 60 percent more than their peers with a high school diploma. They experience longer and greater participation in the workforce.

As it continues to advocate for more funding to Indigenous students, Universities Canada and its members are committed to ongoing communication and collaboration with Indigenous communities. Higher education offers great potential for reconciliation and a renewed relationship between Indigenous and non-Indigenous people in Canada. Universities benefit from the presence of Indigenous students and their cultures, making our campuses more open places with wider sources of discovery and knowledge. Mutual respect for different ways of knowing and recognizing the intellectual contributions of Indigenous people is essential to building trust, understanding, and sharing. The cohabitation of Western science and Indigenous knowledge on campuses has the power of opening a dialogue among cultures and enhancing our shared knowledge.

In the spirit of advancing opportunities for Indigenous students, the leaders of Canada's universities commit to the following principles, developed in close consultation with Indigenous communities. These principles acknowledge the unique needs of Indigenous communities across Canada and their goals of autonomy and self-determination, as well as differences in jurisdiction among provinces and territories, institutional mission among universities, and the authority of appropriate university governance bodies in academic decision-making.

## Principles

- Ensure institutional commitment at every level to develop opportunities for Indigenous students.
- Be student-centered: focus on the learners, learning outcomes and learning abilities, and create opportunities that promote student success.
- Recognize the importance of indigenization of curricula through responsive academic programming, support programs, orientations, and pedagogies.
- Recognize the importance of Indigenous education leadership through representation at the governance level and within faculty, professional and administrative staff.
- Continue to build welcoming and respectful learning environments on campuses through the implementation of academic programs, services, support mechanisms, and spaces dedicated to Indigenous students.
- Continue to develop resources, spaces and approaches that promote dialogue between Indigenous and non-Indigenous students.
- Continue to develop accessible learning environments off-campus.

- Recognize the value of promoting partnerships among educational and local Indigenous communities and continue to maintain a collaborative and consultative process on the specific needs of Indigenous students.
- Build on successful experiences and initiatives already in place at universities across the country to share and learn from promising practices, while recognizing the differences in jurisdictional and institutional mission.
- Recognize the importance of sharing information within the institution, and beyond, to inform current and prospective Indigenous students of the array of services, programs and supports available to them on campus.
- Recognize the importance of providing greater exposure and knowledge for non-Indigenous students on the realities, histories, cultures and beliefs of Indigenous people in Canada.
- Recognize the importance of fostering intercultural engagement among Indigenous and non-Indigenous students, faculty and staff.
- Recognize the role of institutions in creating an enabling and supportive environment for a successful and high quality K-12 experience for Aboriginal youth.

Recognizing that other stakeholders have a role to play – governments, businesses, Indigenous organizations – university leaders also commit to the following actions to bring these principles to life:

- Raise awareness within institutions about the importance of facilitating access and success for Indigenous students on campus.
- Raise awareness among government partners and stakeholders of these commitments and the importance of investing in sustainable initiatives that advance higher education opportunities for Indigenous youth.
- Raise awareness in public discourse of positive Indigenous students' experience in university and their contributions to Canadian society.
- Develop partnerships with the private sector to foster opportunities for Indigenous people.
- Continue to listen to and collaborate with Indigenous communities.

## NIPISSING UNIVERSITY

<b>Policy Category:</b>	Human Resources
<b>Policy Number:</b>	3.4.2017.B
<b>Policy Name:</b>	Annual Staff Awards for Exceptional Performance and/or Service
<b>Responsible Department:</b>	Human Resources
<b>Original Approval Date:</b>	February 7, 2008
<b>Approval Authority:</b>	Board of Governors
<b>Last Updated:</b>	May 2017 <a href="#">(Change to date approved by BoG)</a>
<b>Review Date:</b>	2020 <a href="#">(Change to three years from date of approval)</a>

### A. PURPOSE

The purpose of the staff awards for exceptional performance and/or service is to tangibly recognize the importance the University lends to exceptional performance and/or service to the University by a non-faculty employee. It also highlights the key role that employees play in positions at the University as well as serves to encourage employees to provide high quality service consistently. The award will help employees identify with the University's mission and, especially, with the principles of excellence endorsed by the administration.

