

NIPISSING UNIVERSITY BOARD OF GOVERNORS MEETING

May 6, 2021

OPEN SESSION

5:30 P.M. – Zoom Remote Conferencing

Observer Attendance: Email governors@nipissingu.ca before 12:00 p.m. on May 6, 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 (such as today's Zoom connection) may be used. Disseminating any information during the meeting is prohibited.

4. Consent Agenda

i. For Adoption

(a) Minutes of the March 11, 2021, Board of Governors Meeting (Open Session)

ii. For Information Only

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

1. University Governance Committee – Minutes from April 12, 2021;
2. Audit & Finance Committee – Minutes from April 12, 2021;
3. Community Relations Committee – Minutes from April 12, 2021;
4. Fundraising Committee – Minutes from April 12, 2021;
5. Plant & Property Committee – Minutes from April 12, 2021.

(b) Reports from Other Committees/Bodies:

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

Resolution: *That the items included “for adoption” on the May 6, 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 May 6, 2021, Open Session regular agenda as circulated.*

6. Chair’s Remarks

7. Chancellor’s Remarks

8. President’s Remarks

9. Presentation

- *Dr. Jim McAuliffe, Dean, Graduate Studies & Research*

10. Vice-President’s Remarks

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

11. Board Committee Reports

- **University Governance Committee** – *Stuart Kidd, Committee Chair/Marianne Berube, Chair*

Election of Board Officers

Resolution: *That the Board of Governors accept the recommendation of the University Governance Committee to appoint Marianne Berube to the position of Board Chair for a one-year period effective July 1, 2021.*

Resolution: *That the Board of Governors accept the recommendation of the University Governance Committee to appoint Stuart Kidd to the position of Board Vice-Chair for a one-year period effective July 1, 2021.*

Resolution: *That the Board of Governors accept the recommendation of the University Governance Committee to appoint David Smits to the position of Board Vice-Chair Pro Tem for a one-year period effective July 1, 2021.*

- **Audit & Finance Committee** – *Dave Smits, Committee Chair*

Resolution: *That the Board of Governors accepts the recommendation of the Audit and Finance Committee to approve the 2021/22 Nipissing University Ancillary Fees as presented.*

Resolution: *That the Board of Governors accepts the recommendation of the Audit and Finance Committee to approve the 2021/22 Nipissing University Student Union Ancillary Fees as presented.*

Resolution: *That the Board of Governors accepts the recommendation of the Audit and Finance Committee to appoint KPMG as auditors for the 2020-21 year-end.*

- **Executive Committee** – *Marianne Berube, Committee Chair*

Resolution: *That the Board of Governors accepts the recommendation of the Executive Committee to approve the revisions to the Annual Review of the President’s Achievement of Goals and Priorities Policy as presented.*

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

12. Board Representatives on Other Committees/Bodies

- Nipissing University Student Union
- Academic Senate
- Joint Committee of the Board and Senate on Governance

13. Correspondence Received

- Caucus of Racialized People (CRP)

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

March 11, 2021

The Open Session of the regular Board of Governors meeting was held on Thursday, March 11, 2021, at 5:30 p.m. via Zoom Remote Conferencing.

Members Present: Marianne Berube, Board Chair
Johanne Brousseau
Patti Carr
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
Cheryl Sutton
Stephen Tedesco
Rick Vanderlee
Kathy Wilcox

Regrets: Paul Cook
Lisa Snider

Invited Guests: Arja Vainio-Mattila
Casey Phillips
Pavlina Radia
John Nadeau
Renee Hacquard
Cristin Christopher
Maggie Daniel
Christine Dowdall (University Secretary)

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 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 open 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. Nipissing University Alumni Advisory Board (NUAAB).

Resolution 2021-03-01: ***That the items included "for adoption" on the March 11, 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 Patti Carr; seconded by Stuart Kidd.
Carried.*

A Board member asked some clarification questions regarding the Fundraising Committee report.

5. Adoption of the Regular Agenda

Resolution 2021-03-02: ***That the Board of Governors adopt the March 11, 2021, Open Session regular agenda as circulated.***

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

6. Chair's Remarks

The Chair reserved her remarks for discussion under agenda item 11.

7. Chancellor's Remarks

No Report.

8. President's Remarks

Following an announcement from Prime Minister Trudeau declaring March 11th a National Day of Observance for those who lost their lives to COVID-19, the President (Interim) reflected on the ways Nipissing University has come together to overcome the obstacles associated with the pandemic. These included a quick shift to a work-from-home/online teaching environment, the creation of the Student Emergency Fund which to date has assisted over 280 students, and a significant donation of PPE to our local front line workers. Discussions are ongoing regarding offering our community space for mass vaccine clinics as well as having our nursing students assist with vaccinations.

The President (Interim) highlighted a number of recent events, including the successful McConnell dialogues on 'Building Back Better' from COVID-19, and a recent University-wide virtual town hall that saw approximately 275 employees in attendance. It was also reported that the budget review for 2021-2022 is ongoing.

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 and Science

Dr. Radia provided an in-depth presentation highlighting the vision, principles and priorities of the Arts & Science Faculty, which offers 28 majors and 29 minors. She spoke to the challenges and opportunities of the Faculty and highlighted a number of community engagement partnerships that are ongoing, including with the City of North Bay and Nipissing First Nation.

10. Vice-Presidents' Remarks

The Provost and Vice-President, Academic & Research (PVPAR) reported that Nipissing University has just received notification from the College of Nurses of Ontario that Nipissing's nursing graduates are eligible to apply to become practicing nurses in Ontario through to 2027.

The Provost reported on several items, including the disappointing news that the University was not successful in the EDI grant application process. She highlighted a number of recent and upcoming funding announcements that include the anticipated announcement concerning micro-credentials, and

she extended congratulations to faculty members Dr. Odwa Atari and Dr. Hilary Earl, to Registrar Debra lafrate, and to graduate student Jenna White on recent award/fellowship announcements.

Responding to a number of clarifying questions regarding micro-credentials, the Provost explained that further information is expected from the Ministry of Colleges and Universities in the coming months that will assist in defining how micro-credentials will be utilized at Nipissing University.

The PVPAR presented the annual tenure and promotion report. The list of recipients for this year is as follows:

Tenure

- Dr. Reade Davis

Promotion to Associate Professor

- Dr. Louela Manankil-Rankin

Promotion to Full Professor

- Dr. Jamie Murton
- Dr. Nathan Kozuskanich
- Dr. Rosemary Nagy
- Dr. Justin Carré
- Dr. Kathy Mantas
- Dr. Lorraine Frost
- Dr. Glenda Black
- Dr. Kristen Ferguson

The Assistant Vice-President, Students (AVPS) highlighted the Dave Marshall Leadership Awards that are taking place on March 17, 2021. This event will recognize 25 Nipissing University student leaders for their outstanding contributions to their academic program, to the campus, or to the greater community. An email invitation will follow for all Board members to attend the virtual ceremony.

11. Board Committee Reports

- **Executive Committee**

The Board Chair reminded members of the discussion that took place at the special Board meeting held on February 18, 2021. She reiterated the importance of University sustainability and reminded Board members of the cash flow data presented at the February 18 meeting. She welcomed questions and comments pertaining to the resolution that will be put before the Board this evening.

A lengthy discussion followed. A number of Board members raised concerns about the reasoning and timing of the resolution, and some members called for a detailed plan for revenue generation streams. The Board Chair noted that the resolution is a statement of direction for the President and the Executive Team, and a detailed plan will follow. Dialogue continued and included such specific

topics as the financial insolvency situation at Laurentian University and the importance of reviewing the current structures of the University in addition to revenue generation.

The Board Chair reported that a number of emails were received prior to the Board meeting from members and supporters of the OPSEU Local 608. The email campaign spoke to concerns about directing the administration to balance the budget and referred to “spending cuts”. The Board Chair restated that the resolution under consideration does not direct cuts but instead directs the University to work towards a balanced budget. She repeated that it is the fiduciary duty of the Board of Governors to do so.

Following the discussion, the resolution was brought forward and a secret ballot vote was held:

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

Moved by Dave Smits; seconded by Judy Koziol.

In Favour: 14

Opposed: 2

Abstentions: 4

Carried.

- **University Governance Committee**

The Committee Chair briefly spoke to the merging of the Harassment and Discrimination Policy and the Respectful Workplace and Harassment Prevention Policy into the new Respectful Workplace & Learning Environments Policy. He noted that significant discussion on this draft policy was held at the committee level, and the following resolution was brought forward:

Resolution 2021-03-04: ***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.***

Moved by Stuart Kidd; seconded by Judy Smith.

Carried.

The Committee Chair highlighted the revisions made to the Board Appointment Policy. A minor language modification was recommended and accepted, and the following resolution was made:

Resolution 2021-03-05: ***That the Board of Governors accepts the recommendation of the University Governance Committee to revise the Board Appointment Policy as amended.***

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

The Committee Chair highlighted the draft changes made to the Board Communication Protocol. It was suggested that the language reminding Board members that all proceedings held in closed session are confidential was redundant since that language already exists in the General Bylaws; as a result, it was agreed that the added sentence will be removed. The following resolution was presented:

Resolution 2021-03-06: ***That the Board of Governors accepts the recommendation of the University Governance Committee to revise the Board Communication Policy as amended.***

*Moved by Stuart Kidd; seconded by John D'Agostino.
Carried.*

12. Board Representatives on Other Committees/Bodies

Nipissing University Student Union

The President of NUSU spoke to the successful election of the new Executive team. Beginning May 1, 2021, the following individuals will make up NUSU's Executive Committee: Joseph (Joe) McIntosh (President); Joseph Gagnier (VP Finance); Sarah Pecoskie-Schweir (VP Advocacy); and Keagan Leger (VP Student Life).

She also thanked faculty, staff and alumni for their generous support of the student foodbank throughout the year.

Academic Senate

Bobby Ray congratulated the graduands who were approved at the two recent meetings of the Senate. Additionally, he congratulated the recipients of tenure and promotion listed above.

13. Correspondence Received

The President (Interim) spoke to the correspondence from the Caucus of Racialized People (CRP) and the related timeline that were included with the Board agenda. She explained that the University does not have the expertise or the resources to perform an in-house EDI audit; therefore, it was decided to seek external assistance, and the RFP process was initiated. Following the communications between the CRP and the senior executive team, the RFP process was paused until the two groups have the opportunity to meet.

As reported under agenda item #11, several emails were received as a result of an OPSEU-led email campaign.

14. Question Period

A request was put forward by a Board member to review the Board's voting practices with consideration given to adding language to the Bylaws that would possibly include roll call votes. The Board Chair stated that the University Governance Committee will be tasked with reviewing that request.

