

NIPISSING UNIVERSITY BOARD OF GOVERNORS MEETING

March 11, 2021

OPEN SESSION

5:30 P.M. – Remote Conferencing

Observer Attendance: Email governors@nipissingu.ca before 12:00 p.m. on March 11, 2021, for link information.

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 may be used. Disseminating any information during the meeting is prohibited.

4. Consent Agenda

i. For Adoption

(a) Minutes of the January 14, 2021, Board of Governors Meeting (Open Session);

(b) Minutes of the February 18, 2021, Board of Governors Special Meeting;

ii. For Information Only

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

1. University Governance Committee – Minutes from February 8, 2021;

2. Audit & Finance Committee – Minutes from February 8, 2021;

3. Community Relations Committee – Minutes from February 8, 2021;

4. Fundraising Committee – Minutes from February 8, 2021.

(b) Reports from Other Committees/Bodies:

1. Alumni Advisory Board

Resolution: *That the items included “for adoption” on the March 11, 2021, 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 March 11, 2021, Open Session regular agenda as circulated.*

6. Chair’s Remarks

7. Chancellor’s Remarks

8. President’s Remarks

9. Presentation

- “Faculty of Arts and Science Contributions and Community Engagement: Not Just a Foundational Core, but a Way of the Future” – Dr. Pavlina Radia, Dean, Faculty of Arts & Science

10. Vice-President’s Remarks

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

11. Board Committee Reports

- Executive Committee – *Marianne Berube, Committee Chair*

Resolution: *That the Board of Governors accepts the recommendation of the Executive Committee to direct the University to continue to work towards a balanced operating budget for the 2021-2022 fiscal year, while recognizing that exceptions related to the COVID-19 pandemic may be made with the approval of the Board, and that the University maintains that direction for future years.*

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

Resolution: *That the Board of Governors accepts the recommendation of the University Governance Committee to combine and replace the Harassment and Discrimination Policy (a Board policy) and the Respectful Workplace and Harassment Prevention Policy (a University administrative policy) with a new Respectful Workplace & Learning Environments Policy (a Board policy) as presented.*

Resolution: *That the Board of Governors accepts the recommendation of the University Governance Committee to revise the Board Appointment Policy as presented.*

Resolution: *That the Board of Governors accepts the recommendation of the University Governance Committee to revise the Board Communication Policy as presented.*

12. Board Representatives on Other Committees/Bodies

- Nipissing University Student Union
- Academic Senate

13. Correspondence Received

14. Question Period

15. Other Business

16. 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

January 14, 2021

The Open Session of the regular Board of Governors meeting was held on Thursday, January 14, 2021, at 5:30 p.m. via Zoom Remote Conferencing.

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

Regrets: N/A

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: Lindsey Voisin
Sarah Taylor

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

1. Call to Order/Land Acknowledgment

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

2. Declaration of Conflict of Interest

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

3. Use of Recording and/or Broadcasting Devices

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

4. Consent Agenda

The following items were included on the consent agenda:

i. For Adoption

(a) Minutes of the November 12, 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 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; and
6. Plant & Property Committee – Minutes from December 14, 2020.

(b) Reports from Other Committees/Bodies:

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

Resolution 2021-01-01:

That the items included “for adoption” on the January 14, 2021, 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 Stuart Kidd; seconded by Judy Koziol.
Carried.*

5. Adoption of the Regular Agenda

Resolution 2021-01-02:

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

*Moved by Fran Couchie; seconded by Johanne Brousseau.
Carried.*

6. Chair's Remarks

The Board Chair spoke to the positive feedback received following the presentation on governance best practices at the November 12, 2020, Board meeting. While it will be important for the Board to begin adopting and implementing some of the best practices that were highlighted during the presentation, this will not happen overnight but will, instead, evolve over time. The Chair noted that the Board needs to transform from operating at a basic fiduciary level to a more strategic and eventually a generative level. The Chair reiterated that as the University moves forward with a new President and the creation of a new strategic plan, the Board will need to be more strategic thinking and less reactive.

Comments were welcomed, and a number of Board members spoke to the importance of community engagement as the University looks toward the future.

7. Chancellor's Remarks

The Chancellor mirrored the Board Chair's comments on strategic priorities and noted that he continues to build sustainable partnerships in the community. A discussion took place regarding community outreach, including the importance of spotlighting the extensive research at Nipissing University and strengthening connections with the City and the local business community.

8. President's Remarks

- Goals and Priorities Update

The President (Interim) provided a detailed update to the Executive Committee on the progress of the goals and priorities that were agreed to in September for the 2020/21 academic year. The President continues to focus on the following priorities:

- Financial sustainability throughout (and post) the COVID-19 pandemic;
- Improved internal communication;
- Data-based decision making; and
- Building on Nipissing's relationships with Canadore College and the North Bay community.

The President (Interim) was pleased to announce that, in Collaboration with the McConnell Foundation, Nipissing University will be inviting community stakeholders to a community/University dialogue on "building back better" from COVID-19. This will be part of a series of dialogues taking place across the country with a number of universities and colleges. More information will follow once details have been finalized.

Other topics discussed included the recent stay-at-home order issued by the Province and the related access limitations on campus, the posting of an RFP for an Equity, Diversity and Inclusion audit, and the importance of ensuring the institution's COVID-19 website remains up to date.

9. Presentation

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

Dr. Pat Maher, the inaugural Dean of Teaching at Nipissing University, provided an in-depth presentation on the ongoing work of the Teaching Hub. He discussed the extensive programming undertaken in a shift to online learning as well as professional development. To date, the Teaching Hub has hosted over 637 attendees at workshops and talks, offered 174 drop-in sessions and hosted a number of additional events.

Following the presentation, Dr. Maher addressed a number of questions, including the role of the Teaching Hub in experiential learning. Dr. Maher noted that discussions are ongoing, including how to incorporate the Strategic Mandate Agreement with the University’s experiential learning opportunities. In response to a question about offering resources to local educators, Dr. Maher spoke to the opportunity to host a community based workshop prior to the pandemic. The potential for hosting the community remains top of mind within the Teaching Hub.

10. Vice-Presidents’ Remarks

The Provost and Vice-President, Academic & Research (PVPAR) spoke to the submission of an Equity, Diversity and Inclusion grant that was submitted this week. If successful, the grant could provide the University with up to \$250,000 in funding per year.

The PVPAR continues to meet regularly with her counterpart at Canadore College as they consider new areas of collaboration.

The Assistant Vice-President, Students (AVPS) highlighted a number of items from his written report that was included with the agenda, including a collaborative effort with Canadore College on a campus-wide mental health grant proposal. It was also noted that a number of students expected to move in to residence have yet to arrive due to the provincial State of Emergency. Of the nine international students who have arrived on campus since January, one has completed their required quarantine while the remaining eight are currently completing quarantine in Founders House.

11. Board Committee Reports

- **University Governance Committee**

The Annual Staff Awards for Exceptional Performance and/or Service Policy and the Search/Appointment/Reappointment of Senior Academic Administrative Officers Policy were included in the Board package. The Chair of the University Governance Committee reviewed the changes to both policies and the following resolution was brought forward:

Resolution 2021-01-03: ***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.***

*Moved by Stuart Kidd; seconded by Karen Barnes.
Carried.*

Resolution 2021-01-04: *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.)*

*Moved by Stuart Kidd; seconded by Dave Smits.
Carried.*

- **Audit & Finance Committee**

The Audit & Finance Committee minutes were included with the agenda.

- **Community Relations**

The Community Relations Chair encouraged all Board members to sign up for NU News. She expressed appreciation for the good discussions that have taken place on the importance of Nipissing University in the community.

- **Fundraising Committee**

The Chair of Fundraising encouraged Board members to consider making a donation the University, and he thanked all those who have already done so.

- **Plant & Property Committee**

The Chair of Plant & Property noted that substantial performance was granted to the Student Centre on November 20, 2020. She thanked Dave Drenth, Director, Facilities, for his detailed and very interesting presentations that are part of every Plant & Property Committee meeting.

12. Board Representatives on Other Committees/Bodies

Nipissing University Student Union

The President of NUSU stated that further progress on the Student Centre has slowed due to the Province's stay-at-home order. She also spoke to the student food bank that remains operational through COVID-19, and she hopes to bring data back to the Board of Governors to conceptualize the needs of students over the past year.

Academic Senate

No report.

13. Question Period

There were no questions.

14. Other Business

A Board member encouraged the Board to review the 'Universities Canada Principles on Indigenous Education' document from Universities Canada that was included with the agenda.

15. Next Meeting/Adjournment

The next full Committee Day is scheduled for Monday, Feb 8, 2021.

The next meeting of the Board is Thursday, March 11, 2021.

Resolution 2021-01-05: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

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

Open session adjourned at 7:17 p.m.

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

Board Chair

NIPISSING UNIVERSITY

BOARD OF GOVERNORS SPECIAL MEETING

OPEN SESSION

February 18, 2021

The Open Session of the special Board of Governors meeting was held on Thursday, February 18, 2021, at 5:00 p.m. via Zoom Remote Conferencing.

Members Present: Marianne Berube, Board Chair
Johanne Brousseau
Paul Cook
Fran Couchie
John D'Agostino
Hilary Earl
Ryan Hehn
Stuart Kidd
Mykayla King
Judy Koziol
Denyse Lafrance Horning
Joanne Laplante
Hannah Mackie
Gillian McCann
Bobby Ray
Judy Smith
Dave Smits
Lisa Snider
Cheryl Sutton
Stephen Tedesco
Rick Vanderlee
Kathy Wilcox

Regrets: Patti Carr

Invited Guests: Arja Vainio-Mattila
Casey Phillips
Renee Hacquard
Maggie Daniel
Cheryl Zimba
Christine Dowdall (University Secretary)

Observers: 23 connections to the live stream broadcast

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

1. Call to Order/Land Acknowledgment

The meeting was called to order at 5:05 p.m. The Board Chair offered a traditional land acknowledgement. She noted that the meeting was being broadcasted live to all individuals who expressed interest in observing the meeting.

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. Adoption of the Special Meeting Agenda

Resolution 2021-02-01: ***That the Board of Governors adopt the February 18, 2021, special meeting agenda as circulated.***

*Moved by Stuart Kidd; seconded by Kathy Wilcox.
Carried.*

5. Chair's Remarks

The Board Chair explained that following a number of conversations she had with the President (Interim) and the Chair of the Audit & Finance Committee over the last couple of weeks, combined with concerns she received from various Board members, it was determined that a special meeting of the Board of Governors should be called in order to discuss Nipissing University's financial situation.

The Board Chair provided a brief history on the institution's finances dating back to 2014 when the Board of Governors approved an almost \$12 million deficit budget. Such approval was not achieved without significant concern on the part of the Board; however, it was expected at the time that Nipissing University would return to a position of balanced or surplus budgets within five years. Despite some very good work that has been accomplished towards this end, including the implementation of several of the recommendations that came out of the 2015 PwC Financial Review, the University has continued to work towards balancing its budget.

The Chair stated that Board members must ensure they are holding up their fiduciary duty for ensuring the University is financially stable. Referring to the governance training session that the Board participated in in November, the Chair reminded members that the Board is responsible for providing the boundaries for the institution to operate within but then allowing the President and her team to uphold those boundaries.

The recent news that Laurentian University has filed for creditor protection has many people concerned about the university sector in general as universities continue to face financial pressures made worse by tuition freezes and the COVID-19 pandemic. While Laurentian University is an extreme case, the Board Chair stated that Nipissing has to take control now to ensure the institution does not suffer the same fate. As a result, she will be proposing this evening that the Board of Governors consider a resolution that directs the University to work towards balanced budgets for next year and future years in order to ensure the financial sustainability and health of Nipissing University.

6. University Sustainability – Cheryl Sutton, President (Interim)/Renée Hacquard, AVP, Finance & Infrastructure

The President (Interim) spoke to the similarities between Nipissing University and Laurentian University. Both are Northern Ontario institutions with a history of deficits, and both institutions have low international enrollment as compared to other universities. Ways in which the two institutions differ were also highlighted, including Nipissing's minimal positive reserves, Nipissing's defined contribution pension plan (compared to Laurentian's defined benefit pension plan), and the fact that Nipissing has not had to utilize their financial line of credit.

The President (Interim) noted that the information presented at this evening's meeting would normally be shared first with the Audit & Finance Committee, but in the interest of time, it was brought to the full Board of Governors for consideration.

The Assistant Vice-President, Finance and Infrastructure presented the University's cash flow projections, as well as the impact of those projections to the net expendable reserves. She explained that following the 2015 financial review completed by PwC, the report predicted that Nipissing University would be in a cash deficit position of \$24.1 million by the 2019/20 fiscal year if operations continued unchanged. The actual results to date show the University was able to significantly improve its financial situation by implementing several of the recommendations in the PwC report, including the closure of the Brantford campus, the sale of the Bracebridge building, the refinancing/consolidating of long term debt to achieve a lower interest rate, and the reorganization of administrative departments to achieve significant salary and benefit savings.