### B. THE AWARDS

1. Two monetary awards in the amount of \$1,500 each (one for support staff and one for administrative staff);
2. A certificate with a Nipissing University frame; and
3. A commemorative plaque displayed in a high-traffic area of the University.

The award will be presented annually to the successful nominees at the annual Service Award ceremony. Two awards per year will be available, but they need not be made each year if, in the opinion of the selection committee and/or the President, there are no suitable candidates.

The successful nominees will receive a personal invitation to the Service Awards where the President will present the award.

**C. ELIGIBILITY CRITERIA**

All full-time and part-time members of support, contract and administrative staff employed by the University for at least three (3) consecutive years immediately leading up to the nomination deadline.

Seasonal lay offs, pregnancy/parental and education leaves will not be considered an interruption in the three (3) consecutive year requirement. Exceptions for interruptions in the three (3) consecutive year requirement will be considered by the President's Office and the Human Resources Office. Following receipt of the award, the successful nominees will not be eligible for the next five (5) years.

**D. SELECTION COMMITTEE**

The membership of the selection committee will have a chair and be composed of eight (8) voting members as follows:

1. One (1) member from the Board of Governors appointed by the President;
2. One (1) member from the Human Resources office appointed by the President;
3. Two (2) members from the support staff employee group (OPSEU members), selected by the President from among four candidates submitted by OPSEU;
4. Two (2) members from the administrative group, chosen by the President from among four candidates submitted by the administrative group;
5. One (1) member of the University Management Group, chosen by the President from among two candidates submitted by the University Management Group;
6. One (1) student elected by the Nipissing University Student Union (NUSU).

Total: eight (8) committee members/eight (8) voting members.

**E. TERMS OF THE COMMITTEE**

As noted above, the committee will consist of eight (8) members. The terms of the committee are as follows:

- All committee members have the right to vote.

- The Chair of the Committee will be the member from the Human Resources Office who is appointed by the President.
- The members are appointed for a ~~three-year~~ two year term (June 1 to May 31) except for the student and Board of Governors representative who may change from year to year, ~~depending on the elections/composition of NUSU. [Note: During the first three years of award implementation, the members' appointments will be staggered to ensure the committee will retain experienced members and consistent application of the process and criteria.]~~
- Quorum for meetings is five (5) voting members.
- Committee members are not eligible for an award and they cannot sign nomination forms.
- Committee members will not disclose the names of the nominees.
- The selection committee for the Awards for Exceptional Performance and/or Service makes their recommendations to the President.
- Bias or Conflict of Interest – If a committee member has been associated with the nominee such that there would be an actual or reasonably perceived obstacle to objectivity in selecting the recipient(s) of the award (e.g. spouse/partner, child, etc.), the member will be disqualified from voting and that members' place on the committee will be taken by an alternate chosen by the President.
- Candidates should ONLY be evaluated on the established criteria.
- The successful nominee(s) must receive the support of the majority of the Committee. Majority is defined as 51%.
- Once the committee has held its meeting and made its decision, all documentation ~~is to be returned to the Chair~~ will be held in the Human Resources Office for storage ~~in the President's Office~~ for five (5) years.

#### **F. SELECTION CRITERIA**

The nominees will have demonstrated exceptional performance and/or service to the University community in some way, including two (2) or more of the following seven (7) criteria:

- Demonstrated leadership skill and ability

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- Demonstrated a willingness to go above and beyond the job to assist other staff and/or faculty and/or students
- Submitted a proposal which, when implemented, had significant impact on improved efficiency, or cost saving, or improved service within the University
- Enhanced the University's reputation
- A broad impact to the institution by the nominee's service
- Consistently maintains high performance and/or contributions and/or high service standards
- Other positive impact to the University community

**G. NOMINATION GUIDELINES**

- Any member of the University community, except committee members, may nominate a support or administrative staff member by submitting the name of the nominee. Therefore, nominations may come from any group or individuals such as managers, colleagues, professors, students, students' parents, members of the general public, etc.
- Employees cannot nominate themselves.
- Nominations must be submitted with the employee's consent.
- Call for nominations will be sent by May 1. A reminder will be sent by the end of June.
- Nominations must be submitted by email to the Chair of the Committee or by regular mail no later than August 1 of each year.
- Nominations must be completed using the appropriate form and documenting the exceptional performance and/or service.
- It is strongly recommended that nominations include a letter of support from the immediate supervisor of the nominee as well as other related supporting documentation from staff members, faculty members, students, members of the general public, etc.
- The successful nominees will be chosen by mid-September and will be presented with the award at the annual Service Award ceremony.