15. Other Business

The Director, External Relations provided a response to questions that were raised at the beginning of the meeting regarding the institution's fundraising efforts. A Board member requested that regular reports be provided to the full Board in relation to how much money is being raised.

16. Next Meeting/Adjournment

The next full Committee Day is scheduled for Monday, April 12, 2021.

The next meeting of the Board is Thursday, May 6, 2021.

Resolution 2021-03-07: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

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

Open session adjourned at 7:20 p.m.

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

Board Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

UNIVERSITY GOVERNANCE COMMITTEE MEETING

OPEN SESSION

April 12, 2021

The Governance Committee met on Monday, April 12, 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
Shannon MacCarthy (Student Observer – non-voting)
Christine Dowdall (University Secretary – non-voting)

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

Guests: Casey Phillips, AVP Students
Renee Hacquard, AVP, Finance & Infrastructure (Interim)

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. A call for conflicts of interest was made; there were no such declarations.

2. Board Recruitment: Term Completions/Vacancies

The University Secretary reviewed the vacancies on the Board, including two (2) LGIC appointments, and upcoming term completions. It was announced that Ryan Hehn's term as the support staff representative will be completed on June 30. Following a call for nominations, Veronica Afonso was acclaimed to replace Ryan as the support staff representative effective July 1, 2021.

A discussion concerning the recruitment of external Board members followed. The importance of building a roster for open and upcoming vacancies was noted, and it was suggested that a permanent 'Call for Nominations' page could be linked to the Board of Governors webpage. Members were in agreement and

the webpage will be revised to include an open call for expressions of interest. In response to a question regarding whether or not the Board actively searches out members based on areas of expertise that are currently lacking, it was noted that a Skills Matrix will be circulated to all Board members to complete at the annual meeting in May. It is expected the Skills Matrix will identify areas where there may be gaps in skills/knowledge with the current membership.

3. Board of Governors Voting Methods

Following a request brought forward at the March 11, 2021, open Board meeting, the University Governance Committee was asked to review the Board's voting practices with particular consideration given to the potential for adding language that might include roll call votes. Following a review of best practices across the university sector, it was determined that it is not common practice for universities to utilize the roll call voting method. Committee members were in agreement that Nipissing University continue to follow best practices in this regard.

The Board Secretary was asked to draft language for the committee's consideration at its next meeting that makes it clear the Board's General Bylaws take precedence over any specifics that may be found in Robert's Rules or in any similar parliamentary authority. Once the committee reviews and approves the additional language, it will go to the full Board for a final vote.

4. Annual Board Evaluation Exercise: Preliminary Discussion

Over the past several years, various styles of surveys were undertaken with regard to the annual Board evaluation process. After several years using a very detailed questionnaire that repeatedly resulted in a low response rate, a more simplified version was used in an attempt to encourage more participation. Most recently, an open-ended evaluation form was utilized in 2020. Unfortunately, participation in all these formats has been generally low.

The committee brainstormed a number of alternate methods for the annual Board evaluation. Suggestions included regular verbal or written evaluations at the end of each Board meeting and designated meeting monitors. It was also agreed that the University Secretary and the President (Interim) will investigate the possibility of seeking external assistance in this matter. However, due to time constraints, it was agreed that for this year, the open-ended format will be utilized.

5. Other Business

There was no further business.

The meeting moved into a closed session at 9:52 a.m.

Recording Secretary

Chair of University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

April 12, 2021

The Audit and Finance Committee met on Monday, April, 12 2021, at 10:30 a.m. via Zoom remote conferencing.

Members Present: Dave Smits, Committee Chair
Marianne Berube
Patti Carr
John D'Agostino
Stuart Kidd
Hannah Mackie
Cheryl Sutton
Shannon MacCarthy (Student Observer – non-voting)
Christine Dowdall (University Secretary – non-voting)

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

Guests: Renée Hacquard, AVP, Finance & Infrastructure (Interim)
Casey Phillips, AVP Students
Heather Hersemeyer, Director, Technology Services
Connor Glassco, PH&N
Leila Fiouzi, PH&N
Fran Couchie

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

1. Welcoming Remarks/Calls for Conflicts of Interest

The meeting was called to order at 10:36 a.m. The committee chair called for any conflicts of interest; no such declarations were made.

2. Budget Update

Work continues on the 2021-22 budget, and it is expected a draft will be distributed prior to the May meeting of the Audit & Finance Committee. The draft budget will include both revenue generation and cost containment plans. These plans will include a focus on such things as strategic

enrollment management, conference services, fundraising, athletics, occupancy costs and internationalization.

3. Year-to-Date Results Review

The year-to-date financials as of February 28 were reviewed. When comparing actual year-to-date to budget, most variances are tracking as expected. The AVP, Finance & Infrastructure highlighted a number of areas from the report, including slightly lower revenues when compared to last year due in part to the one-time Tuition Sustainability Grant that was received last year as well as decreases in other revenues due to the COVID-19 pandemic. The significant decreases in expenses due to savings in travel, hospitality, supplies, etc. were also highlighted.

4. Projections

With less than three weeks remaining to the fiscal year-end, the University is projecting a year-end deficit in the operating fund that will be better than the optimistic scenario presented in February. Projected revenues are lower than expected as a portion of the \$2.9 million COVID-19 relief funding that was received will be allocated to the next fiscal year. Projected expenses are also lower than previously projected. Due to the extended lockdown, some anticipated costs have not yet occurred and will be delayed to the next fiscal year.

In response to a question regarding conditions that may be tied to the COVID-19 relief funding, the AVP noted that there were a number of specific conditions listed on the transfer payment agreement (TPA). The funding is to be allocated to student supports, direct support for online learning and space modifications.

5. PH&N Investment Update

Representatives from PH&N Investment Counsel provided an update on Nipissing University's investments and spoke about how the global economy is performing one-year into the COVID-19 pandemic. The PH&N presentation is appended to the PDF version of these minutes.

A committee member questioned whether the University's conservative, low volatility strategy for capital preservation was common across the sector. It was noted that Nipissing University is the most conservative PSE institution managed by PH&N. The President (Interim) spoke to a significant loss in the operating fund investments several years ago which prompted a revaluation of our risk tolerance at the time.

6. Ancillary Fund Report

The Assistant Vice-President, Students reviewed the Ancillary Fund Protocol, including the differences between essential and non-essential ancillary fees. Both the Nipissing University and the Nipissing University Student Union ancillary fees for 2021-22, as recommended by the Nipissing University Compulsory Ancillary Fees (NUCAF) Committee, were presented. The AVP, Students spoke to the proposed increases to specific fees including the athletic complex fee and student

learning and transition support fee, as well as the creation of new initiatives, E-Sports and Arts and Culture.

In response to a question concerning the increase to the fees for the student health plan, it was noted that while the increase is fairly significant, it is expected to be a one-time increase that should not be repeated. It was also noted that the health plan is highly utilized by students.

Following discussion and a number of clarifying questions, the following motions were brought forward:

Motion: That the Audit and Finance Committee recommend to the Board of Governors that the 2021/22 Nipissing University Ancillary Fees be approved as presented.

*Moved by Stuart Kidd; seconded by Hannah Mackie.
Carried.*

Motion: That the Audit and Finance Committee recommend to the Board of Governors that the 2021/22 Nipissing University Student Union Ancillary Fees be approved as presented.

*Moved by Hannah Mackie; seconded by Marianne Berube.
Carried.*

7. Cyber Security Report

The Director, Technology Services provided a report on the ongoing work that is being done to assist the University in its efforts to mitigate the risk of cyber-attacks. The report covered seven areas of focus: cloud-based backup and restore capabilities; EDR malware defense solution; patch management; administrative system and account management; network segmentation; ORION's cybersecurity awareness training solution; and multi-factor authentication.

In response to a question, the Director estimated that the entire University community could be back up and running in as little as one day's time should "the worst case scenario" occur.

8. Appointment of the Auditor for 2020/21 Year-End

The University is currently in the first of two possible contract extensions with KPMG. It is expected that the annual audit will begin in July. The following motion was presented:

Motion: That the Audit & Finance Committee recommends the Board of Governors appoint KPMG as auditors for the 2020-21 year-end.

*Moved by Patti Carr; seconded by Stuart Kidd.
Carried.*

9. Other Business

There was no further business.

The meeting adjourned at 11:42 p.m.

Recording Secretary

Committee Chair

Executive summary



SPRING 2021

Eric Savoie, MBA, CFA

Investment Strategist
RBC Global Asset Management Inc.

Daniel E. Chornous, CFA

Chief Investment Officer
RBC Global Asset Management Inc.

The pandemic is entering a new phase with vaccines at hand, case counts in decline and businesses gradually resuming normal operations. Bond yields have surged, stocks have climbed to records and a variety of market signals suggest that economies are on the cusp of a strong recovery.

Virus retreats, economic outlook improves

After a difficult few months, the virus situation has improved significantly across the world's major nations. The number of new infections has plunged in just a few months and global transmission rates have fallen to their lowest level since the pandemic began. Tightened restrictions, vaccinations and seasonal factors have all contributed to curbing the spread of the virus. Containing COVID-19 has been critical to the economic recovery, which is now underway and has much more room to grow supported by significant monetary and fiscal stimulus. In fact, the economy has been incredibly resilient for most of the pandemic and the damage from the second wave of the virus was milder than expected. We look for a significant rebound in economic growth this year, with most economies achieving pre-pandemic levels of output sometime this year or next. Our economic forecasts were mostly upgraded from last quarter and remain above the consensus.

Outlook is less clear with many variables at play

Although our base case scenario is quite constructive, a number of moving parts make the growth outlook less clear than usual. Some of the risks include the unprecedented nature of the pandemic, uncertainties related to the distribution of vaccines and their efficacy against new variants, and the possibility of another virus wave.

Uncertainties also exist around the potential for inflation and amount of additional fiscal stimulus on the horizon. Our assessment is that these risks are roughly balanced in terms of their ability to turn out better or worse than expected. The vaccine and the virus represent greater downside risks, but the reverse is true regarding fiscal support.

Inflation concerns mount but upward price pressures are limited

The combination of significant ease in monetary policy, central banks' willingness to accept faster inflation, historically high sovereign-debt loads and a push for local production of medical supplies has investors concerned that inflation could run too hot. Prices are indeed rising, albeit off a low base, and we should recognize that inflation expectations remain in line with levels of the past decade. Expectations in previous crises that significant growth in the money supply would lead to inflation haven't materialized because increases in the supply of money have ended up in savings or been returned to banks as excess reserves. It's also worth keeping in mind that demographics and sector effects related to technology, health care and education are putting downward pressure on inflation. Our view is that the underlying inflation trend will move higher but that it will remain at low levels relative to history.