The AVP further explained that had the COVID-19 pandemic not occurred, and had the University been able to increase tuition at a rate of 3% each year, the University was heading toward increased surpluses and cash.

The AVP provided two forecasts. The first, referred to as the "optimistic" forecast, anticipates a small deficit in the operating budget for 2021/22 and a balanced operating budget in 2022/23. This projection still shows decreased cash levels for the next two years due to the projected deficit and assumes \$3 million in COVID-19 relief funding from the Ministry this fiscal year. It also assumes a 0% tuition rate increase for 2021/22 and a 1.5% tuition rate increase in 2022/23, as well as international growth based on applications already received.

The second forecast, referred to as the "pessimistic" forecast, anticipates the need for additional financing by the end of 2022/23. While this projection includes the same tuition rate increases as included in the optimistic projection, the additional assumptions include no COVID-19 relief funding from the Ministry and a reduction in international growth.

The AVP reviewed the Financial Sustainability Metrics that were presented to the Audit & Finance Committee in December. She summarized by stating if Nipissing continues to have significant deficits, the University will face a similar financial situation as Laurentian University.

Following the presentation, a lengthy discussion ensued. Several themes emerged, including the benefits and the risks of international student enrolment. It was noted that the federal and international

regulations that are in place due to the pandemic put the future of international recruitment at risk for the institution.

Several concerns were expressed about the proposal to direct the University to work toward a balanced budget. The Board Chair noted the Board's fiduciary responsibility to set boundaries for the administration to work within. A number of members spoke to the uncertainties of the pandemic and requested further rationale behind a balanced budget resolution. The Chair explain that the proposed resolution for the 2021/22 budget year would include a clause that recognizes the uncertainties related to COVID-19.

The discussion continued. Several other questions and comments were addressed. The President (Interim) noted that, due to the large variabilities in projections, she could not yet provide definitive information regarding where additional savings might be found; however, a variety of strategies to increase revenue are being explored. A more fulsome plan with be discussed with the Executive Committee and the Audit & Finance Committee.

A discussion followed regarding the Board's processes for voting on resolutions. The Board Bylaws state as follows: "Voting shall be by show of hands unless a vote by ballot is demanded by any member present. When necessary, votes shall be counted and recorded: in favour, against, and abstentions." The Bylaws are silent on the issue of roll call votes that record the names of each voting member and whether they voted in the affirmation or in the negative or if they abstained from voting.

Following the lengthy discussion, it was determined that further dialogue and the potential consideration of a resolution will be deferred to the March 11, 2021, meeting of the Board of Governors.

7. Question Period

There were no questions.

8. Other Business

There was no other business.

9. Adjournment

Resolution 2021-02-04: ***That the special meeting of the Board of Governors now adjourn.***

*Moved by Joanne Laplante; seconded by Fran Couchie.
Carried.*

Meeting adjourned at 6:50 p.m.

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

Board Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

UNIVERSITY GOVERNANCE COMMITTEE MEETING

OPEN SESSION

February 8, 2021

The Governance Committee met on Monday, February 8, 2021, at 9:00 a.m. via Zoom remote video conferencing.

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

Regrets: Paul Cook
Shannon MacCarthy (Student Observer – non-voting)

Guests: Casey Phillips, AVP Students
Renee Hacquard, AVP, Finance & Infrastructure (Interim)
Jenny Mackie, Director, Human Resources
Cristin Christopher, Director, External Relations

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

1. Welcome/Call for Conflicts of Interest

The meeting was called to order at 9:02 a.m. The committee chair welcomed John D’Agostino as the newest member of the University Governance Committee, and roundtable introductions followed. A call for any conflicts of interest was made; there were no such declarations.

2. Respectful Workplace & Learning Environment Policy: Follow-up from December Meeting

Following comments and suggestions made at the December meeting of the University Governance Committee, the updated Respectful Workplace & Learning Environment Policy was distributed with the committee package. A question was raised regarding the implementation of the policy, particularly with respect to ensuring appropriate training of management personnel in supervisory

roles. The Director, Human Resources indicated that after the policy is reviewed and approved by the Board of Governors, Human Resources will engage the appropriate parties, and all changes will be communicated widely throughout the University community.

A lengthy discussion took place regarding the formal complaint process for students, and several questions were addressed and clarified. Additionally, a committee member noted the importance of defining 'racism' and 'disability' as per the Human Rights Code, and the committee was in agreement that these definitions should be included within the policy.

Following the discussion, a motion was put forward:

Motion: ***That the University Governance Committee recommends the Board of Governors combine and replace the Harassment and Discrimination Policy (a Board policy) and the Respectful Workplace and Harassment Prevention Policy (a University administrative policy) with a new Respectful Workplace & Learning Environments Policy (a Board policy) as presented and amended to include definitions of racism and disability.***

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

3. Other Board Policies for Review/Revision:

- **Board Appointment Policy**

The Board Chair spoke to the draft changes to the Board Appointment Policy. In addition to providing some clarity and language improvements, the updates include additional language around equity, diversity and inclusion.

A hearty discussion on the current recruitment process followed. Suggestions that were made included adding a recruitment section to the policy and ensuring information is included on the Nipissing University website for individuals who may be looking for information about how they might become involved with our Board.

The Board Chair highlighted the importance of the recruitment discussion, noting that it should be discussed annually by this committee. The following motion was put forward:

Motion: ***That the University Governance Committee recommends the Board of Governors revise the Board Appointment Policy as presented.***

*Moved by Marianne Berube; seconded by Judy Smith.
One abstention.
Carried.*

- **Board Communication Policy**

The Director, External Relations highlighted updates made to the Board Communication Policy, including language and term modifications. In response to a question concerning the quick turnaround between Board members being notified of communication pieces that are going out and the actual release of those pieces to the community and/or the media, it was noted that the Board Chair has requested a minimum two-hour period of advance notice whenever possible; however, depending on the topic, especially in relation to operational issues regarding the pandemic, that is not always possible. If a communication piece relates to the work of the Board, the Board Chair is always involved as the representative for the Board of Governors.

The following motion was presented:

Motion: ***That the University Governance Committee recommends the Board of Governors revise the Board Communication Policy as presented.***

*Moved by Rick Vanderlee; seconded by Judy Smith.
Carried.*

4. Board Recruitment

Board recruitment was discussed at length under agenda item #3 (Board Appointment Policy). There were no further comments.

5. Other Business

No further business.

The meeting adjourned at 9:59 a.m.

Recording Secretary

Chair of University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

February 8, 2021

The Audit and Finance Committee met on Monday, February 8, 2021, at 10:30 a.m. via Zoom remote conferencing.

Members Present: Dave Smits, Committee Chair
Marianne Berube
Patti Carr
John D'Agostino
Hilary Earl
Stuart Kidd
Hannah Mackie
Cheryl Sutton
Stephen Tedesco
Arja Vainio-Mattila (Provost – non-voting)
Christine Dowdall (University Secretary – non-voting)

Regrets: Paul Cook
Shannon MacCarthy (Student Observer – non-voting)

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

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

1. Welcoming Remarks/Calls for Conflicts of Interest

The meeting was called to order at 10:35 a.m. The committee chair called for any conflicts of interest; no such declarations were made.

2. Audit Planning

Tiffany Cecchetto, Lead Audit Engagement Partner from KPMG, reviewed the Audit Planning Report in detail. She noted that COVID-19 will continue to have an impact on the University's financial results. Following the review, comments and questions were welcomed. A concern was raised around the recent announcement that Laurentian University has filed for creditor protection. KPMG is bound by the terms of confidentiality; however, Ms. Cecchetto spoke to information that is publicly available. She

noted the distinct differences between Nipissing University and Laurentian University and invited members to review the disclosures in the publicly available statements.

A number of questions were addressed, with the Laurentian University situation being a major topic of discussion. In response to a question about the Ministry's fiduciary responsibility to review all public audits, Ms. Cecchetto confirmed that the Ministry is required to review all such reports. The President (Interim) added that universities are required to send information on financial sustainability metrics annually.

3. Budget Update

The deadline for budget holders to submit preliminary budgets was January 29, 2021. Work is ongoing to review the submissions and search for additional savings with a goal of bringing a draft budget to the Audit & Finance Committee later this spring. In response to a question about where additional savings might be found, the AVP, Finance & Infrastructure explained there are many budget lines still to review. She reiterated that the deferral of upcoming projects and delaying the filling of positions are being reviewed as well.

4. Year-to-Date Financial Results Review (Operating)

The year-to-date financials as of December 31 were reviewed. When comparing actual year-to-date to budget, most variances are tracking between 60-70%, which is reasonable as December marks two-thirds of the fiscal year. Revenues are slightly higher when comparing year over year due to increased tuition revenues and an increase in grants, specifically the Facilities Renewal Grant. There are significant decreases in other revenue as a direct result of the pandemic.

Several questions were addressed, including if any of the reductions or efficiencies found throughout this pandemic year could be long-term reductions. The AVP, Finance & Infrastructure noted that efficiencies have been taken into account in the ongoing budget review process. Additionally, a committee member asked if retirement 'buy-outs' were a consideration, as salaries and benefits remain the most expensive budget lines. The President (Interim) reiterated that all potential saving measures are up for discussion.

5. Consolidated Statement of Financial Position and Statement of Operations Review as of December 31

The AVP, Finance and Infrastructure spoke to the Consolidated Income Statement and reviewed the individual funds. She highlighted a number of figures, including an anticipated shortfall of approximately \$1.6 million in the Ancillary Fund due to the pandemic and related low occupancy of the residence buildings. A committee member asked if, like Laurentian University, all of Nipissing's cash is placed into one account. The President (Interim) noted that it is common practice among post-secondary institutions to have all funds in one or two accounts for efficiency. However, the sector as a whole will be reviewing common practice moving forward to ensure any risk is minimized.

When reviewing the Statement of Financial Position, the AVP, Finance and Infrastructure spoke to items of interest, including receivables being at a higher level due to the tuition billing schedule. This amount is anticipated to continue to decrease as students make payments on their accounts. Of note, items such as capital assets, deferred capital contributions and employee future benefits will not be adjusted until year-end. It is anticipated that Nipissing University may have to access its line of credit

temporarily during the upcoming summer months until tuition receipts begin to flow in September. Comments and questions were addressed, and it was noted that cost/benefit analysis is underway on programs and departments, comparing benchmarks with other universities.

6. Year-End Projections

Year-end projections remain similar to those presented at the December 2020 meeting of the Audit and Finance Committee. The optimistic scenario has improved by approximately \$200K due to an increase in tuition. This brings the optimistic operating revenue projection to a deficit of approximately \$880K. The additional funds are comprised of the \$1.2 million Facilities Renewal Program grant and a projection of \$3 million in COVID relief funding. There has been no confirmation yet as to how much this funding will be, and this amount will be amended when additional information is received.

The pessimistic operating revenue projections are \$2.2 million lower than budget, which would make for a deficit of approximately \$5.6 million this year. This would be a direct result of receiving no additional funding from the Ministry combined with the \$1.6 million in ancillary fee deficits. Expenditure projections have not changed since the last committee meeting, and the AVP, Finance and Infrastructure is optimistic there may be an additional \$200-300k in potential savings.

In response to a question about the institution's cumulative debt, the AVP, Finance and Infrastructure stated our long-term debt sits at approximately \$35 million. Nipissing University's line of credit remains untouched.

7. Other Business

The topic of Laurentian University filing for creditor protection was revisited. The AVP, Finance and Infrastructure highlighted some of the similarities between Nipissing and Laurentian, including the facts that both are Northern Ontario institutions with a history of deficits and both institutions have low international enrollment as compared to other universities. She also spoke to the ways in which the two institutions differ, such as Nipissing's minimal positive reserves, Nipissing's defined contribution pension plan (compared to Laurentian's defined benefit pension plan), and the fact that Nipissing has not had to utilize our line of credit. Nipissing University has invested in international recruitment over the past two years and, pre-pandemic, was projecting a small surplus. She noted that Nipissing University will be working toward a balanced budget for the upcoming fiscal year.

The meeting adjourned at 12:07 p.m.