Annual Staff Awards for Exceptional Performance and/or Service  
Board Policy

- The required nomination form will be available on the Human Resources web site.

**H. NOMINATION FORM**

As attached.

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The policy and procedures for the granting of Annual Staff Awards for Exceptional Performance and/or Service will be reviewed on an on-going basis by the committee or at least every three years.

This policy was accepted by the Board of Governors in 2008.

Approved February 7, 2008  
Resolution #2008-02-07

Revised March 23, 2009

Revised (name change only) – February 3, 2010  
Resolution #2010-02-02

Revised June 2, 2011  
Resolution #2011-06-13

Revised May 4, 2017  
Resolution #2017-05-11



**Annual Staff Awards for  
Exceptional Performance and/or Service  
Nomination Form**

**NOMINEE INFORMATION:**

(Please print clearly)

Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_

Position/Department: \_\_\_\_\_

Employment Date with Nipissing: \_\_\_\_\_

**Employee Group:**    Support Staff        ~ or ~        Administrative Staff

**NOMINATOR INFORMATION:**

(Please print clearly)

Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_

Email: \_\_\_\_\_

I have known the nominee for the period from \_\_\_\_\_ to \_\_\_\_\_

Relationship to nominee (co-worker, supervisor, Board of Governor's member, etc.):

\_\_\_\_\_

**NOTE:** Nominees must have three (3) years of consecutive service to be eligible for this award.

\_\_\_\_\_  
**Nominee Signature**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Nominator Signature**

\_\_\_\_\_  
**Date**



## **NIPISSING UNIVERSITY**

**Policy Category:** Human Resources  
**Policy Number:** 3.1.2012.B  
**Policy Name:** Search/Appointment/Reappointment of Senior Academic Administrative Officers  
**Responsible Department:** Human Resources  
**Original Approval Date:** April 5, 2012  
**Approval Authority:** Board of Governors  
**Last Updated:** ~~November 2018~~ December 2020  
**Next Review Date:** November 2021

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- A. Introduction**
- B. General**
- C. Basic Principles**
- D. Procedures & Rules for Operation of the Search Committee**
- E. Composition of Search Committees**
  - 1. President and Vice-Chancellor**
  - 2. Provost and Vice-President, Academic & Research**
  - 3. Associate or Assistant Vice-Presidents**
  - 4. Faculty Deans**
  - 5. Non-faculty Deans and Associate Deans**
- F. Length of Term of Office**
- G. Role of the Search Firm**
- H. Review/Reappointment Procedures**

## A. INTRODUCTION

The Nipissing University Act (1992) empowers the Board of Governors to appoint Senior Academic Administrative Officers to the University. Such appointments will be in accordance with this Search/Appointment/Reappointment of Senior Academic Administrative Officers policy as set out below.

## B. GENERAL

This policy applies to all senior academic appointments at the rank of Associate Dean or higher for which an earned doctorate is a normal requirement and where a faculty appointment, with or without tenure, may be attached.

The process by which appointments/reappointments of senior academic administrative officers are made should be publicized widely within the University community. The individuals charged with making decisions on appointments/reappointments should be accountable and therefore provide a rationale for their decisions.

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

### Academic Tenure and Senior Appointments

The Search Committee shall recommend the appointment of one candidate for the position. Where appropriate, a person appointed to a senior academic administrative position shall also be accorded an academic appointment. Decisions regarding rank, tenure, academic department/division shall be the responsibility of the Principal (defined as the immediate supervisor) upon consultation with Human Resources.

If applicable, where a person holding an academic appointment with tenure relinquishes her/his administrative duties, she/he may assume duties in the appropriate academic department/division on a full-time basis following her/his administrative leave.