Expecting further U.S. dollar weakness amid tailwinds for cyclical currencies

The U.S.-dollar bear market is still in its early stages and longer-term factors point to further declines. The recent rise in U.S. bond yields has given the greenback a short-term boost, offering investors a more attractive opportunity to sell the dollar. An environment of stronger global economic growth and higher commodity prices is supportive for cyclical currencies. We expect emerging-market currencies to outperform their developed-market peers and think that the Canadian dollar can outperform among its G10 counterparts.

Bond yields surged, valuation risk recedes

Longer-term bond yields have surged as investors' expectations of faster inflation and better economic growth are offsetting the impact of central-bank efforts to hold rates down. The U.S. 10-year Treasury yield rose roughly 50 basis points over the past quarter, moving above 1.50% for the first time since the pandemic. Part of the increase was due to real, or after-inflation, interest rates rising from unsustainably low levels. We think real rates could rise even higher but structural changes related to demographics, an increased preference for saving versus spending and the maturing of emerging markets will ultimately limit how high they can go. Moreover, the recent surge in global yields has dampened the acute valuation risk that existed in the bond market and we think that bond prices could find near-term support at current levels.

Stocks rise to record levels led by economically sensitive segments

Global equities rose to new highs as the pace of COVID-19 vaccinations progressed, virus counts declined and earnings exceeded expectations. The S&P 500 Index gained

5.6% in the past quarter and has climbed to more than one standard deviation above fair value. We recognize there is froth in some areas of the market and that valuations are elevated, but our modelling suggests the possibility that price-to-earnings ratios could rise even further as fears of the crisis fade and interest rates return to normal levels. While U.S. large-cap technology and momentum stocks are expensive, equity markets in Canada, the U.K., Europe and Japan remain below their fair values and offer compelling upside. Furthermore, the economic recovery has stoked a rotation out of traditional U.S. large-cap leadership into other more economically sensitive areas of the market, driving rallies in small- and mid-cap stocks, financials and industrials, and value stocks overall.

Asset Mix – maintaining overweight in stocks, underweight in bonds

In our base case scenario, the economy enjoys a powerful rebound in 2021 as virus threats fade and normalcy draws closer. We've seen a substantial jump in fixed-income yields, and, for the first time since early 2020, we now expect slightly positive returns for sovereign bonds over the year ahead. Given the expectation of a solid cyclical recovery in economic growth and corporate profits, we believe a bias toward risk taking remains appropriate. Although the advantage of stocks over bonds has diminished somewhat as a result of rising yields, equities continue to offer an attractive risk premium versus fixed income. As a result, we are maintaining our overweight position in stocks and underweight in bonds. For a balanced, global investor, we currently recommend an asset mix of 64.5 percent equities (strategic neutral position: 60 percent) and 34.5 percent fixed income (strategic neutral position: 38 percent), with the balance in cash.

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Publication date: March 15, 2021

BOARD REPORT
As at 03/24/2021
For the period ended 02/28/2021

	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	\$ 29,476,717	\$ 35,655,369	\$ (6,178,652)	83%	1	\$ 31,173,572	\$ 37,301,609	84%	\$ (1,696,856)	-5%	1
Student Fees - Tuition	\$ 26,804,579	\$ 29,409,835	\$ (2,605,256)	91%	2	\$ 25,986,387	\$ 27,741,324	94%	\$ 818,192	3%	2
Student Fees - Other	\$ 2,818,434	\$ 2,805,862	\$ 12,572	100%	3	\$ 2,615,655	\$ 2,355,450	111%	\$ 202,779	8%	3
Other	\$ 626,075	\$ 1,993,252	\$ (1,367,177)	31%	4	\$ 1,165,026	\$ 1,995,621	58%	\$ (538,951)	-46%	4
Investment Income	\$ 57,394	\$ 190,000	\$ (132,606)	30%	5	\$ 203,463	\$ 230,000	88%	\$ (146,069)	-72%	5
Donations	\$ 2,000	\$ 100,000	\$ (98,000)	2%	6	\$ 42,819	\$ 39,000	110%	\$ (40,819)	0%	
Revenue Total	\$ 59,785,198	\$ 70,154,318	\$ (10,369,120)	85%		\$ 61,186,922	\$ 69,663,004	88%	\$ (1,401,724)	-2%	
Expenses											
Salaries and Benefits	\$ 43,084,759	\$ 55,400,290	\$ (12,315,531)	78%	7	\$ 44,600,348	\$ 54,801,488	81%	\$ (1,515,588)	-3%	6
Operating	\$ 6,228,668	\$ 9,611,933	\$ (3,383,265)	65%	8	\$ 7,891,604	\$ 10,200,309	77%	\$ (1,662,936)	-21%	7
Scholarships and Bursaries	\$ 3,483,678	\$ 3,788,400	\$ (304,722)	92%	1	\$ 4,051,603	\$ 3,808,400	106%	\$ (567,925)	-14%	8
Occupancy Costs	\$ 2,649,463	\$ 4,090,850	\$ (1,441,387)	65%	9	\$ 2,536,421	\$ 4,240,775	60%	\$ 113,041	4%	9
Principal and Interest on Long Term Debt	\$ 838,177	\$ 1,005,940	\$ (167,763)	83%	1	\$ 835,526	\$ 1,005,940	83%	\$ 2,651	0%	
Expenses Total	\$ 56,284,746	\$ 73,897,413	\$ (17,612,667)	76%		\$ 59,915,502	\$ 74,056,912	81%	\$ (3,630,757)	-6%	
Surplus (Deficit) Before Undernoted	\$ 3,500,453	\$ (3,743,095)	\$ 7,243,548	-94%		\$ 1,271,420	\$ (4,393,908)	-29%	\$ 2,229,033	175%	
Transfers											
Transfers to (from) other funds	\$ 172,754	\$ (1,730,000)	\$ 1,902,754	-10%	10	\$ (1,522,081)	\$ (1,892,903)	80%	\$ 1,694,836	-111%	
Transfers to (from) Internally Restricted	\$ 453,112	\$ 500,500	\$ (47,388)	91%	11	\$ 507,334	\$ 469,150	108%	\$ (54,222)	-11%	
Transfers Total	\$ 625,866	\$ (1,229,500)	\$ 1,855,366	-51%		\$ (1,014,747)	\$ (1,423,753)	71%	\$ 1,640,614	-162%	
Total	\$ 2,874,586	\$ (2,513,595)	\$ 5,388,181	-114%		\$ 2,286,167	\$ (2,970,155)	-77%	\$ 588,419	26%	

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 slightly higher than budget due to increased ancillary fees.
- 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) Timing difference - transfer from Scholarship Fund to occur in April.
- 7) In year savings due to delay in posting positions, reduction in Part Time budgets, lower student wages.
- 8) Savings in this line due to Covid (ex: travel, meals & hospitality, supplies)
- 9) Savings in utility costs
- 10) 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
- 11) Tracking as expected

Variance explanations: Actual YTD compared to prior year

- 1) Net decrease due to timing of grant revenue received. Last year had received Tuition sustainability grant of \$3M
- 2) Higher enrolment than previous year. 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) Entrance scholarships are 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

April 12, 2021

The Community Relations Committee of the Board of Governors met on Monday, April 12, 2021 at 1:34 p.m. via Zoom.

Members Present: Patti Carr, Committee Chair
Johanne Brousseau
Fran Couchie
Ryan Hehn
Denyse Lafrance Horning
Hannah Mackie
Bobby Ray
Lisa Snider
Cheryl Sutton
Kathy Wilcox
Mykayla King (Student Observer - non-voting)
Christine Dowdall (University Secretary – non-voting)

Regrets: Paul Cook
Marianne Berube
Arja Vainio-Mattila (Provost – non-voting)

Guests: Cristin Christopher, Director, External Relations
Casey Phillips, AVP, Students
Renee Hacquard, AVP, Finance & Infrastructure
Abby Blaszczyk, Executive Assistant – Office of the President

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

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

The meeting was called to order at 1:34 pm. The Committee Chair called for any conflicts of interest; no such conflicts were declared.

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

- *McConnell Dialogues*

The Director, External Relations spoke to Nipissing University's partnership with the McConnell Foundation to facilitate a community dialogue about ways the University can assist the community in

“building back better”. The Director outlined the impacts and outcomes of the discussions which focused on three main topics: economic impact, social and cultural impact, and environmental impact. There were 20 attendees comprised of University donors, alumni and community members.

- *Advertising Awareness Campaign*

The University has launched an Advertising Awareness Campaign centered on new billboard advertisements in the North Bay area. The goal is to increase awareness of Nipissing University for local students as an option for their post-secondary education, and the targeted audience includes high school students, students from other universities who are residing at home during the pandemic, and mature students.

There are also a number of digital tools being utilized including targeted advertisements on BayToday.ca, updated profile information and photos on the University’s social media accounts, and more organic social media posts.

The campaign will be measured with relevant engagement data, listener reporting and social media engagement data.

- *Research Month*

Another successful Research Month was held in March. The annual event celebrated the impact of Nipissing’s research locally, nationally and internationally through a series of events. It included highlighting videos and faculty research profiles. A few activities are still to take place, including the Three Minute Thesis (3MT) competition scheduled for May 6.

3. Other Business

There was a question asking about the correspondence between the Caucus of Racialized People (CRP) and the University. The President acknowledged the ongoing communications with the CRP, stating that the University continues to work towards finding a mutually agreeable forum/space where a conversation with the group can be held.

The meeting was adjourned at 2:16 p.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

FUNDRAISING COMMITTEE MEETING

OPEN SESSION

February 8, 2021

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

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

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

Guests: Cristin Christopher, Director, External Relations
Casey Phillips, AVP, Students
Renee Hacquard, AVP, Finance & Infrastructure
Abby Blaszczyk, Executive Assistant, Office of the President

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 2:31 p.m. The Committee Chair called for any conflicts of interests; no such conflicts were declared. Committee members were reminded that there is still time left in this fiscal year to participate in the Annual Board Giving campaign. Board members are encouraged to donate to Nipissing University and to support an initiative of their choosing.

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

- *Learning Session – Current & Prospective Donor Research, Fundraising Ethics*

The Director, External Relations spoke to the importance of research for a successful fundraising campaign, explaining that good research provides a solid foundation for everything that follows. She also highlighted the importance of fundraising ethics which make philanthropy and fundraising possible. She stated that an organization's ability to successfully fundraise is dependent upon the confidence and trust direct stakeholders and the general public have in it.

The Director highlighted two documents that are accepted by fundraising professionals as guidelines for ethical behavior: *The Donor Bill of Rights* and the *AFP Code of Ethical Standards*. The *Donor Bill of Rights* outlines what donors have the right to expect from the charitable organizations to which they contribute, while the *AFP Code of Ethical Standards* was developed to ensure the continuing integrity of the fundraising profession as a whole.