Recording Secretary

Committee Chair

BOARD REPORT
As at 01/27/2021
For the period ended 12/31/2020

	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	
Revenue											
Government Grants	\$ 22,868,572	\$ 35,655,369	\$ (12,786,797)	64%	1	\$ 22,542,934	\$ 37,301,609	60%	\$ 325,637	1%	1
Student Fees - Tuition	\$ 27,383,393	\$ 29,409,835	\$ (2,026,442)	93%	2	\$ 26,886,487	\$ 27,741,324	97%	\$ 496,906	2%	2
Student Fees - Other	\$ 2,754,518	\$ 2,805,862	\$ (51,344)	98%	3	\$ 2,549,803	\$ 2,355,450	108%	\$ 204,715	8%	3
Other	\$ 368,333	\$ 1,993,252	\$ (1,624,919)	18%	4	\$ 1,056,548	\$ 1,995,621	53%	\$ (688,215)	-65%	4
Investment Income	\$ 54,136	\$ 190,000	\$ (135,864)	28%	5	\$ 166,461	\$ 230,000	72%	\$ (112,325)	-67%	5
Donations	\$ 2,000	\$ 100,000	\$ (98,000)	2%	6	\$ 42,819	\$ 39,000	110%	\$ (40,819)	0%	
Revenue Total	\$ 53,430,953	\$ 70,154,318	\$ (16,723,365)	76%		\$ 53,245,052	\$ 69,663,004	76%	\$ 185,901	0%	
Expenses											
Salaries and Benefits	\$ 34,662,507	\$ 55,400,290	\$ (20,737,783)	63%	1	\$ 34,851,118	\$ 54,801,488	64%	\$ (188,611)	-1%	6
Operating	\$ 5,266,469	\$ 9,611,933	\$ (4,345,464)	55%	7	\$ 6,560,237	\$ 10,200,309	64%	\$ (1,293,768)	-20%	7
Scholarships and Bursaries	\$ 3,220,376	\$ 3,788,400	\$ (568,024)	85%	1	\$ 3,646,315	\$ 3,808,400	96%	\$ (425,939)	-12%	8
Occupancy Costs	\$ 2,057,950	\$ 4,090,850	\$ (2,032,900)	50%	8	\$ 1,728,080	\$ 4,240,775	41%	\$ 329,870	19%	9
Principal and Interest on Long Term Debt	\$ 666,471	\$ 1,005,940	\$ (339,469)	66%	1	\$ 671,338	\$ 1,005,940	67%	\$ (4,867)	-1%	
Expenses Total	\$ 45,873,773	\$ 73,897,413	\$ (28,023,640)	62%		\$ 47,457,088	\$ 74,056,912	64%	\$ (1,583,315)	-3%	
Surplus (Deficit) Before Undernoted	\$ 7,557,180	\$ (3,743,095)	\$ 11,300,275	-202%		\$ 5,787,964	\$ (4,393,908)	-132%	\$ 1,769,216	31%	
Transfers											
Transfers to (from) other funds	\$ 275,276	\$ (1,730,000)	\$ 2,005,276	-16%	9	\$ (64,276)	\$ (1,892,903)	3%	\$ 339,553	-528%	
Transfers to (from) Internally Restricted	\$ 443,612	\$ 500,500	\$ (56,888)	89%	10	\$ 547,765	\$ 469,150	117%	\$ (104,153)	-19%	
Transfers Total	\$ 718,888	\$ (1,229,500)	\$ 1,948,388	-58%		\$ 483,489	\$ (1,423,753)	-34%	\$ 235,400	49%	
Total	\$ 6,838,291	\$ (2,513,595)	\$ 9,351,886	-272%		\$ 5,304,475	\$ (2,970,155)	-179%	\$ 1,533,816	29%	

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 March.
- 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) Net increase due to higher Facilities Renewal funding received compared to prior year
- 2) Higher than last year due to higher FTE's. Highest increase is in Education, which is as expected.
- 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 savings 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). Entrance scholarships are also lower this year than prior year.
- 9) Prior year amount includes significant Hydro savings realized for previous years (KPMG led initiative).

NIPISSING UNIVERSITY BOARD OF GOVERNORS

COMMUNITY RELATIONS COMMITTEE MEETING

OPEN SESSION

February 8, 2021

The Community Relations Committee of the Board of Governors met on Monday, February 8, 2021, at 1:30 p.m. via Zoom.

Members present: Patti Carr, Committee Chair
Marianne Berube
Johanne Brousseau
Ryan Hehn
Denyse Lafrance Horning
Hannah Mackie
Bobby Ray
Cheryl Sutton
Kathy Wilcox
Arja Vainio-Mattila (Provost – non-voting)
Christine Dowdall (University Secretary – non-voting)

Regrets: Paul Cook
Fran Couchie
Lisa Snider
Mykayla King (Student Observer - non-voting)

Guests: Cristin Christopher
Casey Phillips
Renee Hacquard
Abby Blaszczyk

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

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

The meeting was called to order at 1:35 p.m. The Committee Chair called for any conflicts of interest; no such conflicts were declared.

1. External Relations Update – Cristin Christopher, Director, External Relations

- *McConnell Dialogues*

The Director, External Relations provided a report on the upcoming conversations that will be held with the McConnell Foundation. Recognizing the challenges that the post-secondary education sector

is facing as a result of the pandemic, the McConnell Foundation is interested in supporting Nipissing University's role in helping our community "build back" from the COVID-19 pandemic through a series of facilitated dialogues where participants will have an opportunity to hear one another's views in a safe, supported environment. The invitation for the first dialogue, which is scheduled for February 23, 2021, has seen twenty community members confirming their participation. The current plan is to host a series of these dialogues over the next year to open the lines of communication and deepen the connections with our community and stakeholder groups.

- *NU in the Community*

The Director, External Relations reviewed some ongoing community engagement partnerships being undertaken by various members of the University. There are many research and community partnerships taking place, such as the Provost's engagement with the local immigration partnership and the creation of a subcommittee for international students. The University is also in frequent contact with the Economic Development Department at City Hall as we work to connect research with industry.

Other events the Director highlighted included International Women's Day, which will be recognized on March 8, Indigenous Week, Black History Month and the University's annual Research Month.

2. Other Business

A brief discussion was held regarding the news about Laurentian University's financial woes. Nipissing University has provided information to the media that puts in context the similarities and the many differences between the two institutions.

The recent passing of Dr. Muriel Sawyer, Deputy Chief of Nipissing First Nation and Nipissing University honorary degree recipient, was announced. Dr. Sawyer was a custodian of language and culture and an irreplaceable advocate for Indigenous education. She will be missed by all who knew her.

A question was raised regarding an online petition circulating on social media about proctoring concerns brought forward by Nipissing students. The Dean of Teaching is drafting a response to the student who organized the petition, and extensive conversations are being held with faculty and students about proctoring tools and procedures and encouraging alternative ways of assessing coursework.

The meeting was adjourned at 2:10 p.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

FUNDRAISING COMMITTEE MEETING

OPEN SESSION

February 8, 2021

The Fundraising Committee met on Monday, February 8, 2021, at 2:30 p.m. via Zoom remote conferencing.

Members present: Bobby Ray, Committee Chair
Marianne Berube
Mykayla King
Gillian McCann
Lisa Snider
Cheryl Sutton
Stephen Tedesco
Kathy Wilcox
Arja Vainio-Mattila (Provost – non-voting)
Christine Dowdall (University Secretary – non-voting)

Regrets: Paul Cook
Judy Koziol
Joanne Laplante
Shannon McCarthy (Student Observer – non-voting)

Guests: Cristin Christopher
Casey Phillips
Renee Hacquard
Abby Blaszczyk

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

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

The meeting was called to order at 2:33 p.m. The Committee Chair called for any conflicts of interest; none were declared.

The Committee Chair explained that the first item of business under the External Relations Report will be an interactive poll. The results of the poll will help guide the University in understanding how confident members are in their understanding of the University's fundraising initiatives.

2. External relations Report – *Cristin Christopher, Director, External Relations*

- *Fundraising at Nipissing University: What do you know? (Interactive Poll)*

The Director, External Relations conducted an interactive poll of those in attendance. The questions included such topics as the fundraising goals of the comprehensive campaign, formats that are available to make a donation, what initiatives are available to donate to, etc. She reiterated the Committee Chair’s comments that the results of the poll will assist the University in better understanding where knowledge gaps might exist for future agenda planning.

- *Financial Summary*

The Director, External Relations provided a financial update, comparing this year’s fundraising numbers with those from last year. The team is currently short on the cumulative goal, but this has been attributed to the Annual Student Call Campaign not being run this year and challenges with the COVID19 pandemic. The team is confident that they will be able to make up the difference before the end of the fiscal year.

- *Alumni Awards*

The Nipissing University Alumni Advisory Board (NUAAB) President, Lisa Snider, and Vice-President, Laurel Muldoon, met with Nipissing Executive to discuss how the University and alumni can work closer together. The NUAAB is planning a spring retreat to brainstorm ideas and develop plans.

- *Donor Social*

The Annual Donor Social will be held virtually this year. Planning is currently underway, and a survey of donors is being conducted to help the University identify potential interest in participating in Zoom group calls that would connect donors with student award recipients and members of the University community. Invitations will be going out in March along with additional event information.

3. Other Business

No other business.

The meeting was adjourned at 2:52 p.m.

Recording Secretary

Committee Chair



Report from Alumni for March 2021

NU Café

- Join us for our [Keynote International Women's Day event](#) on the NU Café, hosted by Ten Thousand Coffees, on **Friday, March 5th at 1:30 pm ET**. In honour of International Women's Day, we are hosting a panel of female talent leaders from Adidas, RBC, AIG, IBM, and Facebook to discuss how we can manage and overcome gender-based hurdles in our career. We aim to celebrate the achievements of women & female identifying people and create an inclusive workplace for all. So, please join us to learn more about how we can #ChooseToChallenge workplace norms and build an environment where women can thrive.
- The NU Café Book Club launched in January through the alumni e-newsletter and we have created a book club event in the hub for anyone to join. Our first book is *Ridgerunner* by Gil Adamson and we will be discussing it at our first meeting on **March 18th at 6pm**. You can find more information [here](#) about the club and what we are reading.
- Introductions are out March 9th if you would like to join and mentor a student or alumni. Just as a reminder, if you are already registered and are finding you're too busy for this month's meet up please pause your profile matches.

NUAAB

- Our annual call for membership is live on social media and we have encouraged any alumni interested in applying to submit an application at the link [here](#). If you know if anyone that might be interested, please pass along the link or have them email alumni@nipissingu.ca for more information.
- We will be hosting our annual retreat this month and will highlight some of the takeaways from that experience in the next report.

Provost's Report to the Board of Governors – March 11, 2021

Arja Vainio-Mattila, PVPAR

Awards

Promotion and Tenure awards are attached.

Dr. Odwa Atari, Associate Professor, Department of Geography and Geology, has been awarded a Carnegie African Diaspora Fellowship. The fellowship supports research and education collaborations between Africa and US and Canada.

Dr. Hilary Earl, Professor, Department of History, has been awarded a Holocaust Educational Foundation of Northwestern University (HEFNU) teaching grant for 2021-2022.

Ms. Debra Iafate, NU Registrar, has received the Ontario Universities Registrars' Association Award for Excellence.

Jenna White, an MES graduate student in the Faculty of Arts and Science, is the successful candidate for the Inaugural Senior Women Academic Administrators of Canada (SWAAC) Leadership Internship position, working with and supporting senior women academic administrators across Canada.

Applications for 2021-2022

Applications are up 10% from last year (main growth has been in Education, 105 (mature, prior post-secondary, etc.) and part-time). Graduate Studies is seeing growth.

Acceptances are up 17% vs. the same time last year - primarily Education because their deadline to accept is March 9th.

Nipissing held an Education Expo (virtual open house) on Feb 20th. 120 prospective education students participated in the events, and we received a lot of positive feedback.

Preparations are under way for our Open House event on March 20th for all other applicants, with a follow up event in April (during the new March break week).

Spring/Summer registration begins in two weeks.

International

International student recruitment continues through virtual fairs, most recently for Anglophone Africa, Indonesia, Brazil and the Caribbean.

Also continuing with agent recruitment, including development of agent training and development of webinars as recruitment collateral.

Programme Development

Arts and Science has submitted the following LOIs for consideration: BA in Environmental Studies; revision and update of the Indigenous Studies program, and certificate in Societies in Transition. LOIs for BSc in Environmental Science and Health Sciences are forthcoming.

Planning for dissolution of the Collaborative Nursing programme continues, as does development of a stand-alone Nursing programme at Nipissing.

Research

CRC Search for Environment and Climate Change is ongoing with interviews of Candidates scheduled for the last 2 weeks of March. Board members are welcome to attend the Research talks. Invitations will be sent out on NU email.

Nipissing continues to engage with various stakeholders about commercialization of research. We are very much at the planning stage but acknowledge the importance of innovation and IP to the growth and sustainability of research at NU.

Teaching

Our first Professional Learning Community met on Jan. 13 to discuss the book *Small Teaching Online* by Flower Darby and James Lang. The second PLC is underway and will discuss *Radical Hope* by Kevin Gannon at the end of March

On Jan. 27 and Feb. 9, we hosted two Teaching Hub conversations for faculty and staff on Secure Online Testing and Alternative Assessments, respectively.

Throughout January, we worked with three students on their nomination dossiers for the 3M National Student Fellowship, and these were submitted on Jan. 29.

Throughout January, we also worked with various faculty and staff on submissions to the provincial government's \$50 million Virtual Learning Strategy funding call. On Feb. 3 we successfully submitted 14 NU-led projects (with more than \$1.5 million requested). In addition, NU faculty and staff were partners on 15 additional submissions (with more than \$4 million requested). Results of this funding call will be announced the week of March 15th.