## C. BASIC PRINCIPLES

The following principles should apply to the Search Committee:

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

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

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

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

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

Where applicable, a majority of the Search Committee shall be composed of persons elected to the committee. In order to maintain the integrity of the confidentiality requirements, individuals elected to represent a specific constituency will not confer with their constituents but, rather, it is understood that, by virtue of their election, their opinions and decisions are deemed to be a reflection of their constituency.

#### **D. PROCEDURES & RULES FOR OPERATION OF THE SEARCH COMMITTEE**

1. Wherever possible, the appropriate Search Committee (also referred to as “the committee”) shall be established at least twelve (12) months, but no more than eighteen (18) months, prior to the end of any term of office.
2. Where a body such as the Board of Governors, Senate, non-academic employees or Faculty is responsible for the election of persons to a Search Committee, that body shall determine the method of electing its representatives with the goal to work expeditiously.
3. Initiatives leading to the formation of a Search Committee shall be taken by the individual responsible for the position which is vacant or will fall vacant. This includes ensuring that elections of members of search committees are properly conducted. The Principal shall be the Chair of the Search Committee and will be a full participating member. With the exception of the Board of Governors members and students, all elected members of the Search Committee shall be full-time Nipissing University employees who have completed their probationary period. Faculty members shall be tenured members.
4. All elections shall be held simultaneously or as close to each other as practically possible. In any event, none of the election results shall be announced until all elections have been held.
5. The Chair of the Search Committee shall ensure that all committee members are familiar with the process and materials under consideration. The Chair shall provide to each of the committee members a copy of this policy. The Chair will also work to create an environment in which any and all concerns can be fully addressed.
6. Following the first meeting of the Search Committee, the Chair shall notify the University community of the names of the members of the committee for informational purposes.
7. Where a member of a Search Committee decides to be a candidate for the position under consideration, she/he must declare their candidacy in advance of receiving any relevant materials and, in any case, prior to the first meeting of the committee.

8. Where a member of the Search Committee ceases to be a member of the committee for any reason, a successor shall be chosen in the same manner as the person withdrawing, unless the first interview has been conducted, in which case the seat shall remain vacant.
9. For all senior academic administrative openings, the proper placement of internal and/or external advertising will be the responsibility of the Chair of the Search Committee in consultation with the Director, Human Resources.
10. Once applications have been received, members of the Search Committee shall declare all possible conflicts of interest. In the event of a perceived, potential or actual conflict of interest that could compromise or be seen to compromise the member's judgment of the candidates, she/he shall disclose the nature of that conflict to the Search Committee in sufficient detail to enable the committee to determine whether the member must resign from the committee.
11. All applications shall be reviewed and considered under a set of criteria established by the Search Committee, and a short list of candidates shall be interviewed.
12. The Search Committee shall meet in camera and their deliberations shall be strictly confidential. A person who has breached confidentiality shall be subject to sanction by the Chair up to and including dismissal from the committee and forfeiture of constituency representation. There is no appeal to the sanction imposed by the Chair.
13. All members of the Search Committee shall have one vote, including the Chair. The ex officio member of the Search Committee (Director, Human Resources) shall be non-voting. If a member of the Search Committee is absent for an interview of one of the candidates, she/he shall not participate in the voting or deliberation process as each voting committee member must be in a position to weigh the merits of each candidate prior to making a recommendation. However, if the search process involves other rounds of interviews and voting, the member may participate in the voting or deliberation for those subsequent rounds.
14. The Search Committee shall ensure that interview questions are based on pre-established job-related criteria (including core competencies). The committee shall acquaint itself of the requirements of the position and shall establish criteria on which the candidates will be judged.
15. The Search Committee may request that short-listed candidates make a presentation to the University community. The committee's decision regarding such a request must take into account the concept of confidentiality which may preclude the recording and distribution of such presentations. The University community may then be invited to provide relevant feedback to the committee. Such feedback must comply with Human Rights legislation and Nipissing University's Respectful Workplace Policy and will be restricted to the core competencies of the position. Anonymous feedback will not be considered.
16. The Search Committee shall recommend one person for the appointment. The recommendation may go forward only with the agreement of the majority of the committee.
17. The Search Committee's recommendation shall include a report describing the procedures followed, the number of candidates considered, and the committee's recommendation for appointment. The Search Committee is disbanded once a recommendation is made.