Following the Director's presentation, a short poll was conducted with questions and answers related to the information shared in the presentation.

- *Fundraising financial report*

The Director, External Relations provided an overview of the Fundraising Financial Report. It was noted that there has been a shift in donor engagement this year as seen in the decrease in donations to athletics as a result of the cancellation of athletic activities. There have been increases in donations towards student awards and scholarships, as well as bequests and discussions with donors for planned gifts.

- *Donor social update*

The annual Donor Social was held virtually again this year. It was an opportunity for donors to meet the student recipients of their respective awards. In total, there were 29 donors who met their student recipient one-on-one over scheduled Zoom calls. Of the 200 eligible student award recipients, 145 submitted a donor thank you letter – the highest engagement this initiative has seen from students.

- *Alumni update*

The NU Café has been active with events over the past few months including the launch of a Book Club and a Keynote Event for International's Women's Day. The Nipissing University Alumni Advisory Board (NUAAB) issued their annual call for board membership and are currently reviewing the submissions.

- *Campaign update*

The Campaign Steering Committee has met three times in the past year with another meeting scheduled for the end of April. The Campaign Steering Committee is acting as an advisory committee to the President and is not operating as a financial oversight group.

To address a question about the McGill Day of Giving, the Director, External Relations reviewed McGill University's advancement structure and programming and the specific campaign that started in 2013, McGill 24.

Nipissing is currently in the silent phase of the University's Comprehensive Fundraising Campaign. This phase includes the cultivating of relationships with major donors over a period of time and the onboarding of the Campaign Steering Committee members. As the campaign moves forward, the Campaign Steering Committee will be able to provide support and guidance to the Advancement Office by identifying and opening doors with potential donors.

3. Other Business

No other business.

The meeting was adjourned at 3:10 p.m.

Recording Secretary
Chair

Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

PLANT & PROPERTY COMMITTEE MEETING

OPEN SESSION

April 12, 2021

The Plant & Property Committee met on Monday, April 12, 2021, at 3:30 p.m. via Zoom remote conferencing.

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

Regrets: Paul Cook
Marianne Berube
Arja Vainio-Mattila (non-voting)

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

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

1. Welcome/Call for Conflicts of Interest

The Committee Chair called the meeting to order at 3:32 p.m. She called for conflicts of interest regarding any of the agenda items; no such declarations were made.

2. Capital & Construction Update

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

- **Student Centre**

The Director announced that current change orders for the Student Centre building project sit at 65 representing a 3.62% increase to the original contract amount. With the project contingency fund and cash allowances, the project is still within budget.

A committee member questioned whether concerns about foot traffic between the main campus and the Student Centre had been addressed. The Director of Facilities spoke to a number of proposals that are being looked at, including the expansion of existing foot paths on the west-side of College Drive, the addition of more cross walks, additional signage, etc. While the University will continue to advocate for additional infrastructure in this regard, the Director noted that road crossings and sidewalks fall within the jurisdiction of the City of North Bay.

- **Project List**

The Director spoke to the immediate projects list, including COVID-19 related projects, the campus transformer replacement and the A-wing roofing repairs.

- **FRP Funding**

The Director reviewed the projects submitted for the 2020-21 Facilities Renewal Program. The Committee discussed the importance of energy savings both at Nipissing University and Canadore College, given the shared campus.

In response to a question about whether or not utilizing the inner courtyard as an outdoor classroom has been considered, the Director noted the courtyard was indeed identified as a preferred location and conversations continue, particularly around accessibility requirements.

3. Other Business

There was no further business.

The meeting adjourned at 3:59 p.m.

Recording Secretary

Committee Chair

NIPISSING

U N I V E R S I T Y



Plant and Property - April 2021

Plant and Property Committee Meeting

Capital and Construction

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



Student Centre Construction

NUSU Student Centre

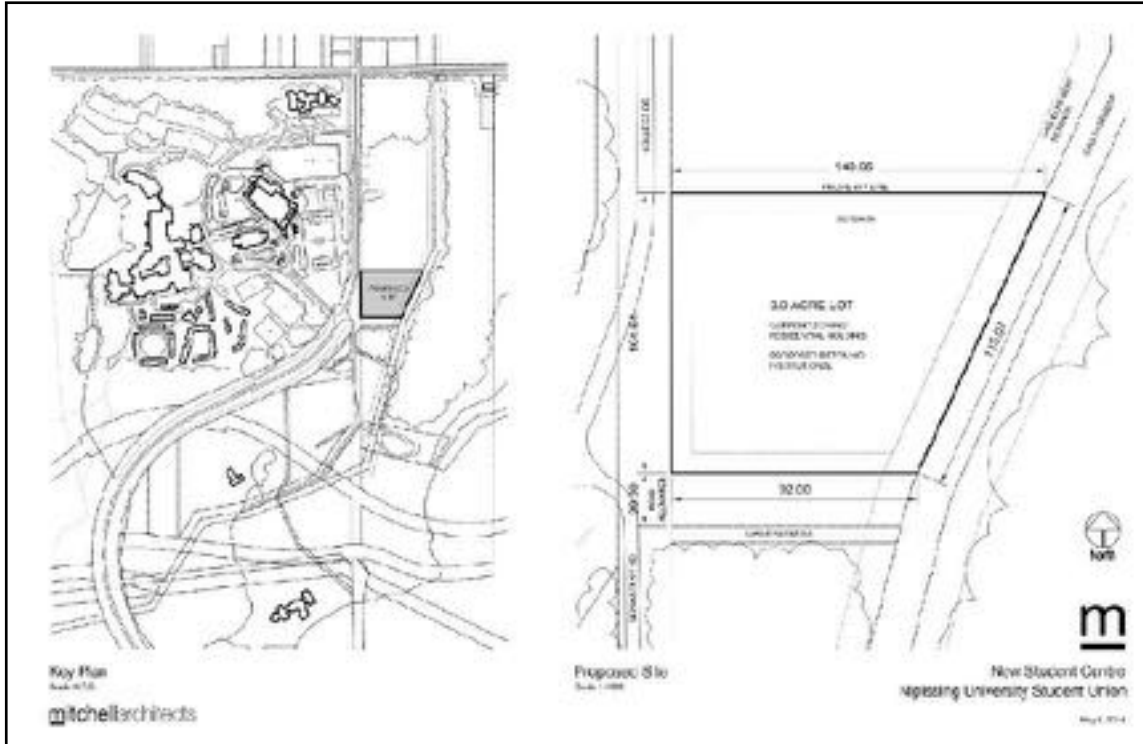
Project Description:

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



Student Centre Construction

Project Status Update

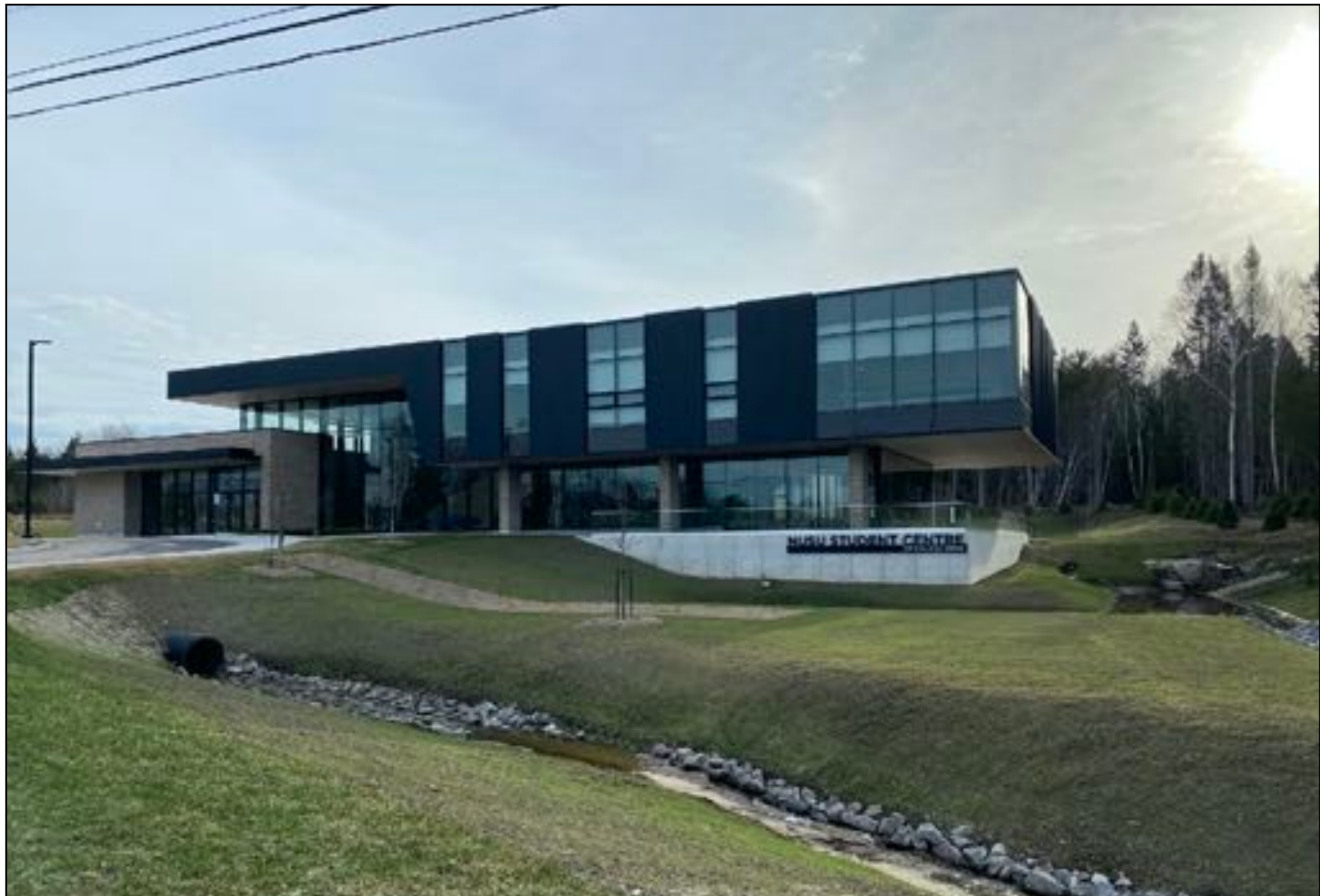


- Architect: Mitchell Jensen Architects
- Contractor: Kenalex Development LTD
- Funds: Construction contract awarded at \$13,780,620
 - There are currently 65 change orders approved representing a 3.62% increase to the contract amount (only 1.55% with donations outside of contract)
 - To date this is covered in the project contingency funds and cash allowances - still under budget - construction portion total at \$13,808,555
 - NOTE: Original tender prior to cost cutting was \$14,780,000