We are in the midst of a hiring process for a Senior Instructional Designer (hopefully completed by mid-March, with a start date shortly thereafter).

Library

Continues to provide support for research, teaching and learning via email and phone along with online library instruction sessions. As well, curbside service is available three days a week.

Library staff members attended the Ontario Library Association (OLA) conference with approximately 6,000 library professionals who attended the virtual conference

Forthcoming events

March is Nipissing's Research Month. You can access events through nipissingu.ca/researchmonth.

Nipissing will host our [14th Annual Undergraduate Research Conference](#) also in March.

Provost's Annual Tenure and Promotion Report

2020-21

March 2, 2021

In accordance with the Tenure and Promotion Procedures of Nipissing University, I am forwarding this report to the next meeting of Senate and the next meeting of our Board of Governors for information.


Article 26.32 (a) of the Collective Agreement states that, "Every year by May 20, the Provost of the University will prepare a Report on Tenure and Promotion which will be appended to the September Senate agenda and submitted to the Board around the same time". Article 26.32 (b) defines the dimensions of the report as follows:

TENURE				
Applications	Granted	Denied	Deferred	Withdrawn
1	1	0	0	0
Applicants Awarded Tenure (Tenure & Promotion Process):				
Dr. Reade Davis				

PROMOTION TO ASSOCIATE PROFESSOR				
Applications	Granted	Denied	Withdrawn	URAC
1	1	0	0	0
Applicants Awarded Promotion to Associate Professor:				
Dr. Louela Manankil-Rankin				

PROMOTION TO PROFESSOR			
Applications	Granted	Denied	Withdrawn
8	8	0	0
Applicants Awarded Promotion to Professor (T&P Process):			
Dr. Jamie Murton		Dr. Kathy Mantas	
Dr. Nathan Kozuskanich		Dr. Lorraine Frost	
Dr. Rosemary Nagy		Dr. Glenda Black	
Dr. Justin Carré		Dr. Kristen Ferguson	

No. of Applications heard by the University Review Appeals Committee	0
No. of Grievances heard by the University Review Appeals Board	0
No. of Job Candidates awarded Tenure upon appointment	0
No. of Job Candidates awarded Promotion to Associate Professor or Professor upon appointment	0



BOARD OF GOVERNORS REPORT ~ ASSISTANT VICE PRESIDENT, STUDENTS MARCH 2021

Student Development & Services (SDS) continues to support students with the transition into online learning and the Winter 2021 term.

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

Student Learning and Transitions (SLT) supported 472 unique students from the start of the Winter semester to February 12, 2021. The first Career Fair via Zoom was successfully delivered with 20 employers in attendance and 50 students engaged over the three days with multiple employers. The Student Learning Coordinators continue to develop more online resources to support students challenged by the online learning environment. Summer Orientation (NSO) and Fall Orientation plans are underway to support incoming students for Fall 2021 with online modules and, hopefully, a hybrid of online and on-campus engagement if the current situation improves.

** Dave Marshall Leadership Awards will celebrate 25 student leaders via Zoom on March 17th at 1:30p.m.

STUDENT ACCESSIBILITY SERVICES

This term, Student Accessibility Services is supporting 340 students with disabilities who require academic accommodations and support. We continue to meet with students virtually, ensuring students receive the same level of support and engagement they would receive if they were on campus. For nursing students enrolled in on-campus courses, SAS remains open and available to provide in-person testing accommodations. SAS is working closely with other departments to ensure we provide students who are struggling with direct referrals to the appropriate supports available at Nipissing.

SEXUAL VIOLENCE PREVENTION AND EDUCATION

19 workshops were hosted so far this semester, (Gender 101, Consent+, Intro to Allyship & Bringing in the Bystander, as well as, area specific, i.e. Residence, OII, etc.) with 248 students attending. There are more scheduled for the remainder of the semester. Amelia Rising hosted an Online Safety & Digital Consent workshop in January with 40 students attending. A second workshop is scheduled for March. A Male Allyship workshop by White Ribbon will be hosted on March 18th, and a Nipissing specific Male Allyship workshop is in development. A 3-part Masculinity mini series has been developed and is being hosted this semester.

The SVPEC & Department of GESJ are collaborating on an event for International Women's Day. The Hands Up Campaign will be posted on March 8th.

Action plans have been developed for the Task Force Report recommendations and are in progress.

INTERNATIONAL INITIATIVES

Since the opening of Canada's borders, 13 international students have completed quarantine with us. three students are expected over the next two weeks and will be the first of our students to have to complete the three day hotel stay that came into effect on February 22nd. 18 students so far have been nominated by our international partners for Fall 2021 exchange. Nipissing is looking to make a final decision in May about incoming and outgoing exchange for Fall 2021. This is based on a timeline for immigration paperwork to be started in time for August/September.

RESIDENCE LIFE

Admissions

Residence Life currently has 406 students in house. Our January intake was disrupted by the ongoing lockdown and recent changes to host courses online during the winter semester has continued to impact residence admissions.

Student Wellbeing

This semester the general tensions around ongoing lockdown and increased risk in the North Bay community have been felt largely in the format of roommate conflicts. Typical stressors of adaptation to living with roommates seem to be exacerbated by factors of the pandemic. Our student leaders, Residence Supervisors and Admissions Coordinator continue to do their best each day to ensure that students are accommodated so that they can feel safe to successfully finish out the year.

Programming & Community

Our student leaders continue to strive to be inventive in their virtual student outreach but we continue to struggle to engage the community broadly. We do have some hopeful developments to use Microsoft Teams to create community hubs for next year which we hope will assist in bridging the virtual gaps. Students continue to express fatigue in having both their academic and community engagement experiences in large part through their screens.

Looking to 2021/2022

Our Residence Application for 21/22 is open now for current students and those who have been offered admission for fall 2021. As of February 24, we have 270 completed applications, with 161 of these having paid deposits. While these numbers feel promising we eagerly anticipate academic term updates for the fall as these factors will determine the cohorts most likely to follow through on their interest in a residence accommodation.

SUMMER ACCOMMODATIONS AND CORPORATE EVENTS

Summer Accommodations and Corporate Events continue to work with external partners for the planning of future events in an effort to return to business operations as they were prior to COVID-19. We have recently been successful in our bid to host the Ontario Volleyball Association's (OVA) summer camp this coming July. Other groups we are working with for this summer include the Ontario Wetlands Evaluation System Course (OWES) and the OPP.

STUDENT SUCCESS COORDINATOR

Student Retention Alert

Student Retention Alert (SRA) continues to see increases in its utilization rates amongst faculty and staff within the institution with regard to Academic Concerns specifically. Faculty and staff are encouraged to continue to use SRA as a tool when they have concerns with students and are reminded to do so early to allow for action plans to be put into place. Students have been open and positive to offers of support once the connection has been made.

Vocantas Scaller

From February 16th – February 20th Nipissing University attempted to contact all undergraduate and consecutive education students using interactive voice response calls, to proactively connect students with existing support services and resources. Over the course of the campaign there were 1,530 referrals/requests for information provided to 582 unique students. This total excludes whether a student requested an in person follow-up phone call, of which, 82 students requested a follow-up.

STUDENT COUNSELLING SERVICES (SCS)

Provincial Funding Announcement

Last month the Province of Ontario announced \$116,000 of new Mental Health funding for Nipissing University. This new funding is to support mental health services and supports to respond to local campus and student COVID-19 related mental health needs. The government has identified that the funds are to place a particular emphasis on virtually delivered mental health services and other hybrid models to support students as they continue to learn primarily online. It is also expected that colleges and universities will work to ensure that the needs of vulnerable and diverse groups, such as Indigenous, racialized, and LGBTQ students and students with disabilities, are met through these supports.

Bell Let's Talk - Post Secondary Fund - Grant Application

SCS in collaboration with the Student Intervention Specialist has submitted an application for a Kickoff Grant to assist with the implementation of the newly released National Standard of Canada for Mental Health and Well-Being for Post-Secondary Students on campus.

NIPISSING UNIVERSITY

Policy Category:	Human Resources
Policy Number:	TBD
Policy Name:	Respectful Workplace & Learning Environments Policy
Responsible Department:	Human Resources
Original Approval Date:	DATE APPROVED BY THE BOARD
Approval Authority:	Board of Governors
Original Approval Date:	DATE APPROVED BY THE BOARD (NOTE: This policy replaces the former Harassment & Discrimination Policy [Board Policy] and the Respectful Workplace & Harassment Prevention Policy [University Policy])
Review Date:	TBD – 1 Year from approval date

A. PURPOSE

Nipissing University is committed to providing respectful learning and working environments that are free from discrimination and harassment as outlined in the *Occupational Health and Safety Act* (OHSA), the Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act (AODA), where all individuals are treated with respect and dignity.

B. SCOPE

All members of the Nipissing University community, including employees, contractors, volunteers, students and visitors, are responsible for the creation and maintenance of respectful work and learning environments, both on and off campus. This includes any and all Nipissing University events (authorized and unauthorized), travel, research, placements, social media, email, etc.

Contracts with contractors may be subject to cancellation should a breach of this policy occur.

In the case of a student to student complaint, procedures in the Code of Student Rights and Responsibilities shall be followed exhaustively prior to the commencement of proceedings pursuant to this policy.

C. RELATED POLICIES

If there are concerns/behaviours that are not outlined in this policy, please see the Violence Prevention Policy, the Code of Student Rights & Responsibilities, and/or the Sexual Violence Prevention, Support and Response Policy.

D. OVERVIEW

All acts of harassment and discrimination are strictly prohibited. Every community member must work in compliance with this policy. Nipissing University will hold employees, students and visitors accountable by imposing discipline and other sanctions (up to and including termination, expulsion and/or trespass notices). In doing so, Nipissing University will act in accordance with the rights and obligations that are established by legislation, Board policies, University policies, Senate by-laws and collective agreements. Nipissing University may also initiate criminal or civil proceedings against individuals who engage in workplace harassment.

There will be no reprisals against persons who, in good faith, bring forward a concern or complaint. Such reprisals may also be the subject of a complaint under this policy.

There may be penalties or sanctions for concerns or complaints brought forward under this policy that are vexatious or that are made in bad faith.

E. DEFINITIONS

Harassment: Harassment is defined as “engaging in a course of vexatious comment or conduct that is known or ought reasonably to be known to be unwelcomed”. This definition is found in both the Ontario Human Rights Code and the Occupational Health and Safety Act.

When assessing whether the behaviour experienced is harassment, it is helpful to consider the components of the definition. Without fulfilling all requirements, the behaviour, while possibly distressing, is not within the scope of this policy. It may be more indicative of an interpersonal conflict. It is important that the behaviour, whether it be harassment or conflict, be addressed.

Harassment may be related to any of the grounds prohibited by the Ontario Human Rights Code (outlined under the Prohibited Conduct section on page 6 of this policy). It can also include comments or conduct by a person in a position of authority which are intimidating,

threatening or abusive and may be accompanied by direct or implied threats to the individual's grade(s), status or job. Harassment can also occur between people of similar authority.

Even if a person does not explicitly object to harassing behaviour and/or appears to be going along with the behaviour, it does not mean that the behaviour is acceptable. The behaviour could still be considered harassment.

A course: In almost all cases, harassment is a pattern of behaviour occurring over a period of time which has a negative effect on an individual and/or the environment. A single incident can also constitute harassment when it is demonstrated that it has caused a significant effect on an individual and/or the environment.

Vexatious: Not having sufficient reason and/or seeking only to annoy or irritate.

Comment or Conduct: Behaviours can include conversations, jokes, posters, calendars, name calling, threats, emails, screen savers, etc.

Known or Ought Reasonably to Be Known: An individual has indicated behaviour is inappropriate and/or a reasonable third party would feel that the behaviour was inappropriate is considered.

Unwelcomed: The behaviour must be unwelcomed to the target or within the environment. There is no requirement that an individual expressly object to unwelcomed behaviour. It is recognized that where harassment is present, it may be difficult to object to a person's behaviour, particularly when that person holds power over another (such as a supervisor, professor, etc.).

Reprisal: As defined by the Ontario Human Rights code, a reprisal is an action or threat that is intended as retaliation for claiming or enforcing a right under the Code. A further definition can be found under the Occupational Health and Safety Act, which relates to employees:

No employer or person acting on behalf of an employer shall,

- (a) dismiss or threaten to dismiss an employee;
- (b) discipline or suspend or threaten to discipline or suspend an employee;
- (c) impose any penalty upon an employee; or
- (d) intimidate or coerce an employee.