18. For the position of President and Vice-Chancellor, the recommendation of the Search Committee shall be made directly to the Board of Governors. The recommendation shall be in the form of a written report.
19. For all positions covered by this policy other than the President and Vice-Chancellor, the recommendation of the Search Committee shall be made first to the President and subsequently by the President to the Board of Governors. The committee's written report shall accompany the President's recommendation to the Board. In the event that the President disagrees with the recommendation of the committee, the President shall submit a rationale for the disagreement to both the committee and to the Board of Governors.
20. If the Search Committee fails to make a recommendation for a candidate, the search will be deemed a failed search and a new search may be initiated. In the event a new search is initiated, the Chair will decide if a new committee shall be struck or if the new search will be conducted with the original search committee.
21. Documentation, including the Search Committee's recommendation and report, shall be kept in the Human Resources office for twelve (12) months.
22. On those matters not set out above, the Search Committee shall establish its own procedures.

#### **E. COMPOSITION OF SEARCH COMMITTEES**

##### **1. President and Vice-Chancellor**

The composition of the Search Committee shall be as follows:

- a) The Chair of the Board of Governors (or designate) who shall be Chair;
- b) Two (2) non-constituent members of the Board of Governors (elected by the Board of Governors);
- c) One (1) Vice President (appointed by the Chair of the Board of Governors);
- d) One (1) Dean (appointed by the Chair of the Board of Governors);
- e) Three (3) tenured faculty members with at least one from each faculty (elected by the Senate);
- f) One (1) regular full-time administrator (elected by the administrative staff); and
- g) One (1) regular full-time support staff (elected by the support staff).
- h) One (1) student (elected by Nipissing University Student Union).

Total: 11 Committee Members/11 Voting Members

The Director, Human Resources will be an ex-officio, non-voting member of the Search Committee.

**2. Provost and Vice-President, Academic & Research (PVPAR)**

The composition of the Search Committee shall be as follows:

- a) The President & Vice-Chancellor (or designate) who shall be Chair;
- b) One (1) non-constituent member of the Board of Governors (elected by the Board of Governors);
- c) One (1) Vice-President (appointed by the President & Vice Chancellor);
- d) One (1) Dean or Associate Dean (appointed by the President & Vice Chancellor);
- e) Four (4) tenured faculty members with at least one from each faculty (elected by Senate);
- f) One (1) non-academic regular full-time staff member (elected by support staff and administration);  
and
- g) One (1) student (elected by the Nipissing University Student Union).

Total: 10 Committee Members/10 Voting Members

The Director, Human Resources will be an ex-officio, non-voting member of the Search Committee.

**3. Associate or Assistant Vice-Presidents**

The composition of the Search Committee shall be as follows:

- a) The Provost and Vice-President, Academic and Research (or designate) who shall be Chair;
- b) One (1) non-constituent member of the Board of Governors (elected by the Board of Governors);
- c) One (1) Vice-President or Associate/Assistant Vice-President (appointed by the Vice-President, Academic and Research);
- d) One (1) Dean or Associate Dean (appointed by the President & Vice Chancellor);
- e) Four (4) tenured faculty members with at least one from each faculty (elected by Senate);
- f) One (1) non-academic regular full-time staff member (elected by support staff and administration);  
and
- g) One (1) student (elected by the Nipissing University Student Union).

Total: 10 Committee Members/10 Voting Members

The Director, Human Resources will be an ex-officio, non-voting member of the Search Committee.

#### 4. Faculty Deans

The composition of the Search Committee shall be as follows:

- a) The Provost and Vice-President, Academic & Research (or designate), who shall be Chair;
- b) One (1) Dean appointed by the Vice-President, Academic & Research;
- c) One (1) tenured faculty member from a faculty other than the one for which the Dean is being selected (elected by Senate);
- d) Three (3) tenured faculty members from the faculty for which the Dean is being selected (elected by Senate);
- e) One (1) non-academic regular full-time staff member (elected by support staff and administration);  
and
- f) One (1) student (elected by the Nipissing University Student Union).

Total: 8 Committee Members/8 Voting Members

The Director, Human Resources will be an ex-officio, non-voting member of the Search Committee.