Construction Status Update

- Few remaining deficiencies
- North Bay Transit resolution





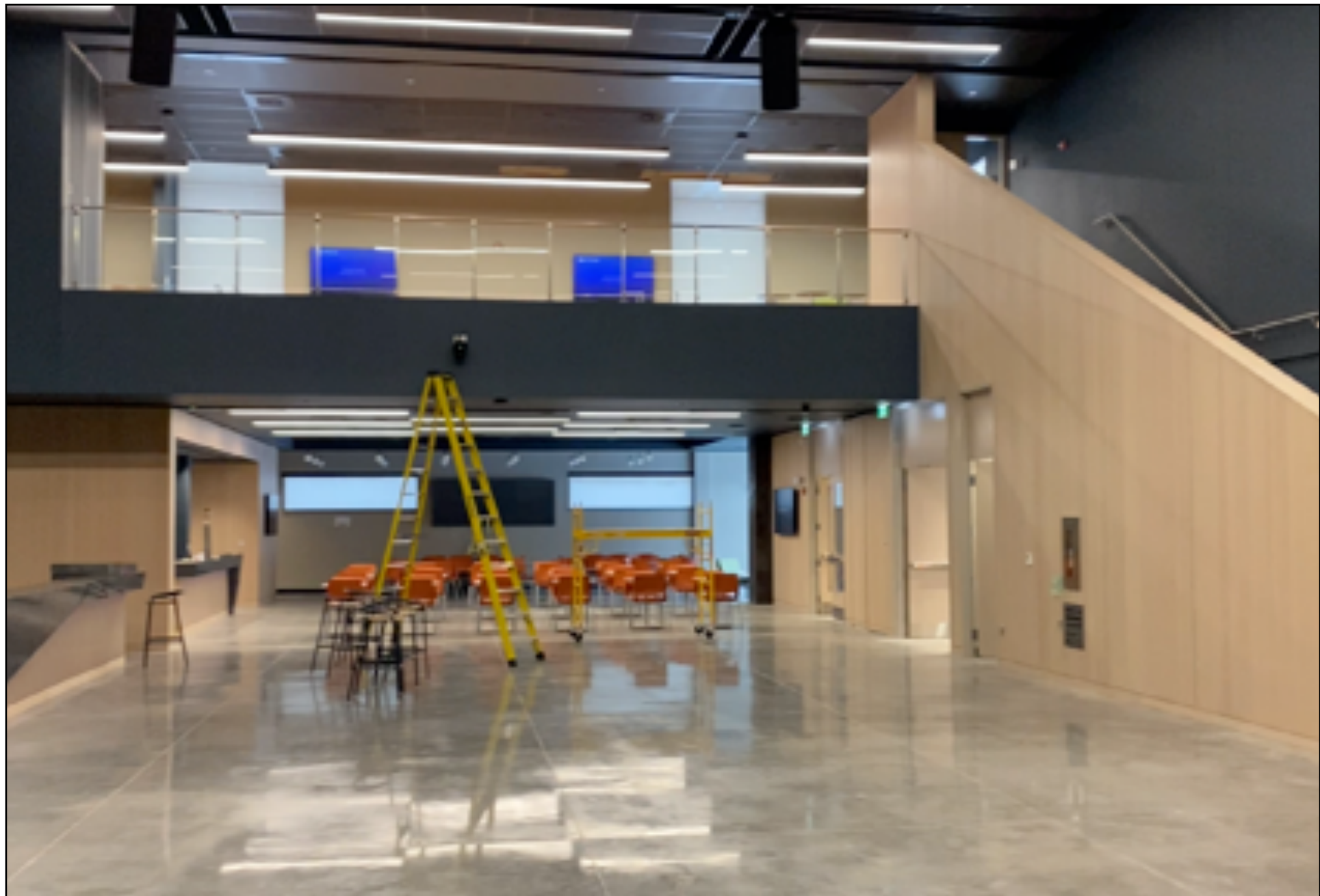
HIGH STUDENT CENTRE













Project List

Planning and Funding

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



**Facilities - Capital and Construction
Future Plans**

	Budget Amount					Asset	Status	Costs incurred to date	N complete	Over/under budget
	Capital	Funded (PRP or other)	Ancillary	Shared capital	Total					
IMMEDIATE										
COVID-19 Projects	TBD	\$ -	\$ -	\$ -	\$ -	Campus	Ongoing	TBD	75%	TBD
Transformer Replacement and Infrastructure	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000	Campus	Underway	\$ 122,370	80%	On budget
A-Wing Roofing Replacement - PH1	\$ -	\$ 384,500	\$ -	\$ -	\$ 384,500	Education Centre	Underway	\$ 240,628	50%	On budget
Immersion Classroom Reno	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000	Education Centre	Underway	\$ 100,000	50%	On budget
A-Wing Elevator	\$ -	\$ 56,177	\$ -	\$ -	\$ 56,177	Education Centre	COMPLETE	\$ 56,177	100%	On budget
THC Roofing	\$ -	\$ -	\$ 45,000	\$ -	\$ 45,000	Townhouse Bldg	COMPLETE	\$ 45,000	100%	On budget
Ford Rehabilitation	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000	Education Centre	TBD	\$ -	0%	TBD
A-Wing Washroom Upgrade	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000	Education Centre	Underway	\$ 5,000	10%	On budget
Nursing Sim Labs	\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000	Education Centre	Underway	\$ -	5%	TBD
Athletics Repairs and upgrades	\$ -	\$ 125,000	\$ -	\$ -	\$ 125,000	Athletics	COMPLETE	\$ 100,000	80%	On budget
Fire Protection Panel Upgrades	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000	Education Centre	TBD	\$ -	10%	TBD
Surfaces-Gym A Lighting retrofit	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000	Athletics	TBD	\$ -	25%	TBD
Access Control Doors	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	Education Centre	TBD	\$ -	10%	TBD
Student Centre	\$ -	\$ 13,858,195	\$ -	\$ -	\$ 13,858,195	Student Centre	Ongoing	\$ 13,780,119	89%	On budget

Immediate Projects

- Covid-19 Projects - recent funding announcement potential
- Transformer and Infrastructure - \$150,000 - Necessary Repair
- A-Wing Roofing - \$384,500 - End of Life
- A-Wing Elevator - \$56,177 - Necessary Repair
- TRC Roofing - \$45,000 - End of life
- Pond Rehabilitation - \$50,000 - Safety Compliance
- A-Wing Washroom Upgrade - \$200,000 - Necessary Repair
- Nursing Sim Labs - \$250,000 - Program Requirement
- Athletics Repairs - \$125,000 - Necessary Repair
- Fire Panel Upgrade - \$50,000 - Safety Improvement
- Surtees Gym Lighting - \$15,000 - Energy Consumption
- Access Control Doors - \$20,000 - Safety Improvement
- Student Centre - \$15,200,000 - Campus Expansion



FRP Funding

Facility Renewal Program

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

FRP Funding

Project Summary

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

Campus Infrastructure

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



Mechanical & Electrical

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



Building Envelope

- A-Wing Roofing - \$384,500 - End of Life
- H-Wing Exterior - \$50,000 - Necessary Repair
- Monastery Exterior - \$10,000 - Infrastructure Planning



Renovation

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



A-Wing Roofing Replacement

Building Envelope - End of Life

Project Description:

- Replace large sections of roofing decking, insulation and membrane over the A-Wing portion of the Education Centre building.
- The project scope includes site development, parking, and construction of the new facility



A-Wing Roofing Replacement

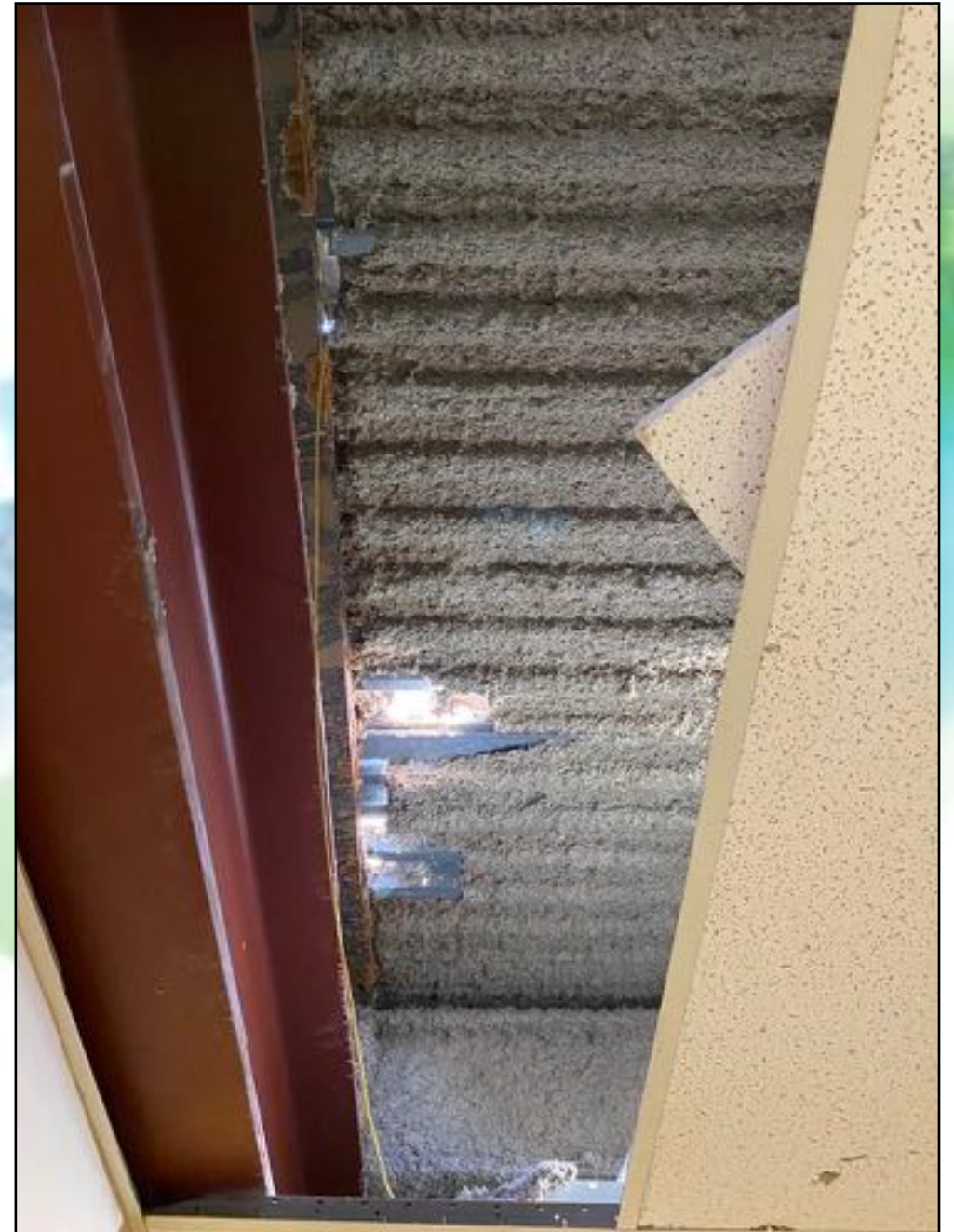


Project Status Update

- Architect: Mitchell Jensen Architects
- Contractor: Designed Roofing LTD
- Funds: Construction contract awarded at \$384,500
 - There are currently 2 change orders approved representing a 1% increase to the contract amount
 - To date this is covered in the project contingency funds and cash allowances - still under budget