F. TYPES OF DISCRIMINATION AND HARASSMENT

Prohibited Conduct

Discrimination and harassment is prohibited based on the following grounds, as outlined in the Ontario Human Rights Code:

- Age;
- Creed (religion);
- Sex (including pregnancy and breastfeeding);
- Sexual Orientation;
- Gender Identity and Gender Expression;
- Family status;
- Marital status (including the status of being married, single, widowed, divorced, separated, or living in a conjugal relationship outside of marriage, whether in a same sex or opposite sex relationship);
- Disability (including mental, physical, developmental or learning disabilities);
- Race;
- Ancestry;
- Place of origin;
- Ethnic origin;
- Citizenship;
- Colour;
- Record of offences (criminal conviction for a provincial offence, or for an offence for which a pardon has been received);
- Association or relationship with a person identified by one of the above grounds;
- Perception that one of the above grounds applies.

Discrimination

Any form of unequal treatment based on a protected ground listed in the Ontario Human Rights Code is discrimination. Discrimination may be intentional or unintentional. It may involve direct actions that are discriminatory, or it may involve rules, practices or procedures that appear neutral but may disadvantage certain groups of people ("systemic"). Discrimination can be comments, actions or behaviour that result in the unfavourable or adverse treatment or preferential treatment which has the effect of creating or perpetuating prejudice or stereotyping. Examples include refusal to provide goods, services or facilities, exclusion from employment or employment benefits, refusal to work with or to teach, or failure to provide physical access.

Systemic Harassment/Discrimination:

Policies, practices, procedures, actions or inactions that appear neutral but have an adverse impact associated with one of the prohibited grounds is systemic harassment/discrimination.

Ontario Human Rights Code based Harassment

One or a series of vexatious comments or conduct related to one or more of the prohibited grounds that is known or might reasonably be known to be unwelcome/unwanted, offensive, intimidating, hostile or inappropriate. Examples include gestures, remarks, jokes, taunts, innuendoes, display of offensive materials, offensive graffiti, threats, verbal abuse, hazing, shunning or exclusion related to the prohibited grounds.

Racism/Racial Discrimination: The Ontario Human Rights Code acknowledges differences between racism and racial discrimination; however, the code does not include fixed definitions of either term. For a comprehensive understanding of the two terms, individuals are encouraged to read the Ontario Human Rights Commission document entitled Policy and Guidelines on Racism and Racial Discrimination. A link to the document is located [here](#).

Disability Discrimination: The Ontario Human Rights Code acknowledges that a disability can cover a broad range and degree of conditions, some visible and some not visible. A disability may have been present from birth, caused by an accident, or developed over time. There can be physical, mental and learning disabilities, mental disorders, hearing or vision disabilities. The code also protects from discrimination because of past, present and perceived disabilities.

Sexual and Gender-based Harassment

- (a) engaging in a course of vexatious comment or conduct against another because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably be known to be unwelcome, offensive, intimidating, hostile or inappropriate.
- (b) making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to another and the person knows or ought reasonably know that the solicitation or advance is unwelcome.

Examples:

- Gender-related comments about a person's physical characteristics or mannerisms;
- Paternalism based on gender which a person feels undermines their self-respect or position of responsibility;
- Unwelcome physical contact;

- Suggestive or offensive remarks or innuendoes about members of a specific gender;
- Propositions of physical intimacy;
- Gender-related verbal abuse, threats or taunting;
- Leering or inappropriate staring.

Workplace Harassment

Engaging in a course of vexatious comment or conduct against an employee in a workplace which is known or ought reasonably be known to be unwelcome which may not be related to a protected ground under the Ontario Human Rights Code.

Bullying

Bullying is a form of harassment in that it is persistent, offensive, abusive, intimidating or insulting behavior, abuse of power, or unfair, punitive sanctions which make an individual feel threatened, humiliated and/or vulnerable. It is also the misuse of power or position to persistently criticize, humiliate or undermine an individual.

Academic Bullying

Academic bullying is a particular form of bullying which includes asserting a position of intellectual superiority in an aggressive, abusive or offensive manner.

All forms of bullying can include the following:

- Ostracism/exclusion, or conversely, excessive supervision;
- Spreading malicious lies or rumours;
- Verbally abusive behavior such as yelling, insults, threats and/or name calling;
- Threatening or abusive language (oral or written, including voice mail, email, online chats and/or comments posted on websites);
- Repeated or continuous threats to withdraw funding, scholarships or advancement opportunities for reasons unrelated to performance;
- Comments which have the effect of undermining a person's role;
- Excessive criticism of a person's work or their private lives when not related to appropriate evaluation of performance;
- Intrusion by pestering, spying or stalking; and/or
- Posting or displaying of materials, images, and/or graffiti, including by electronic means, which may cause humiliation, offence or embarrassment (except where such display is for academic purposes and is a reasonable exercise of academic freedom and expression).

Bullying is not:

- The reasonable use of management rights in cases of promotion, demotion or suspension;
- The reasonable responsibility of supervisors to conduct performance evaluation, discipline and/or provide constructive criticism to employees;
- Respectfully expressing disagreement or stating a contrary but reasonable point of view; or
- The reasonable exercise of academic freedom, freedom of thought and inquiry, and expression in teaching and research which may result in respectful disagreements regarding beliefs or principles.

Negative/Poisoned Environment

A negative/poisoned environment is a situation in which one comment or a series of comments or conduct related to the prohibited grounds of the Ontario Human Rights Code creates a negative environment for individuals or groups. The comment or conduct must be of a significant nature or degree and have the effect of "poisoning" the work or learning environment. A complainant does not have to be a direct target of prohibited or inappropriate conduct or comment to be adversely affected by a negative or poisoned environment. It can also include conduct or comment that creates and maintains an offensive, hostile, or intimidating climate for learning or work. Examples include exposure to graffiti, signs, cartoons, remarks, and/or exclusion or adverse treatment related to one or more of the prohibited grounds of the Ontario Human Rights Code.

Respectful Workplace and Learning Conduct

Respectful workplace and learning conduct includes being courteous, polite, respectful and considerate towards all individuals, including those with different strengths, roles or opinions. It also includes encouraging and supporting individuals to learn and practice personal conflict resolution skills that support a respectful work and learning environment.

G. RESPONSIBILITIES

Employees, contractors, volunteers, students and visitors are responsible for:

- Treating others with respect;
- Setting an example by respecting the dignity of all employees, students and members of the public;
- Recognizing and refraining from actions that offend, embarrass or humiliate others, whether deliberate or unintentional;
- Ensuring allegations of disrespectful, harassing or discriminatory behaviour are not frivolous or vindictive; and

- Encouraging every member of the Nipissing University community to treat each other with respect.

Supervisors/Department Heads/Deans are responsible for:

- Role modeling acceptable behavior;
- Monitoring and managing unacceptable behaviour;
- Ensuring that measures and procedures are followed and that employees/students have appropriate information;
- Encouraging every member of the Nipissing University community to treat each other with respect;
- Treating each situation as a serious matter;
- Managing the situation towards a resolution between the parties, if possible, with a view of correcting behaviour and preserving long term relationships and safeguarding against further incidents;
- Ensuring there are no reprisals against employees/students for making a complaint or for participating in an investigation;
- Ensuring the situation remains confidential, where appropriate;
- Providing support to students and employees who are experiencing the effects of disrespectful behaviour; and
- Consulting with the Director, Human Resources (or designate) at any time, and if the situation cannot be resolved between the parties.

The Director, Human Resources (or designate) is responsible for:

- Assisting Supervisors/Department Heads/Deans in the consistent application of this policy;
- Consulting with and providing advice to Supervisors/Department Heads/Deans;
- Advising employees/students of their rights and options;
- Receiving complaints and ensuring appropriate action is initiated;
- Conducting investigations, as required;
- Working collaboratively with others involved;
- Promoting awareness of this policy; and
- Ensuring training of this policy is conducted regularly.

H. CONFIDENTIALITY

Information obtained about an incident or complaint of workplace harassment, including identifying information about any individuals involved, will not be disclosed unless the disclosure is necessary for the purposes of investigating or taking corrective action with respect to the incident or complaint, or is otherwise required by law.

Those involved in dealing with complaints will disclose information only when necessary. Confidentiality, however, does not mean anonymity. In the instance of making a complaint, individuals must realize that the individual who is the source of complaint may be informed of the specific nature of the allegations at the earliest point in the process.

I. REPORTING PROCEDURES

This policy is not intended to discourage or prevent the complainant from exercising any other legal right pursuant to any law. Not every complaint of disrespectful behavior, harassment and/or discrimination warrants a formal investigation. However, in situations where allegations are denied or discipline is likely and/or an informal remedy is insufficient, an investigation may be required. Students can also receive support through Student Development and Services (SDS) throughout the reporting process. If you are a student looking for support or to discuss the process, please reach out to SDS@nipissingu.ca and supports will be provided to navigate the reporting process.

1. If you are comfortable, immediately make it clear to the individual that their behaviour is not welcome. If you are uncomfortable approaching the individual directly and you are an employee, contact your supervisor. If you are uncomfortable approaching the individual directly and you are a student, contact your Dean. If your supervisor/Dean is the alleged harasser, contact the Director, Human Resources. Employees who report to the Director, Human Resources should contact the Vice-President, Finance and Administration.
2. If appropriate, discuss with your supervisor if you are an employee. If appropriate, discuss with your Dean if you are a student. They can assist and offer support in discussions with the individual. Keep a personal record of the details of any alleged incidents, including:
 - date/time;
 - place;
 - name of other person(s) involved;
 - a specific account of what happened – be as detailed as possible;
 - the effect of the incident;
 - names of any witnesses; and
 - any action taken, including any person to whom the incident has been reported and any attempts at personal resolution.

It is important that you record this information as soon as possible after the incident(s) occurs. Where possible, any correspondence relating to the incident should also be kept.

3. The Director, Human Resources will outline and advise the parties of options for resolving the problem including personal resolution, informal resolution or pursuing more formal resolution.
4. The Director, Human Resources will assist the parties to informally resolve matters, as required, and will assist supervisors by providing on-going support.
5. A formal written complaint should be made to the Director, Human Resources if:
 - an attempt at personal resolution is not successful;
 - the behaviour continues;
 - the behaviour is of a more serious nature than can be dealt with by personal resolution/involvement by a supervisor/Dean; or
 - personal resolution/involvement by a supervisor/Dean is not deemed appropriate.
6. If required, the Vice-President, Finance & Administration will appoint an investigation team and coordinate the investigation process in a consistent, timely and fair manner.
7. Investigations will generally include the following:
 - Interviewing the employee/student who has raised the concern (they may be accompanied by a representative/support person);
 - Interviewing the alleged harasser (they may be accompanied by a representative/support person) to present the complaint and hear the response;
 - Interviewing witnesses (witnesses may be accompanied by a representative/support person);
 - When possible, maintaining confidentiality amongst the individuals involved;
 - Providing the employee/student who has raised the concern and the alleged harasser with a written report outlining the results of the investigation and of any corrective action that has been taken or that will be taken as a result of the investigation; and
 - Recommending an appropriate response to senior management which may include disciplinary action.

All documentation relating to formal written complaints and investigations will be kept in the Human Resources office.

In certain circumstances, it may be deemed appropriate to request the assistance of an external investigator or mediator.

J. REMEDIES

Remedies provided for under this Policy are intended:

1. to resolve complaints fairly and acceptably;

2. to recommend appropriate disciplinary measures for individuals who are found to have committed acts of harassment or discrimination; and
3. to prevent acts of harassment or discrimination.

K. REVIEW PROCESS

This Policy will be maintained by Human Resources, in consultation with the Joint Health and Safety Committee (JHSC), on an ongoing basis and will be reviewed at least annually. The Vice-President, Finance and Administration (VPFA) may approve non-material changes to the policy. Such revisions shall be in the form of a written notice from the VPFA to the University Secretary and will take effect upon receipt of such notice. Substantive changes to the policy will require approval of the Board of Governors.

NOTE: This policy replaces the former Harassment & Discrimination Policy [Board Policy] and the Respectful Workplace & Harassment Prevention Policy [University Policy].

NIPISSING UNIVERSITY

Policy Category:	General
Policy Number:	1.5.2017.B
Policy Name:	Board Appointment Protocol
Responsible Department:	University Governance Committee of the Board of Governors
Original Approval Date:	March 3, 1994
Approval Authority:	Board of Governors
Last Updated:	November 2017 <u>February 2021</u>
Next Review Date:	November 2020 <u>2024</u>

A. General

The University Governance Committee should strive to make certain that the non-constituent membership of the Board is such that it can properly meet the needs and the spirit of the University's mission statement, while at the same time govern the University with prudence and financial responsibility as outlined in the Nipissing University Act (*the Act*).

The Nipissing University Mission Statement:

- The objects of the University are the pursuit of learning through scholarship, teaching and research within a spirit of free enquiry and expression.
- The University's special mission is to be a teaching-oriented institution that offers programs in education and in liberal arts and science and programs that specifically address the needs of northern Ontario.

As stated in the Act, and as further outlined in the Board Bylaws, the government of the University, the control of its property and revenues and the conduct of its business and affairs, except for those matters assigned by the Act to the Senate, are vested in the Board.

In general, the duties and responsibilities of the Board are:

- a) to provide overall fiscal control and direction;
- b) to provide accountable mechanisms for academic excellence;
- c) to ensure appropriate University constituent links for planning and decision-making purposes.