#### 5. Non-faculty Deans and Associate Deans

A Search Committee for a Non-faculty Dean or an Associate Dean shall be chaired by the PVPAR (or designate). The Chair will work with the Director, Human Resources, to develop a representational search committee.

### F. LENGTH OF TERM OF OFFICE

#### 1. President & Vice Chancellor and PVPAR

- a) The term of office for the President and Vice Chancellor and the PVPAR shall normally be five (5) years with the opportunity for reappointment as per Section H.
- a) Reappointment beyond a second consecutive term for either of these positions is considered unusual. However, in urgent or emergency situations, the Board of Governors may approve ~~an one~~ extension to the President's second term upon a recommendation by the Executive Committee of the Board of Governors and a resulting majority decision of the Board. Similarly, The the Board of Governors may approve ~~an one~~ extension to the PVPAR's second term upon a recommendation by the President and a resulting majority decision of the Board of Governors. Any extension to the term of the President or the PVPAR as a result of this clause will not exceed ~~one additional five (5) year term~~ eighteen (18) months. As stated, this clause will only be invoked in urgent or emergency situations; consequently, any such extension is not subject to the procedures detailed in Section H of this policy.

#### 2. Deans and Associate Deans

- a) The term of office for a specific Dean position shall normally be five (5) years, renewable for one additional five (5) year term, to a maximum of ten (10) years. The term of office for a specific Associate Dean position shall normally be three (3) years, renewable for one additional three (3) year term, to a maximum of six (6) years. These limits are in place to encourage faculty renewal.
- b) ~~and any~~ Any extension beyond the second consecutive term will occur only in exceptional-urgent or emergency situations/circumstances and will not exceed eighteen (18) months. Any such extension is not subject to the procedures detailed in Section H of this policy. In such cases, the Principal will make a recommendation to the President for an extension. If the President agrees with the merits of the extension, a recommendation may be made by the President to the Board of Governors.

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3. If a position covered by this policy, other than the position of President, becomes vacant, the President, in consultation with the Principal and the Director, Human Resources, will determine if it is appropriate to appoint an interim senior academic administrator and to initiate the process of filling the vacancy as prescribed in Section E – Composition of Search Committees. If the position of President becomes vacant, the Board Chair, in consultation with the Executive Committee of the Board and the Director, Human Resources, will determine if it is appropriate to appoint an interim President. The term of office of an interim academic administrator should be of sufficient length for the Search Committee to complete its task and normally will not exceed twelve (12) months.

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#### G. ROLE OF THE SEARCH FIRM

An executive search firm/consultant will normally be retained for the position of President and Vice Chancellor. The President will determine, on a per search basis, whether a search firm/consultant shall be retained for other senior academic administrative officers and may seek advice from the Search Committee on this matter.

If a search firm is deemed warranted, the Director, Human Resources will work closely with the Search Committee and the lead search consultant to determine the role and responsibilities of the search firm.

The consultant and/or the Director, Human Resources will speak with all individuals the Search Committee wishes or deems appropriate to contact to ensure that all relevant information regarding the candidates is received by the Search Committee. The feedback/references received shall be in the form of a written report. Whether or not a search firm is engaged, procedures as set out in Section D will continue to apply.

#### H. REVIEW/REAPPOINTMENT PROCEDURES

1. No less than fifteen (15) months before the completion of the term of the incumbent, the Principal shall determine whether or not they support reappointment of the incumbent. For positions other than the President and the PVPAR, in the event the Principal does not support reappointment, he/she shall notify the President and next steps will be determined. For the position of PVPAR, in the event the President does not support reappointment, or for the position of President, in the event the Board Chair does not support reappointment, the Executive Committee of the Board shall be notified and next steps will be determined. Such steps may or may not include moving forward with the reappointment process.
2. If the Principal supports reappointment of the incumbent, a Reappointment Committee shall be struck. The composition of the Reappointment Committee shall be the same as the composition of the Search

Committee delineated in Section E (1 through 5). The basic principles and applicable procedures and rules for operation of a Search Committee shall also apply to a Reappointment Committee.