Construction Status Update

- Existing membrane and insulation removed
- Portions of decking repaired
- New installation and membrane being installed



A-Wing Roofing Replacement



A-Wing Roofing Replacement

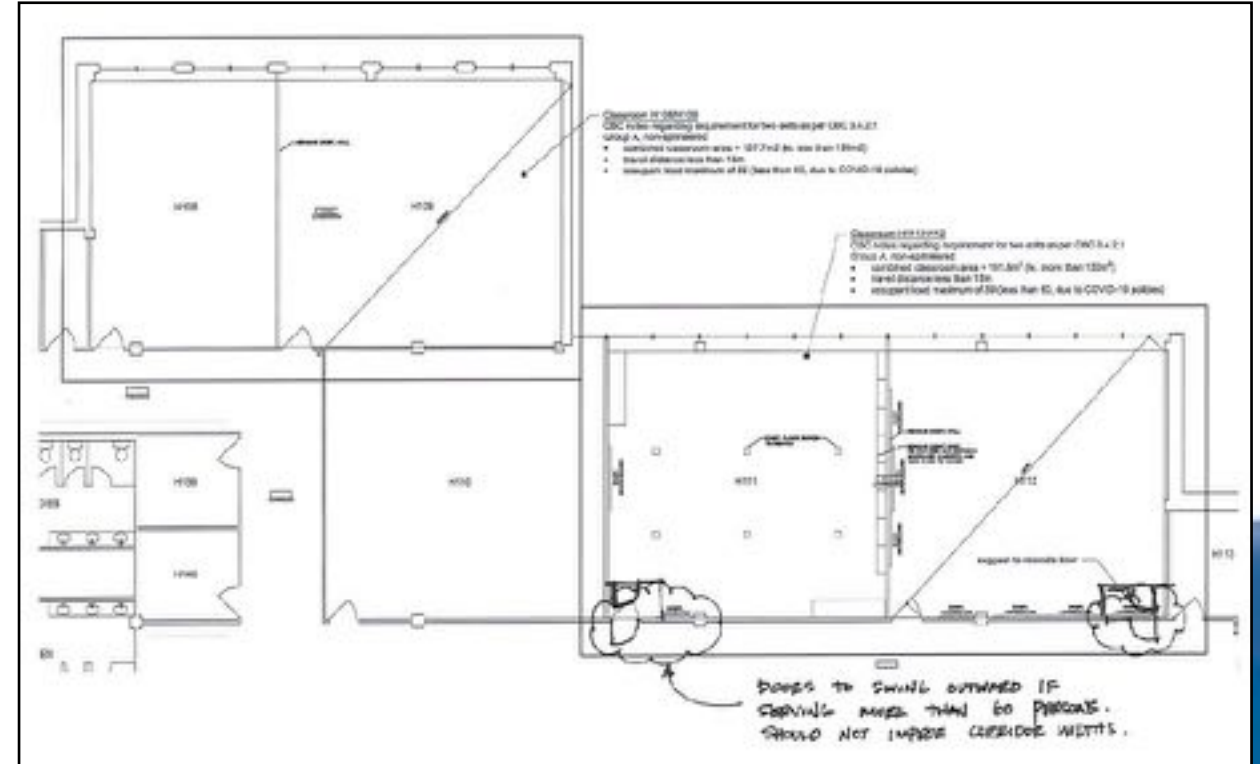


Classroom Expansions

Renovation - existing student space

Project Description:

- Renovate existing adjacent H-Wing classrooms to provide adequate space for social distanced capacity increase
- 3 opportunities have been evaluated with demolition preparations underway
- Capacity increase from 16 up to 40 students



Classroom Expansions



Project Status Update

- Architect: Bertrand Wheeler Architects
- Contractor: Canadore Maintenance
- Cost expected to be minimal based on construction review

Greenhouse Gas Retrofits Program

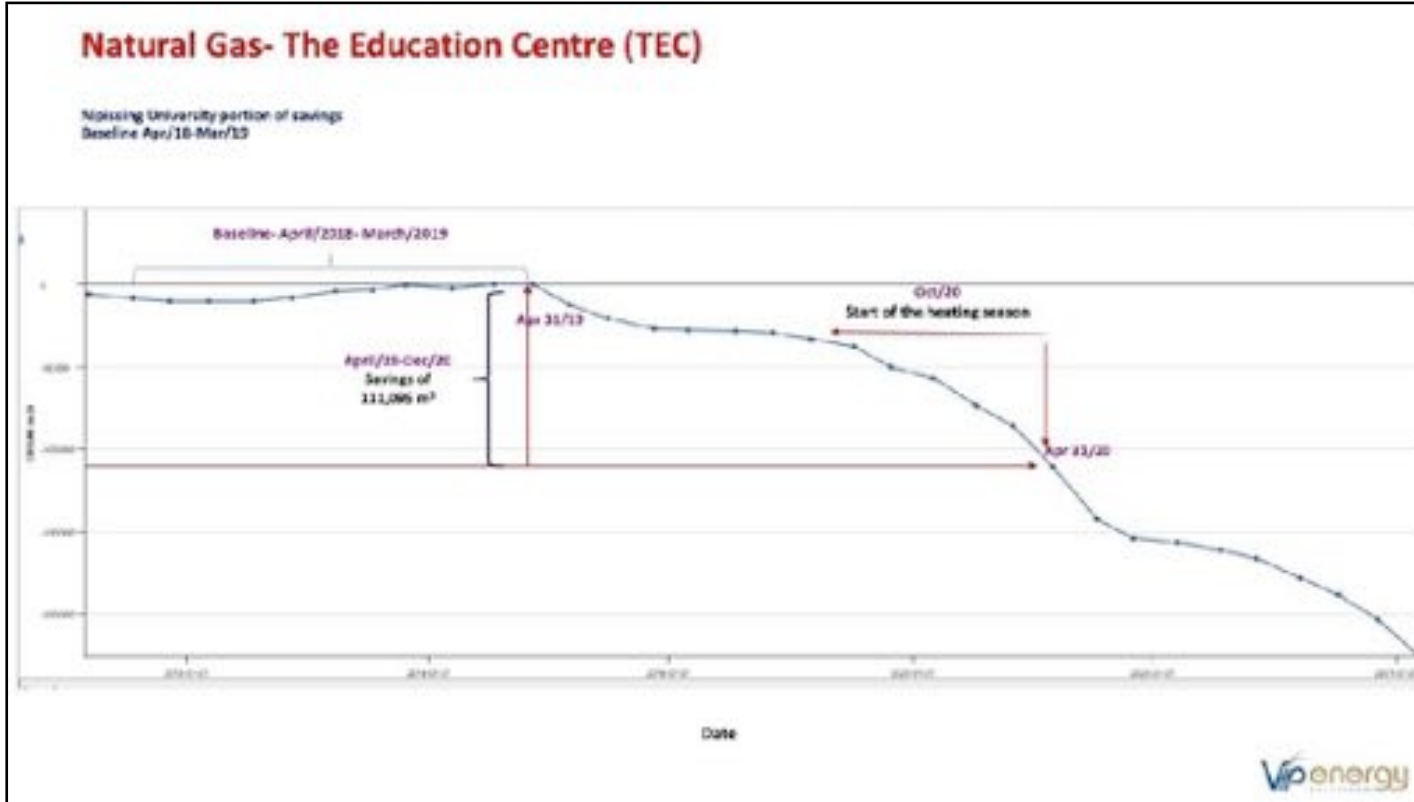
Energy savings through funded building upgrades

Project Description:

- Nipissing applied for and received just over \$900,000 in funding to complete the following upgrades
 1. High efficiency rooftop and make-up air units - \$235,000
 2. Upgrade building automation systems - \$127,000
 3. Replace doors and frames - \$6,000
 4. Replace roofing and insulation - \$554,000



Greenhouse Gas Retrofits Program



Project Status Update

- Applied for funding with an estimate of reducing Nipissing's carbon footprint by 132 Tonnes of CO₂
- Energy consumption monitoring shows NU actual reduction of 162 Tonnes of CO₂ prior to any influence of the pandemic.

The background of the image is a soft, abstract watercolor wash. It features a mix of light and dark blue, teal, and green colors, with some darker, almost blackish-blue tones. The colors are blended together in a way that creates a sense of depth and movement, with some areas appearing more saturated than others. The overall effect is ethereal and artistic.

The End

Alumni Advancement Report BOG

Alumni Office

- Our monthly e-newsletter went out last week and featured the University's support for Laurentian University, a survey to gauge alumni participation for a virtual Homecoming event, and donor and faculty spotlights. We will use the data from the Homecoming survey to guide our decisions for the future of the event.

NU Café

- Our second book club chat will be held on May 6th at 6pm. We are reading *Butter Honey Pig Bread* by Francesca Ekwuyasi. Our next book will be revealed next month. Stay tuned.

Affinity

- Graduation Photography: We have accepted a tentative bid and are working on the draft contract now. We will announce the new provider soon.
- Perkopolis is now available for staff and faculty with a university email address. Just a reminder as there are hundreds of discounts and exclusive offers to be had.

Convocation

- Convocation pieces from alumni relations will include a tailored message for each faculty/school read by an alumnus from that area of study. Filming will begin in a few weeks.
- We will be supporting the grad mailer to 2020 grads and also for the upcoming class of 2021 with the addition of alumni swag items and alumni pins for all.
- We will be hosting an info/welcome session for new graduates scheduled for May 25th.
- As always, we will send out a post-convocation welcome letter to all our 2021 graduates to help celebrate their achievements and welcome them to the alumni association.