B. Criteria for Membership on the Board

1. Skills, knowledge and expertise:

Board members should possess a variety of skills and knowledge that will allow them to oversee the management and administration of the University and to appropriately deal with:

- utilization of funds and resources;
- strategic planning ;
- public relations;
- linkage between the University and
 - the community;
 - business/industry/labour;
 - all levels of educational institutions;
- Indigenous/cultural issues;
- collective bargaining;
- fundraising;
- personnel evaluation; and
- any other issues as identified in the skills matrix (see #4 below)

2. Qualities and characteristics of Board members:

Board members are expected to conduct themselves in a manner that respects different perspectives and the decisions of the Board once those decisions are final.

A Board member should display, to a high degree, the qualities listed below:

- high expectations for performance of self and others;
- acts in ways that constitute a positive contribution to the Nipissing University community;
- behaves in a manner that contributes to team building;
- supports high performance through personal modelling;
- bases decisions on analysis of all available information;
- seeks ways to resolve problems and to satisfy the needs of those involved;
- strives to increase personal knowledge and skills;
- behaves in ways that place the goals of the organization at a higher priority than individual needs; and
- considers harmony as essential and fractionalism as detrimental to a leadership role.

3. Considerations for Board membership:

The Board will benefit by having representation from a broad cross-section of the community it serves, thereby benefitting from a diversity of ability and interests, skills, experiences and perspectives. In addition, as the Board of Governors is committed to respecting, fostering and supporting diversity and inclusion within its governance structure, nominations for membership should be actively sought out from all qualified members of underrepresented or equity deserving groups.

The Board of Governors will therefore search for highly-skilled candidates who reflect the diversity of the University and the broader community. This ~~Such areas of~~ broad representation could include (but are not limited to):

- a) educational institutions (elementary, secondary, post-secondary);
- b) business management (including financial institutions, manufacturers, resource and service industries);

- c) professional community (including health care, legal, engineering, accounting, social welfare);
- d) government and/or public sector;
- e) labour organizations;
- f) culture and the arts;
- ~~g) minorities and/or special interest and/or traditionally under-represented groups on the Board;~~
- ~~h) philanthropic record;~~
- ~~i) geographical location; and~~
- i) Indigenous peoples;
- j) members of visible minorities;
- k) gender/women;
- l) members of the LGBTQ2S+ community; and
- m) persons with disabilities.

4. Consideration for meeting functional needs

At each nominating cycle, the non-constituent Board membership will be examined to ensure appropriate representation from certain functional areas required for proper operation. The skills matrix will be reviewed and, if deemed necessary, updated. It could include such areas as financial expertise, education expertise, professional, community, business and labour representation, etc. A needs assessment will be conducted by the University Governance Committee by analyzing the current Board against stated criteria and representation considerations as identified in the skills matrix.

C. Nomination Process

The Chair of the University Governance Committee (UGC) and at least one other non-constituent member of the UGC shall comprise a University Governance Selection Sub-committee (UGSS). The UGSS shall be responsible for presenting recommendations for non-constituent candidate(s) to the Board.

Before presenting a candidate(s) for election to the Board, the UGSS should:

1. Secure possible candidates in the following ways:
 - a) seek nominations from present Board members, including (but not limited to) members of the Executive Committee;
 - b) place advertisements in the local newspaper and/or online if deemed appropriate; and
 - c) contact with "identified needs" groups.

NOTE: All suggestions for nomination(s) or expressions of interest should be accompanied by a resumé.

2. Check references. Service on other boards and in other volunteer capacities should be checked to ensure that a candidate was a contributing member of the organization. Also, any potential conflicts of interest should be explored.

3. Reduce the list of possible candidates through matching characteristics of candidates against "member criteria" and Board needs.
4. Interview candidates at its discretion.
5. Select the nominees for presentation to the UGC and, subsequently, to the full Board.
6. Disposition:
 - a) Present a slate of candidates to the Board equal to no more than the total number of vacancies.
 - b) The Board will hold elections for all positions considering candidates from the UGSS and any other nominations submitted in accordance with the Board By-Laws.
 - c) The ~~UGSS will, in consultation with the~~ Executive Committee, ~~will~~ designate successful candidates as either a "Board appointment" or a nomination for a "Lieutenant Governor in Council appointment".
7. Follow up communication: Each candidate will be notified by the Chair of the UGC of the outcome of his/her application. Successful nominees will also be notified of the type of appointment as per 6.c) above. This will be followed by a formal written notification by the University Secretary.
8. The nomination process should begin as early as possible in the fall.

Approved March 3, 1994 Board meeting – as recommended by Board Executive Committee

Revised May 2001

Revised November 2017 – Resolution #2017-11-02

Revised DATE

NIPISSING UNIVERSITY

Policy Category:	General
Policy Number:	1.2.2013.B
Policy Name:	<u>Board</u> Communications Protocol
Responsible Department:	Secretary to the Board <u>University Secretary</u> /President's Office
Original Approval Date:	February 2014
Approval Authority:	Board of Governors
Last Updated:	First Version <u>Date Approved by the Board</u>
<u>Next Review Date:</u>	2016 <u>2024</u>

A. PURPOSE

The purpose of this policy is to develop a communication protocol expressly for the Board of Governors outlining the parameters related to communication strategies and obligations.

B. SCOPE

It is important that the Board communicates only on issues within the scope or authority of the Board of Governors. This policy will be applicable to all 26 members of the Board (~~external and constituent non-constituent and constituent members~~) ~~of the Board~~. It will delineate the lines of authority and responsibility for the dissemination of communication in consideration of the Board's responsibility to ~~the university Nipissing University~~ and its accountabilities to its ~~communities~~ stakeholders, including to the general public and government.

C. GENERAL

Communications by the Board may occur for a wide variety of purposes including:

- Informing or involving stakeholders;
- Responding to the media, lobbyists or other requests for information, ~~compliance~~ or reporting; and
- Promoting or representing the University.

It is important that the Board of Governors is guided by protocols to ensure that key stakeholders are informed about the Board's activities. ~~Information~~ flow between the Board and stakeholders should be two-way and ideally should include the Board receiving feedback from stakeholders regarding its stakeholder engagement and communication strategies.

As appropriate, Board members will be provided with relevant facts and talking points on significant issues as well as on news, announcements etc. to assist them in their role as University ambassadors.

The Vice-Presidents will communicate issues of reputational significance to the Board, at the earliest possible opportunity, through the ~~Secretary to the Board~~President.

The ~~Marketing University's Communications department Team~~ will work to provide advance copies of key announcements, internal stories and key messages as appropriate.

As with relationships between the Board and external parties, communication within the Board is also crucial for healthy relationships between members. Governors are encouraged to share their knowledge about the ~~university~~University and to articulate the views of the constituency that nominated them. However, ~~they members~~ are expected to maintain an overriding loyalty to the University in its entirety rather than any constituency within it and thus, are obliged to serve the University as a whole. When faced with the possibility of a conflict between the interests of the constituency that nominated them and the interests of the University, Governors are bound to act in the best interest of the University.

While Board members are not precluded from speaking about the proceedings held in public meetings (Open Session), they must declare that they are expressing their personal views and not those of the Board. As all proceedings held in Closed Session meetings are confidential, Board members are prohibited from speaking about any materials distributed or discussions held in such closed meetings.

D. THE POLICY

The ~~Secretary to the Board~~University Secretary is the appropriate gatekeeper for communications from Nipissing University to the Board. Any request for information should be referred ~~either~~ to the ~~Secretary to the Board~~University Secretary, the President & Vice-Chancellor or the Board Chair.

The Board Chair is the only authorized spokesperson for the Board. -This helps ensure a consistent message and encourages the Board to operate as a whole. -A clear and united message is best delivered by the Board Chair. In the absence of the Board Chair, the Vice-Chair or Vice-Chair Pro Tem shall act as the spokesperson for the Board of Governors.

Public comment includes comment made in circumstances where it is reasonable to expect that the comment may reach the wider community. -This may include both verbal and written comments made in public venues, in speeches, and in all forms of media (traditional, Internet or social).

Furthermore, it is the role of the Board Chair to act as the focal point for communication between the Board and the President.

The President ~~and &~~ Vice-Chancellor is the chief spokesperson for the University and will lead communication with staff and employees. -Board members should be encouraged to interact with employees, ~~;~~ however, they should not directly approach employees for key information but, rather, make their requests through the University Secretary, the President, & Vice-Chancellor or the Board Chair. - Likewise, employees should approach the Board through the University Secretary or the President, & Vice-Chancellor ~~or Board Chair~~ on matters relating to governance.

Communication directly between Board members and the Ministry of ~~Training~~ Colleges and Universities, the Minister or the Minister's staff without first obtaining authorization from the President, ~~&~~ Vice-

Chancellor or the Board Chair is strictly discouraged. -The Board Chair and the President/& Vice-Chancellor are the communication channels to the Ministry.

Where appropriate, key messages will be provided to Board members so that they may comment to family, friends, colleagues and community members in support of University initiatives.

Calls or inquiries from the media should be referred to the Board Chair or President/& Vice-Chancellor who may, in turn, consult with the University's Office of Director, External Relations. -The appropriate spokesperson (Board Chair, President/& Vice-Chancellor or designate) will be identified and key messaging will be developed to ensure a strategic and consistent response to all media inquiries. ~~Calls or inquiries from the media should, in all instances, be referred to the Board Chair or President/Vice-Chancellor. In the event the call or inquiry from the media is in reference to an item for which Board members are provided advance notice, a designated contact may be identified in place of the Board Chair or the President & Vice-Chancellor (e.g. the Director, External Relations, the Manager, Communications, etc.).~~

Representing the University

Board members may be requested to represent the Board and the University in a public venue.

The following code of conduct applies:

Members should ensure that their behavior is consistent with the objectives of the Board, is ethical and demonstrates the level of probity expected in the public sector.

It is not appropriate for Board members to publicly share personal views, speculate on future directions, criticize any political party or continue debate on an issue after a decision has been made by the Board.

Members should refrain from providing information or advice without prior authorization from the Board Chair (or President/& Vice-Chancellor, where relevant). -As noted, key messages will be provided to Board members so that they may comment to family, friends, colleagues and community members in support of University initiatives.

Confidentiality

In consideration of confidentiality obligations, a clear protocol must exist that allows members to consult with their networks and to remain informed, while not compromising their need to act in the interest for which the Board was formed, rather than promoting the interests of the particular stakeholder group they represent.

Any private use of information obtained in an official capacity that is not already in the public domain is likely to be inappropriate since it has the potential to conflict with a member's official duties or to compromise confidentiality.

Caution should be exercised in the use of email ~~contact~~ and personal email accounts, ~~to be particularly careful with information provided to members electronically,~~ (for example, ensuring that confidential information from earlier email conversation strings is not forwarded unintentionally).

Governors are bound by the confidentiality of information discussed in Closed Session as well as standing committees and other committees established by the Board. They have the obligation to refrain from disclosing confidential information to the constituency that nominated them or anyone else. ~~Materials provided and Decisions~~decisions made during Closed Session meetings are not public until the Chair of the Committee or the Board Chair so advises, or until the report of the particular meeting, ~~at which the decision is made,~~ is publicly released. When inquiries are made concerning such matters, Board members shall refer the questioner to the President ~~&~~ Vice-Chancellor ~~without comment~~ or to the Board Chair without comment.

Raising Concerns

Board members should ~~also~~ be aware that ~~they~~their communications may be subject to ~~the Ontario's~~ Freedom of Information and Protection of Privacy Act (~~1992~~1990) ~~that which~~ provides public access to government documents subject to certain restrictions, ~~to thus promoting~~ promote accountability and transparency.

Governors are expected to maintain the highest ethical standards and to be vigilant ~~to ensure~~in ensuring that the ~~university~~University is being properly managed. – Any significant concern or complaint should be related promptly to the Board Chair or to the President ~~&~~ Vice-Chancellor.

E. REVIEW

This policy will be reviewed at minimum every ~~2~~ three (3) years ~~or more periodically~~ to determine whether amendments are necessary.

Resolution 2014-02-03: Moved by G. Durnan, seconded by J. Zimbalatti that the Board of Governors accept the recommendation of the Advancement Committee that the Communications Protocol Policy (#1.2.2013B) be approved.