3. The Reappointment Committee shall review, updating where necessary, the expectations and responsibilities of the position and provide a written outline to the incumbent.
4. If, after reviewing the criteria for the expectations and responsibilities established for the position, the incumbent elects to stand for a consecutive term, the Reappointment Committee will determine, through the following steps, whether or not to recommend the reappointment:
  - The past performance of the incumbent shall be assessed in the context of the University's future academic direction.
  - Material to be examined by the committee shall include an updated curriculum vitae; the criteria established as part of the search process; the criteria and objectives most recently established for the senior academic administrator and progress made toward stated goals which have been outlined as part of the annual appraisal and evaluation process conducted by the Principal; the evaluation report as submitted by the Principal; and the results of consultations with constituency groups. It is the University's belief that the usefulness of these performance evaluations can be increased through the availability of the perceptions and advice of the faculty, administration, support staff and student input. Accordingly, the Principal will communicate, in writing, with the University community to obtain comments/feedback. All comments/feedback must be written and signed. All comments/feedback will be acknowledged and treated in confidence.
  - In addition, the incumbent shall be invited by the committee to provide a self-assessment, which should include a statement of past and projected leadership in the context of the criteria established for continuation in the position. Further, the incumbent will be asked to prepare a written statement on plans and broad goals for their area of responsibility within the University for the length of term of the reappointment. This statement shall be distributed to members of the community and written response to it will be invited. All valid responses, as vetted by Human Resources, with regard to the incumbent's written statement must be written and signed by each individual implicated in the response and will be acknowledged and treated in confidence. The incumbent will be given the opportunity to respond to these submissions. In order to protect confidentiality, the incumbent will be apprised of the content of such material but not of the author's identity.
5. Under normal circumstances, a review should take no longer than two (2) months. During the period of assessment, the Reappointment Committee must ensure that the ability of the incumbent to discharge the duties and responsibilities of the position is not undermined by the process.
6. The incumbent must be advised of the measures to be utilized, as per #4 above, for assessment, the individuals and constituency groups the committee plans to consult, and the schedule for each stage of the process.
7. With the exception of the position of President (as outlined in Basic Principles [Section C]), the Reappointment Committee shall review all valid information and reach a decision, by simple majority vote, on a recommendation to the Principal and the President on reappointment. The President will make the recommendation to the Board of Governors together with the written report of the Reappointment Committee. In the event that the President disagrees with the recommendation of the Reappointment

Committee, the President shall submit a rationale for the disagreement to both the Reappointment Committee and to the Board of Governors.

8. For the position of President and Vice-Chancellor, the Reappointment Committee will make a recommendation to the Board of Governors that the incumbent be reappointed or, conversely, that an open search be conducted. It is understood that the Principal for the position of President is the Chair of the Board of Governors. Where applicable, the steps outlined above shall apply.
9. The recommendation to the Board of Governors shall be made in camera and shall be in the form of a report with recommendations for action. If the Board of Governors decides to offer the reappointment to the incumbent and the incumbent accepts, the motion shall be published. When the Board of Governors has approved the appointment and the incumbent has accepted, there shall be a meeting between the Principal and the incumbent to discuss any issues arising from the reappointment process as they relate to the mandate for the next term.
10. If the decision for reappointment is negative, the incumbent shall be advised as soon as possible by the Principal and/or the President, and an open search will be conducted.
11. Documentation, including the Reappointment Committee's recommendation and report, shall be kept in the Human Resources office for twelve (12) months.
12. The Annual Review of the President's Achievement of Goals and Priorities Policy provides further reference.

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Approved by the Executive Committee, acting on behalf of the Board of Governors.  
April 5, 2012

Resolution 2012-04-01:

Moved by P. Belanger, seconded by C. Dennis that the Executive Committee, acting on behalf of the Board of Governors, approve the revised policies and procedures for search/appointment/reappointment of senior academic administrative officers, entitled Policy 3.1.2012 B Search/Appointment/Reappointment of Senior Academic Administrative Officers, dated April 2012.

CARRIED

Resolution 2018-11-06:

Moved by K. Barnes, seconded by F. Couchie that the Board of Governors accepts the recommendation of the University Governance Committee to accept the revised Search/Appointment/Reappointment of Senior Academic Administrative Officers policy as circulated.

CARRIED