**Nipissing University Indigenous Council on Education
Update to Nipissing University Board of Governors
April 29, 2021**

The Nipissing University Indigenous Council on Education held a meeting on March 4, 2021. The meeting included an update from the President, a discussion of the Indigenous Strategic Plan which has been extended to 2022, the Universities Canada Principles of Indigenous Education and a presentation by the Caucus of Racialized Persons.

Other updates included sharing information regarding the CIBC President's Indigenous Achievement Awards announced December 21, 2020. Nipissing University has created new student awards for Indigenous students made possible by a \$75,000 donation from CIBC over three years. The President's Indigenous Achievement Awards will provide up to eight students with bursaries of up to \$5,000 in financial support each year. The President's Indigenous Achievement Awards will be presented to Indigenous students demonstrating high academic achievement in disciplines related to Science, Technology, Environmental Science, Math and Indigenous Studies. These awards address an existing gap in student financial support for Indigenous undergraduate and graduate students who are excelling in these key program areas. (Excerpts from NU Press Release)

Additional updates included the launch of a new video series focused on Indigenous knowledge sharing. The six-video series, titled "Visiting with Anishnaabe and Cree Knowledge Holders", features knowledge holders from across the region and was produced in support of Nipissing University's Summer Indigenous Institute, a transition program for Indigenous students entering university. Although public health restrictions postponed in-person learning for the Summer Indigenous Institute this past year, this video project serves as a complement to the program, offering students the opportunity to participate in online workshops with the Indigenous knowledge holders involved in the project.

The featured knowledge holders in the video series include:

- Perry McLeod-Shabogesic, Oshkabewis (Helper), Nipissing First Nation
- Brenda Lee, cultural arts instructor, Plains Cree, Maskwacis, Alberta
- Lorraine Sutherland, education consultant, Attawapiskat First Nation
- Alysha Allaire, Anishnaabemwin language teacher, Near North District School Board, Nipissing First Nation
- Nathalie Restoule, Nipissing University student and youth mental wellness practitioner, Dokis First Nation
- Mckenzie Ottereyes Eagle, Nipissing University student, Waswanipi First Nation

The Summer Indigenous Institute, launched in 2019, offers Indigenous students entering Nipissing University, Algoma University, Lakehead University, or Laurentian University support as they continue their educational journeys. The month-long Institute includes introductory Indigenous Studies courses, holistic supports, peer mentorship, and cultural and experiential learning opportunities to support the transition to university. Last summer, the Summer Indigenous Institute returned for its second year in a virtual format with funding from the Ministry of Colleges and Universities.

To view the first two videos in the series and learn more about the Summer Indigenous Institute, visit: www.nipissingu.ca/summer-indigenous-institute. (Excerpts from NU Press Release)

Additionally, Enji giigdoyang, the Office of Indigenous Initiatives launched Indigenous Week 2021 on February 22, 2021. This year's events were hosted virtually and welcomed students, staff, faculty and community for talks, workshops, and film screenings by Indigenous knowledge holders, scholars, and filmmakers.



Indigenous knowledge sharing with Perry McLeod-Shabogesis, Brenda Lee, Carol Guppy, Leona Stevens and Wes Whetung took place over several sessions. In collaboration with the INDG 2025 Native Creativity & the Arts students, we hosted a presentation of photomontage projects to mark the one-year anniversary of living in times of COVID-19 with an emphasis on resilience.

Throughout the week the viewing of *nîpawistamâsowin: We Will Stand Up* was made available through a link to the film. Sensitively directed by Tasha Hubbard, *nîpawistamâsowin: We Will Stand Up* follows the family of the late Colten Boushie, a young Cree man fatally shot in a Saskatchewan farmyard, as they demand justice from Canada's legal system. Dr. Tasha Hubbard, filmmaker, joined us virtually with audience sharing her experiences making the critically acclaimed and award-winning film. We also welcomed Dr. Gina Starblanket and Dr. Dallas Hunt to speak to their book, *Storying Violence: Unravelling Colonial Narratives in the Stanley Trial*.

Lastly, the Council of Ontario Universities' report, "Lighting the Fire: Experiences of Indigenous Faculty in Ontario Universities" launched in December, 2020, was shared with NUICE. From the COU:

"The insights within the sector-driven report, *Lighting the Fire: Experiences of Indigenous Faculty in Ontario Universities* – the first of its kind in Canada – will serve as an important step towards gaining a deeper understanding into the experiences of Indigenous faculty members at our institutions.

Many of the initiatives currently taking place on our campuses were made possible through the significant contribution and leadership of members of the Indigenous community, including faculty members. Their critical work has enabled universities and Indigenous community members to work in partnership, bringing culturally appropriate supports for students, as well as Indigenous histories, culture, knowledge and ways of knowing on campuses throughout Ontario.

But there is more work to be done. The results of *Lighting the Fire*, and the corresponding Calls to Action, provide an important opportunity for universities to better support the inclusion of Indigenous voices and peoples on our campuses.

The report is a vital catalyst for challenging ourselves to achieve even greater Indigenization at Ontario's universities, particularly as we approach the fifth anniversary of the TRC report that was tabled in December 2015."

The report can be viewed here:

<https://ontariosuniversities.ca/indigenous-faculty-ontario-universities>

Provost's Report to the Board of Governors – May 6, 2021

Arja Vainio-Mattila, PVPAR

Programme approval

Received notification on April 8th that our submission for a BSc Honours and BSc Specialization Data Science has been approved by the Ministry.

Enrolment

- We are up in FTE this year vs. last year FW20 = 4764.57 vs. FW19 4684.94. Primary increase is in Education & Graduate Studies
- We are up in headcount in all categories (UG, Ed & GR): FW20=6044 vs. FW19 5881
- Admission for FW21:
 - Applications are up 16% this year, primarily BEd & UG
 - Acceptances are also up by 3%, again primarily in BEd as their deadline to accept was March 9th. Next big acceptance deadline is June 1st. 863 accepts for FW21 vs. 838 from the same time last year.

Awards

Stephen Tedesco, NU Director of Institutional Planning and Analysis, was successful in winning a \$30,000 grant from ONCAT's Data Linkages Project for work on the NSSE survey.

The following SSHRC Institutional Grants were awarded to Dr. Greer, Dr. McCullough, and Dr. Anyinam. An earlier SIG grant was awarded to Dr. Atari in January.

Our Research Support Fund for 21/22 will be \$526,191 (increase from \$508,493 in 20/21). It is based on the 3 year floating average of \$992,381.32 tri agency (NSERC, SSHRC, CIHR) funding.

We have received notification of success in the competition for Virtual Learning Strategy funding, in which we were successful in four applications as a lead institutional and in at least eight as a collaborating institution. Also, SSHRC and NSERC results are in. The details will be announced at the next Board as the results are still embargoed.

Canada Research Chairs

- Environment and Climate Change - committee has made a recommendation, and next steps are being discussed with the candidate.
- Health - CRC Advisory Committee met and will communicate the outcome and institutional strategy with different stakeholders shortly. We will then proceed with a university wide communication.

Research Month

Congratulations to all who developed, delivered, and participated in Research Month! Most of the events were in March but it is worth visiting the website

(<https://www.nipissingu.ca/research/month>) as there are links to videos on faculty research.



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

Student Development & Services (SDS) supported students with the transition into the virtual exam period for the Winter 2021 term. SDS continues to work from home while offering services to students through virtual or alternative methods while under the current Provincial Lockdown Order.

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

STUDENT LEARNING AND TRANSITIONS

From February 12 to April 21, the Student Learning and Transitions (SLT) team supported 986 unique students with one-on-one appointments, webinars and resources needed to end the semester successfully. The team delivered 159 workshops and presentations to provide targeted study skills, online learning and time management strategies, and career development skills during the Winter semester. The Dave Marshall Leadership Awards celebrated 25 student leaders across campus via a well-orchestrated virtual Zoom ceremony on March 17.

The team is developing an online Summer Orientation scheduled for the week of July 5 to July 9, 2021.

Fall Orientation is scheduled for August 23 to September 5, 2021.

STUDENT COUNSELLING SERVICES

With the support for the Bell Let's Talk Post-Secondary Fund, we will be working towards the development of a Committee on Student Mental Health. This group will review and implement the National Mental Health Standard at Nipissing University. The Standard was developed to help post-secondary institutions create environments that foster student mental health and well-being. The Standard gives post-secondary institutions a framework and guiding principles to support the development of policies, procedures, and practices that promote student mental health and well-being.

MCU has provided one-time funding for Nipissing to respond to the mental health needs of students arising from the COVID-19 pandemic. We are currently engaged in the planning process for the best use of these funds.

STUDENT INTERVENTION SERVICES

Student Intervention Services has seen a greater utilization of Student Retention Alert over this past academic year by faculty. We are also seeing a greater need of students wanting quick answers on how to navigate services and others looking for ongoing support. The later drop date for courses has helped alleviate initiating petitions for students.

SEXUAL VIOLENCE PREVENTION AND EDUCATION

Services continue to be available to students virtually via telephone, email, or video conferencing.

21 workshops were hosted in the Winter 2021 term (Gender 101, Consent+, Intro to Allyship & Bringing in the Bystander, as well as, area specific, i.e. Residence, OII, etc.) with 253 students attending.

21 initiatives were hosted this semester, 11 of which were social media campaigns. The most successful, 16 Days of Activism, reached roughly 600 unique Instagram accounts, resulting in more followers, likes, and sharing of our content. The 16 Days of Activism was also re-shared consistently by NUSU, Amelia Rising, the LGBT Youthline and the UFCW Canada - Union for all workers.

The SVPEC & Department of GESJ collaborated on an event for International Women's Day. The Hands Up Campaign was posted on social media on March 8th.

The SVPEC supported the Equity Centre in the execution of a fantastic virtual Drag show.

Action plans have been developed for the Sexual Violence Task Force Report recommendations and are in progress. The Terms of Reference are under review and committee meetings will be scheduled.

NU GATEWAY PROGRAM

From January to April the NU Gateway program offered 126 engagement opportunities to first-year students, with 123 of these being direct engagement; i.e. social events, workshops, virtual study lounge, direct messages, and 3 being indirect engagement; i.e. Wellness BINGO, Owl Map Scavenger Hunt, and a virtual yearbook.

215 first-year students participated in NU Gateway programming this semester, with 148 participating in direct engagement opportunities and 67 participating in indirect engagement opportunities. The end of term program assessment is currently underway.

RESIDENCE LIFE

Admissions

The move-out process for students is on-going at a steady pace with the majority of students departing by May 1, 2021.

Looking ahead to 2021-2022, we have, as of April 15th, 589 completed applications, with 467 applicants having paid deposits. The deadline for incoming first year students to apply and receive their guarantee is June 1st, and so we hope to see numbers continue to increase as the spring progresses.