Timeline of CRP-related Communications

Overview and Table of Contents of [emails and letters](#)

[RED] = indicates communications that were aborted, postponed or did not happen

Date	Communication	Brief notes <i>*Not a substitute for full texts, attached</i>	Page #
Aug 26, 2020	NU Conversations: Inclusive Higher Education, Part 1 *90 min Zoom meeting	Convened by the VPAR, for “BPOC” faculty and staff to share experiences; VPAR asked Natalya Brown to facilitate the discussion. Attendees raised myriad concerns about the process, in itself, so formed the Caucus of Racialized Persons (CRP) to call for an independent Equity Audit & Action Plan.	1
Sept 2, 2020	NU Conversations: Inclusive Higher Education, Part 2 *Zoom mtg. ended before agenda items were addressed	Convened by the VPAR, for “everyone.” As requested, Natalya Brown offered an anonymized summary of racialized staff and faculty contributions to Part 1, focusing on concerns about the “NU Conversations” process itself, and notifying the VPAR that CRP would send a letter to follow-up.	
TBD	NU Conversations: Inclusive Higher Education, Part 3 *postponed/ cancelled	Proposed by the VPAR as “a conversation between the BPOC members of NU and the executive leadership of the University with the goal of working together towards an institution committed to anti-racism.”	
Sept 8, 2020	CRP letter to VPAR	CRP made three clear requests (see letter), emphasizing the need for transparency and accountability - especially with and to racialized persons - throughout the process of developing and implementing an independent Equity Audit & Action Plan (EAAP).	2-4
Sept 8, 2020	VPAR email to CRP	VPAR: “We would like to proceed with formalizing next steps, and would like to meet with representatives of the caucus to discuss with Cheryl, Cristin Christopher, and myself”	5
Sept 10, 2020	VPAR email to CRP	VPAR requested that CRP forward our letter to the ED of the Equity Centre.	6
Sept 15, 2020	CRP email to VPAR	CRP affirmed working with senior administrators, toward an EAAP, and requested more clarity, in advance of meetings (e.g. about proposed “next steps”, draft terms of reference). CRP invited the VPAR to share communications between CRP and NU, with stakeholders or partners.	7-8
	*No further communication received from the VPAR to date (Feb 15, 2021). VPAR did not respond to the content of CRP’s letter, or to our email follow-up.		

Oct 9, 2020	Senate communication	<ul style="list-style-type: none"> ● CRP's letter included in the Senate Agenda. <ul style="list-style-type: none"> ○ VPAR "encouraged Senators to read the letter as it includes recommendations that may be discussed at future Senate meetings." ● President's report on BoG meeting (Sept 17, 2020), re: EDI: (1) Reported having "heard from" CRP via. letter, including our request to be involved in the process of working toward an EAAP; (2) Announced "a process through which we will be evaluating our current environment, processes and policies to ensure we attain the highest levels of EDI." External expertise to be engaged. Jenny Mackie, Casey Phillip, and Cristin Christopher, "to lead" the process. 	9-19
	<p>*No follow-up received by CRP from the President, until Feb 11, 2021</p> <p>*Led by the President's Office, a small group of senior administrators are working on "a process" related to EDI.</p> <p>CRP remains unaware of this group's activities; they were not referred to us, have not communicated with us, and have not been reporting their activities publicly (e.g. on a webpage relating to Equity on NU's website).</p>		
Jan 20, 2021	President email to "Everybody" at NU	President announces that "internal dialogues" have been held [<i>among unidentified people, and with unreported learnings or outcomes</i>], and NU posted a Request for Proposals (RFP 21-001) for an Equity and Stakeholder Audit.	20
Jan 27, 2021	Deadline for RFP21-0001 submissions	<i>*This original deadline was only one week after everybody@ email, but was extended at some point.</i>	
Feb 1, 2021	CRP letter to president	CRP requested a "prompt response" from the President about whether: CRP could expect a response from the VPAR to our requests (as laid out in our letter Sept 8, 2020); and whether NU would be more transparent regarding RFP 21-001 (e.g. how was it created, etc).	21-22
Feb 6-11, 2021	Deadline for RFP21-0001 submissions	<i>*Exact date cannot be confirmed because the portal is closed, and the NU "News" webpage announcing the RFP was not updated to reflect the extension.</i>	
Feb 11, 2021	President email to CRP (9:24 pm), w/ a letter attached, signed by the President, speaking on behalf of an unidentified "we"	NU letter indicates that the President appointed four "formal evaluators" of submissions to RFP 21-001, and they expect the Equity Audit to begin in March 2021 , decoupled from an Action Plan. Vague gestures toward policies relating to RFPs are made; but there is no explanation of NU senior administrators' consistent lack of transparency or accountability.	23-24
Feb 12, 2021	Senate meeting: Q from Senator Greco re: NU response to	<i>*President directed the Senator to a letter (she sent to CRP late the previous night, 10+ days after receiving our email), and said a copy of the letter will be presented to Senate.</i>	

	CRP's Sept. 15 email, and Sept. 8 and Feb. 1 letters		
Feb 13-15	Long weekend (Family Day)	NU's letter received late Feb 11 implied a timeline in which a public announcement could be made about the winning bid as early as Feb 16 , and not likely later than Feb 26 (enabling work to begin in March). So NU put racialized staff and faculty in a position of having to organize a response over the long weekend.	
Feb 16, 2021	CRP letter to President	Given the evident lack of transparency and accountability - with and to racialized people, in particular - the NU administration's current Equity Audit process lacks legitimacy, is decoupled from meaningful action, and risks low rates/quality of participation by racialized persons; it would be ethical and prudent to halt the RFP 21-001 procurement. Engaging CRP in working toward an independent Equity Audit & Action Plan (as per CRP's letter dated Sept 8, 2020, and the VPAR's email reply Sept 8, 2020) - along with other equity-seeking groups who want to speak on their own behalf - would be a more legitimate, way for NU's senior administration to proceed.	25-26

Caucus of Racialized People
crp.comms@gmail.com

8 September 2020

Dr. Arja Vainio-Mattila
Provost and Vice-President, Academic and Research
Nipissing University
arja@nipissingu.ca

Cc: NU President, NU Board of Governors, NU Senate, NUICE, NUFA, OPSEU
Local 608, NUSU

Re: Equity at Nipissing University

At the request of the Provost and Vice-President of Nipissing University (hereinafter referred to as “the University”), a *caucus of racialized persons* met, on the 26th day of August 2020, to discuss issues relating to “inclusivity.” The group (hereinafter referred to as “CRP”) consisted of persons racialized differently, from various cultural backgrounds, and from differing ranks within the University’s faculty and staffing structures. Based on their discussion and the desire among CRP members to work within and towards a safer, healthier, and more equitable environment, CRP is requesting the University ratify and undertake the following (beginning 30 September 2020, and to be completed with urgency, *e.g.*, within an 18-month period):

- 1) Conduct a university wide *Equity Audit & Action Plan* (hereinafter referred to as the “EAAP”) to assess and develop a plan for addressing issues relating to the experiences of and discrimination against racialized persons, as well as white supremacy.
 - a) The EAAP’s scope will be determined through a transparent process that involves the full participation and agreement of the CRP;
 - b) The EAAP shall be chaired by a person or persons external to the University, who is selected through a transparent process that involves the full participation and agreement of the CRP;
- 2) The EAAP, as well as any and all related reports, shall be made public—i.e., posted on the University’s webpage and e-mailed to all persons employed and studying at the University—within 3 working days after their submission to the University.
- 3) Formally commit to reviewing and implementing the actionable recommendations set out in the audit.

All CRP members who replied to email follow ups (*i.e.*, 80% of participants in the initial zoom call, including the signatories to this letter, as well as five additional participants who expressed support for the request in this letter, but from whom final confirmation as signatories was not received prior to submitting this letter) believe that the process outlined above is the best way to demonstrate the University's commitment to equity, encourage wide participation, and ensure transparency.

For its part, CRP will continue to reach out to the four additional participants who have yet to engage in follow-up discussions, and will extend outreach to engage racialized staff and faculty members who did not join the initial zoom meeting, but who might be interested in participating in further discussions about the scope and chairing of the EAAP, or Equity at the University, more generally.

We look forward to receiving the University's response.

Sincerely,

Natalya Brown, Associate Professor, School of Business

Gemma Victor, Manager, Student Learning & Transitions

Erin Dokis, Dokis First Nation, Nipissing First Nation

Charles Anyinam, Assistant Professor, School of Nursing

Tanya Lukin-Linklater, Director, Enji giigdoyang, Indigenous Initiatives

Lanyan Chen, Professor, Social Welfare & Social Development

Mumbi Kariuki, Associate Professor, Schulich School of Education

Odwa Atari, Associate Professor, Geography and Geology

An Nguyen, Processing Clerk, Registrar's Office

Chris Greco, Assistant Professor, School of Criminology and Criminal
Justice, Sociology M.A.

Serena Kataoka, Assistant Professor (LTA1), Social Welfare & Social
Development

Arja Vainio-Mattila <arja@nipissingu.ca>

Tue, Sep 8,
2020, 5:53 PM

to CRP, NUFA, Hall, Ontario, Board, Senate, tracyp, Cristin, me, Cheryl

Dear Colleagues,

Thank you for your letter which I received this morning. Both Cheryl and I were very happy to receive the letter and look forward to working with the Caucus of Racialized Persons at Nipissing University towards a diverse and inclusive campus.

I would like to thank all of you for your participation in the process so far, and for the ideas put forward in the letter. We would like to proceed with formalizing next steps, and would like to meet with representatives of the caucus to discuss with Cheryl, Cristin Christopher, and myself

Looking forward, Arja

Hannah Mackie <president@nusu.com>

Tue, Sep 15,
2020, 9:02 AM

to Arja, CRP, NUFA, Ontario, Board, Senate, me, Equity

Hi all,

I have copied and pasted my response in the other chain as maybe it was not the right chain to place the response in. I am hoping some sort of response to these concerns could be provided.

Kind regards,
Hannah Mackie

I am excited to see progress on this topic and that we seem to be moving forwards. I read in the letter that all results will be made available to those studying at Nipissing. While I appreciate the inclusion, I would like to ensure that there will be separate processes and consideration for students, as no students are being consulted or included in the Caucus of Racialized Persons or considered a part of the Nipissing Community in the scope of this letter.

Unless we see that inclusion added, we will continue to work and have conversations with Dr. Vainio-Mattila and the rest of the administration group on how to best close the gaps that currently exist for our racialized students. We ask that the language of 'university wide' and other encompassing language be edited to recognize that this is meant for staff and faculty. Otherwise, we would like to see inclusion of our racialized students within this Caucus and Committee.

Looking forward to hearing your thoughts,
Hannah Mackie

CRP NU <crp.comms@gmail.com>

Tue, Sep 15,
2020, 9:39 AM

to Cheryl, Cristin, Tracy, Arja, NUFA, Hall, Ontario, Board, Senate, me, Equity

Thanks for your speedy and enthusiastic reply, Arja.

We are glad to hear that NU is willing to commit to undertaking an Equity Audit & Action Plan (EAAP); and we are looking forward to receiving more details about your and Cheryl's proposal regarding "next steps" (as well as clarification about Cristin Christopher's role in that process).

Due to the ad hoc structure of CRP, its emphasis on transparency, and the sensitive nature of the topics we deal with, written communication is preferred.

CRP also supports the right of all groups to speak, if they choose to speak, on their own behalf and position. So please feel free to share CRP-NU communications, with any/all NU stakeholders or partners, on the understanding that while CRP has requested an EAAP (as per our letter), NU remains responsible for undertaking it as a university-wide initiative.

Equity assessment and planning processes related to racism have been carried out by universities in Canada under different rubrics, for decades, such that they are now common and there is ample reporting and scholarship on EAAP and similar processes; and so, combined with the fact that NU has an established Request for Proposal (RfP) process, we are confident that you and Cheryl will be able to offer a well-developed proposal.

There will likely come a time when in-person meetings will help move the EAAP approval process along, and to that end, more detailed background/preparatory information would be appreciated (preferably in the form of draft terms of reference or RfPs, which can be shared with CRP members, for discussion). Your consideration of our time, as racialized people volunteering to engage in this process, would be much appreciated.

Glad to be working with you - and possibly also racialized students - to usher in an EAAP that would offer the groundwork for fostering a safer, healthier, and more equitable university.

Update on Equity, Diversity and Inclusion at Nipissing University



Nipissing President <president@nipissingu.ca>

Wed, Jan 20,
1:50 PM

to bcc: Everybody

The events and conversations that have transpired around the globe over the past year have highlighted the many ways in which systemic barriers and inequity exists within our society, our systems and our organizations. At Nipissing, we recognize the importance of acknowledging our shortcomings in the area of equity, diversity and inclusion and more importantly, our responsibility to take concrete action in order to create a respectful, diverse and inclusive culture where our students, staff and faculty can thrive.

Over the past number of months, Nipissing has held internal dialogues to spark conversations about barriers that exist within our own institution and how we can be a more inclusive university. As a next step in our commitment to taking action on eliminating systemic barriers to inclusion, Nipissing University is seeking a consultant to conduct a university-wide equity and stakeholder audit. This audit will form the foundation for a more thorough consultation process and development of a detailed action plan.

While this audit is a step in the right direction, we acknowledge that much work lies ahead to ensure that each member of our Lakers community feels represented, welcome, valued and heard.

A copy of the Request of Proposals can be found [here](#) and closes January 27, 2021 at 3 p.m. EST. Please share this opportunity widely.



Caucus of Racialized People
crp.comms@gmail.com

February 1st, 2021

Office of the President
Nipissing University
president@nipissingu.ca

Cc: NU Provost and Vice-President Academic and Research, NU Board of
Governors, NU Senate, NUICE, NUFA, OPSEU Local 608, NUSU

Re: *Equity at Nipissing University*

Dear President,

The Caucus of Racialized People (CRP) is writing to request a prompt response from you indicating:

1. Whether CRP will be receiving a response from the Vice President and Provost to the three requests made in our initial letter (dated September 8, 2020, and attached here, as well), and reaffirmed in our follow-up email (dated September 15, 2020).
2. Whether the content of *RFP 21-001 - Equity Diversity and Inclusion Consulting Services*, and the process by which it was created, will be made public (e.g. open access on the NU website).

Regards,
Caucus of Racialized Persons

NOTE: This letter reflects a consensus among eleven (11) racialized staff & faculty who participated in NU Conversations on "Inclusion in Higher Education: Part 1" and/or follow-up conversations facilitated by CRP; no opposition was expressed by additional members connected through CRP's private communication channels. CRP members retain the right to speak for themselves, as individuals, however they see fit; and CRP welcomes racialized staff & faculty members who did not participate in the initial conversation series, but who would like to contribute to our collective request for an independent Equity Audit & Action Plan at Nipissing University.

From: **Nipissing President** <president@nipissingu.ca>
Date: Thu, Feb 11, 2021 at 9:24 PM
Subject: Re: Equity at Nipissing University
To: CRP NU <crp.comms@gmail.com>
Cc: Arja Vainio-Mattila <arja@nipissingu.ca>, NUFA Office <nufaoffice@gmail.com>, Hall <president@nusu.com>, Ontario Public Service Employees Union <opseu@nipissingu.ca>, Board Secretary <governors@nipissingu.ca>, Senate Secretary <senatesecretary@nipissingu.ca>, Tracy Paul <tracypa@nipissingu.ca>, Cristin Christopher <cristinc@nipissingu.ca>

Good afternoon.

Please find attached a letter in response to your original letter dated September 8, 2020, and most recent correspondence on February 1, 2021.

Thank you.

Good afternoon,

Thank you for your follow up regarding your original letter dated September 8, 2020 and most recent correspondence on February 1, 2021. We are committed to Nipissing as a race conscious institution, and as a University that lives up to its commitment to the Universities Canada Principles on Equity, Diversity and Inclusion. We look forward to working in partnership with the CRP, the Equity Centre, OII, NU BASE, and other stakeholders across Nipissing's community to build a University in which all underrepresented groups feel they are on a safe and healthy campus where everyone feels welcomed, supported, included, valued and empowered to succeed.

We have initiated a Call for Proposals for an external Equity Audit, which will help us by developing a process of consultation as well as a plan of action. We expect that the Equity Audit will start in March 2021. This next step is dedicated to taking action to eliminate systemic barriers to achieve inclusive excellence at Nipissing University.

The audit includes a consultation process with university stakeholder groups and will result in recommendations that will lead to an action plan. We look forward to the participation of diverse stakeholder groups across campus as part of this process. To ensure we are following the correct rules and regulations related to procurement as a public institution, an announcement will be made when the winning bid is confirmed and clarify next steps.

The Equity Audit will be led by an external consultant. The following individuals are formal evaluators of the RFP submissions as appointed by the President:

- Jenny Mackie, Director, Human Resources
- Traci Malkowski, Human Resource Generalist
- Casey Phillips, AVP Students
- Cristin Christopher, Director, External Relations

To address your inquiry in your most recent letter dated February 1, 2021 about whether the content of *RFP 21-001 - Equity Diversity and Inclusion Consulting Services*, and the process by which it was created, will be made public (e.g. open access on the NU website); Nipissing University is required to comply with the Broader Public Sector (BPS) Procurement Directive issued by the Management Board of Cabinet on April 1, 2011, under the authority of the Broader Public Sector Accountability Act, 2010, and the [Nipissing University's Procurement Policy](#).

While the actions outlined above is a step in the right direction, we acknowledge that much work lies ahead to ensure that each member of our Lakers community feels represented, welcome and heard. We are committed to transparency, open communication and action.

Sincerely,



Cheryl Sutton
President (Interim)
Nipissing University



Caucus of Racialized Persons
crp.comms@gmail.com

February 16, 2021

Office of the President
Nipissing University
president@nipissingu.ca

To: Cheryl Sutton

Cc: VPAR Vainio-Mattila, NU Board of Governors, NU Senate, NUICE, NUFA, OPSEU Local 608, NUSU, OIL, NU BASE, Equity Centre

Re: *Taking steps together, toward equity*

Dear President Sutton,

The Caucus of Racialized Persons (CRP) acknowledges receipt of the undated and unaddressed letter signed by yourself, speaking on behalf of an unidentified “we,” which was attached to your email, received by CRP on Thursday February 11, 2021 at 9:24pm (in response to our letter addressed to the President, dated February 1st, and following up on our letter to VPAR Vainio-Mattila, and copied to you, dated September 8, 2020).

Delivering on your interest in taking “a step in the right direction,” based on *Equity, Diversity and Inclusion* (EDI) principles, involves NU senior administrators taking a step *with us* - your racialized colleagues. The development of *RFP 21-001 - Equity Diversity and Inclusion Consulting Services* lacks transparency and accountability (see attached timeline). And, thus, an Equity Audit that arises from that process lacks legitimacy, is decoupled from meaningful action, and risks low rates/quality of participation by racialized faculty and staff. **It would be ethical to halt the procurement process for RFP 21-001.**

A legitimate way forward, proposed by VPAR Vainio-Mattila, on behalf of you as well, would be “to proceed with formalizing next steps” in working together with CRP (email Sept 8, 2020), toward an independent university-wide *Equity Audit & Action Plan* (EAAP; as per our letter Sept 8, 2020). At this time, CRP members remain open to engaging with NU senior administration - as well as other equity-seeking groups who choose to participate (*e.g.*, in identifying the scope of an EAAP).

Regards,

Caucus of Racialized Persons

Gemma Victor, Manager, Student Learning & Transitions

Erin Dokis, Dokis First Nation, Nipissing First Nation

Charles Anyinam, Assistant Professor, School of Nursing

Natalya Brown, Associate Professor, School of Business

Serena Kataoka, Assistant Professor (LTA1), Social Welfare & Social Development,
Sociology M.A.

Chris Greco, Assistant Professor, School of Criminology and Criminal Justice,
Sociology M.A.

Lanyan Chen, Professor, Social Welfare & Social Development

Odwa Atari, Associate Professor, Geography and Geology

Mumbi Kariuki, Associate Professor, Schulich School of Education

NOTE: This letter is endorsed by a total of **eleven (11)** racialized staff & faculty members, some of whom participated in NU Conversations on "Inclusion in Higher Education: Part 1," and some of whom have since joined conversations facilitated by CRP. No opposition was expressed by additional members connected through CRP's private communication channels. CRP members retain the right to speak for themselves, as individuals, however they see fit; and CRP welcomes racialized staff & faculty members who did not participate in the initial conversation series, but who would like to contribute to our collective request for an independent Equity Audit & Action Plan at Nipissing University. CRP also supports the right of all groups to speak, if they choose to speak, on their own behalf and position.

Re: Taking Steps Together, Toward Equity

Nipissing President <president@nipissingu.ca>

Fri, Feb 26, 12:52
PM (7 days ago)

to CRP, Arja, Senate, Board, Tanya, NUFA, Hall, Ontario, Equity, Chaim

Good afternoon.

Please find attached a response to your letter dated February 16, 2021.

Thank you.

--

Office of the President
Nipissing University
North Bay, ON P1B 8L7
ph. 705.474.3450 x 4285
fax. 705.495.3677



Good afternoon,

Thank you for your most recent communication regarding the *RFP 21-001 - Equity Diversity and Inclusion Consulting Services* and sharing your concerns regarding the process and scope.

As mentioned in my letter dated February 11, the *RFP 21-001 - Equity Diversity and Inclusion Consulting Services* (Equity Audit) and the process by which it was created, was made public as required to comply with the Broader Public Sector (BPS) Procurement Directive issued by the Management Board of Cabinet on April 1, 2011, under the authority of the Broader Public Sector Accountability Act, 2010, and the [Nipissing University's Procurement Policy](#). In addition, the President's office sent out a communication internally to everyone on January 20, 2021 sharing an update on this initiative with a link to the RFP itself.

As there are many equity seeking groups across our campus community, we welcome all feedback and questions relating to the process of the Equity Audit from all groups. We currently have applied for grant funding to support the Equity Audit and subsequent recommendations and we have decided not to halt the current process at this time. Any delay or pause will directly impact our ability to formalize recommendations and next steps relating to Equity, Diversity and Inclusion at Nipissing.

As mentioned in the communication dated September 8, 2021, we would like to once again invite members of the CRP to meet with myself, Dr. Arja Vainio-Mattila, and the following members of the evaluation committee as appointed by the President:

- Jenny Mackie, Director, Human Resources
- Traci Malkowski, Human Resource Generalist
- Casey Phillips, AVP Students
- Cristin Christopher, Director, External Relations

To be clear, the role of the evaluation committee is to ensure that the required criteria is met as per BPS requirements, not direct the Equity Audit. Once the Equity Audit is awarded, the role of the successful consultant will be to direct consultations, strategy and formalized recommendations as a result of the audit.

The intention of meeting is to hear your concerns, and identify ways we may work alongside one another towards ensuring that all members of our campus community feel represented, welcome and heard.

If you are interested in this invitation, please let us know and we will work towards a date and time that works for everyone.

A handwritten signature in black ink, appearing to read 'Cheryl Sutton'.

Cheryl Sutton
President & Vice-Chancellor (Interim)

Office of the President

100 College Drive, Box 5002, North Bay, ON P1B 8L7
tel: (705) 474-3450, ext 4285 • fax: (705) 474-5878 • tty: (877)688-5507
internet: www.nipissingu.ca

CRP NU

Feb 26, 2021, 5:43
PM (7 days ago)

to me, Arja, Senate, Board, Tanya, NUFA, Hall, Ontario, Equity, Chaim

Will the President, Provost, and members of the Equity Audit evaluation committee, commit to meeting with members of the Caucus of Racialized Persons, on the record, to discuss concerns relating to the processes that informed the development of RFP 21-001, and grant funding to support the Equity Audit?

NOTE: This email is endorsed by a total of eleven (11) racialized staff & faculty members, some of whom participated in NU Conversations on "Inclusion in Higher Education: Part 1," and some of whom have since joined conversations facilitated by CRP.

CRP members retain the right to speak for themselves, as individuals, however they see fit; and CRP welcomes racialized staff & faculty members who did not participate in the initial conversation series, but who would like to contribute to our collective request for an independent Equity Audit & Action Plan at Nipissing University. CRP also supports the right of all groups to speak, if they choose to speak, on their own behalf and position.



Nipissing President <president@nipissingu.ca>

Mar 1, 2021, 2:34
PM (4 days ago)

to CRP, Arja, Senate, Board, Tanya, NUFA, Hall, Ontario, Equity, Chaim

Good afternoon.

Yes, we are available to meet and we will make it a priority.

I have cc'd Abby Blaszczyk and she will assist in facilitating a Doodle Poll.

Thank you,

Cheryl



CRP NU

Mar 3, 2021, 9:42
AM (2 days ago)

to Arja, Senate, Board, Tanya, NUFA, Hall, Ontario, Equity, Chaim, me

Excellent. The dates and times have been shared with CRP members, and we will confirm which date works for members in the coming days.

To confirm, in advance, the zoom meeting itself will be hosted by CRP and will be on the record (i.e. recorded).



Nipissing University Faculty Association

100 College Drive, Office A244, North Bay, Ontario, P1B 8L7
(705) 474-3450 ext. 4499

nufaoffice@gmail.com
www.nufa.ca

March 1, 2021

Office of the President
Nipissing University
100 College Drive
North Bay, Ontario P1B 8L7

Dear Cheryl,

I am writing to support the Caucus of Racialized Persons' (CRP) call to halt the procurement process for Request for Proposals (RFP) 21-001.

I am also writing to offer my support to assist in opening up more dialogue to ensure we move forward on this important project together. As the Faculty Association President, I believe it is a serious concern when the marginalized members for whom this process was created express doubt in its legitimacy. I do not wish to speak for the CRP, or insert myself into the process in any artificial way. Instead, I offer myself and the NUFA Executive in whatever capacity may be needed to begin the very important and much needed Equity, Diversity and Inclusion (EDI) work here at Nipissing University.

Sincerely,

A handwritten signature in black ink, appearing to read "Nathan Kozuskanich". The signature is fluid and cursive, with a long horizontal stroke at the end.

Nathan Kozuskanich
President

cc. Dr. Arja Vainio-Mattila, Nipissing University Board of Governors, Nipissing University Senate, NUICE, OPSEU Local 608, NUSU, Equity Centre, Caucus of Racialized Persons