Reflections on the Academic Year

We have been incredibly lucky this year to enjoy a largely healthy campus community, and a continually dedicated cohort of student leaders who have helped to facilitate the community. Peer to peer leadership, education, engagement and community accountability has been additionally challenging in these times. We have made many observations of student engagement, student conduct, and general student experience that we hope to reflect on and further adapt to address as we seek to visualize what the future may hold.

Planning for Fall

Due to the many unknowns regarding fall 2021, including course delivery format, budget and staffing, the Residence Life department will be seeking to plan moderate updates and developments for programming for the upcoming year.

INTERNATIONAL INITIATIVES

New Staff

Yves Kalala was hired as Manager of International Student Support and Community Liaison on March 1st, 2021. Mr. Kalala completed his undergrad at Nipissing University in 2011 and went on to work with the World University Service of Canada (WUSC), the YMCA of Northeastern Ontario Immigrant Services, and most recently the Rural and Northern Immigration Pilot (RNIP). He will be connecting international students with our existing support programs in-house, as well as facilitating the integration of international students in the North Bay community through connections with community support.

Degree-seeking Students

17 international students have completed quarantine with us, with one more expected to complete this week. 2 students are expected to arrive in May.

Workshop on Post-Graduate Work-Permit & Permanent Residence Pathways will take place on May 12 for international students graduating this year.

Exchange Students

27 incoming students and 2 outgoing students have applied for the Fall 2021 Exchange Program. We are looking to make a final decision in May about incoming and outgoing exchange. This is based on a timeline for immigration paperwork to be started in time for August/September.

The team is currently completing reports on the Outbound Student Mobility Pilot Program funding that we received.

ATHLETICS

The updated Athletics Return to Campus Plan has been submitted to the ORC for approval. This updated plan has information for all of the colour zones and what can be done in each phase.

We have 58 new student athletes recruited for our 2021/22 class. Thanks to the coaches for all of their hard work with virtual recruitment. The coaches are also working diligently on training and sport programming for the fall.

Undergraduate and Part-Time Graduate Students per 3 credit course

Full-Time Graduate Students per term

Non-Essential Fees			Non-Essential Fees		
Equity Centre	\$0.20		Equity Centre	\$0.67	
Student Development Fund	\$0.20		Student Development Fund	\$0.67	
eSports	\$0.50	New Initiative	eSports	\$1.67	New Initiative
Arts and Culture Initiatives	\$1.00	New Initiative	Arts and Culture Initiatives	\$3.33	New Initiative
NUSU Membership	\$1.00		NUSU Membership	\$3.33	
NUSU Clubs and Groups Support	\$1.67		NUSU Clubs and Groups Support	\$5.57	
NUSU First Year Orientation and Transition Support	\$0.65		NUSU First Year Orientation and Transition Support	\$2.17	
NUSU Campus Recreational Activities	\$0.70		NUSU Campus Recreational Activities	\$2.33	
NUSU Campus Safety Outreach and Awareness Campaigns	\$1.50		NUSU Campus Safety Outreach and Awareness Campaigns	\$5.00	
TOTAL	\$7.42		TOTAL	\$24.74	
		Nipissing Total			Nipissing Total
		NUSU Total			NUSU Total

Essential Fees			Essential Fees		
Student buildings			Student buildings		
Athletics Complex	\$5.25	\$0.25 increase	Athletics Complex	\$17.50	\$0.83 increase
NUSU Student Centre Fee	\$32.00		NUSU Student Centre Fee	\$106.67	
Athletics and Recreation			Athletics and Recreation		
Athletics Fee	\$20.00		Athletics Fee	\$66.67	
Health and Counselling			Health and Counselling		
Health Services	\$2.40		Health Services	\$8.00	
Student Intervention Support	\$2.10		Student Intervention Support	\$7.00	
Counselling Support and Outreach	\$6.60		Counselling Support and Outreach	\$22.00	
NUSU General Health and Wellness Initiatives	\$2.00		NUSU General Health and Wellness Initiatives	\$6.67	
Students ID Cards			Student ID cards		
Student ID Card	\$0.75		Student ID Card	\$2.50	
Academic Support			Academic Support		
Student Learning & Transition Support	\$4.85	\$0.25 increase	Student Learning & Transition Support	\$16.17	\$0.83 increase
NUSU Academic Peer Support	\$1.50		NUSU Academic Peer Support	\$5.00	
Career Services			Career Services		
Career Resources and Services	\$1.80		Career Resources and Services	\$6.00	
Student Achievement and Records			Student Achievement and Records		
Record of Student Development	\$1.60		Record of Student Development	\$5.33	
Campus Safety			Campus Safety		
Sexual Violence Education and Outreach	\$2.15		Sexual Violence Education and Outreach	\$7.17	
Campus Programming and Initiatives			Campus Programming and Initiatives		
Student Initiatives Fund	\$0.60		Student Initiatives Fund	\$2.00	
World University Service of Canada	\$0.50		World University Service of Canada	\$1.67	
NUSU Society Fee	\$0.50		NUSU Society Fee	\$1.67	
NUSU Planner Fee	\$0.00		NUSU Planner Fee	\$0.00	
NUSU - Canadian Federation of Students	\$1.76	\$0.01 increase	NUSU - Canadian Federation of Students	\$5.86	\$0.03 increase
NUSU Central Administrative Support	\$4.25		NUSU Central Administrative Support	\$14.17	
NUSU World University Service of Canada	\$0.50		NUSU World University Service of Canada	\$1.67	
NUSU Government Advocacy Fee	\$0.50		NUSU Government Advocacy Fee	\$1.67	
NUSU Awareness Campaigns and Initiatives	\$2.00		NUSU Awareness Campaigns and Initiatives	\$6.67	
NUSU Programming and Services Fee	\$4.75		NUSU Programming and Services Fee	\$15.83	
TOTAL	\$98.35		TOTAL	\$327.89	
		Nipissing Total			Nipissing Total
		NUSU Total			NUSU Total
GRAND TOTAL	\$105.78		GRAND TOTAL	\$352.63	
		NIPISSING GRAND TOTAL			NIPISSING GRAND TOTAL
		NUSU GRAND TOTAL			NUSU GRAND TOTAL

Health and Dental Plan (Charged once in F/W Term)			Health and Dental Plan (Charged once in F/W Term)		
Student Health Plan	\$265.48	\$40.48 increase	Student Health Plan	\$265.48	\$40.48 increase

Student Transit Passes * NORTH BAY ONLY (Charged once in F/W Term)		
Bus Pass	\$208.20	\$6.06 increase

**Compulsory Ancillary Fees Committee
Nipissing University Ancillary Fees**

At the March 17, 2021 meeting of Nipissing University's Compulsory Ancillary Fees Committee, the following Nipissing University Ancillary Fees for 2021/22 were approved for formal recommendation to the Board of Governors of Nipissing University.

Undergraduate and Part-Time Graduate Students per 3 credit course

Non - Essential Fees

Equity Centre		\$0.20
Student Development Fund		\$0.20
eSports	NEW INITIATIVE	\$0.50
Arts and Culture Initiatives	NEW INITIATIVE	\$1.00

Essential Fees

Student buildings

Athletics Complex	Fee will increase from \$5.00 to	\$5.25
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Athletics and Recreation

Athletics Fee		\$20.00
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Health and Counselling

Health Services		\$2.40
Student Intervention Support		\$2.10
Counselling Support and Outreach		\$6.60

Student ID cards

Student ID Card		\$0.75
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Academic Support

Student Learning and Transition Support	Fee will increase from \$4.60 to	\$4.85
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Career Services

Career Resources and Services		\$1.80
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Student Achievement and Records

Record of Student Development		\$1.60
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Campus Safety

Sexual Violence Education and Outreach		\$2.15
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Campus Programming and Initiatives

Student Initiatives Fund		\$0.60
World University Service of Canada		\$0.50

Student Transit Passes * NORTH BAY ONLY

Bus Pass	Fee will increase from \$202.14 to	\$208.20
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Full-Time Graduate Students per term

Non - Essential Fees

Equity Centre		\$0.67
Student Development Fund		\$0.67
eSports	NEW INITIATIVE	\$1.67
Arts and Culture Initiatives	NEW INITIATIVE	\$3.33

Essential Fees**Student buildings**

Athletics Complex	Fee will increase from \$16.67 to	\$17.50
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Athletics and Recreation

Athletics Fee		\$66.67
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Health and Counselling

Health Services		\$8.00
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Student Intervention Support		\$7.00
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Counselling Support and Outreach		\$22.00
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Student ID cards

Student ID Card		\$2.50
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Academic Support

Student Learning and Transition Support	Fee will increase from \$15.33 to	\$16.17
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Career Services

Career Resources and Services		\$6.00
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Student Achievement and Records

Record of Student Development		\$5.33
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Campus Safety

Sexual Violence Education and Outreach		\$7.17
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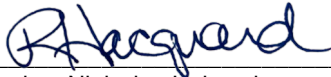



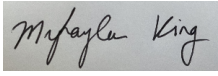
Campus Programming and Initiatives

Student Initiatives Fund		\$2.00
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World University Service of Canada		\$1.67
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We, the Committee Members of Nipissing University's Compulsory Ancillary Fees Committee as named in the University's Compulsory Ancillary Fees Protocol Agreement, have participated in the review process and support the formal recommendation of the Compulsory Ancillary Fees Committee for the Nipissing University Ancillary Fees for 2021/22 as described above.

Representative

Name	Signature	Supported (Y/N)	Date
Dr. Casey Phillips Assistant Vice-President, Students, Nipissing University		Y	April 1, 2021
Renee Hacquard Representative, Administration, Nipissing University		Y	April 1, 2021
Dana Mackfall Representative, Administration, Nipissing University		Y	April 1, 2021
Hannah Mackie Representative, Nipissing University Student Union		Y	April 7, 2021
Shannon MacCarthy Representative, Nipissing University Student Union		Y	April 1, 2021
Mykayla King Representative, Nipissing University Student Union		Y	April 6, 2021

**Compulsory Ancillary Fees Committee
Nipissing University Student Union Ancillary Fees**

At the March 29, 2021 meeting of Nipissing University's Compulsory Ancillary Fees Committee, the following Nipissing University Student Union Ancillary Fees for 2021/22 were approved for formal recommendation to the Board of Governors of Nipissing University.

Undergraduate and Part-Time Graduate Students per 3 credit course

Non-Essential Fees

NUSU Membership	\$1.00
NUSU Clubs and Groups Support	\$1.67
NUSU First Year Orientation and Transition Support	\$0.65
NUSU Campus Recreational Activities	\$0.70
NUSU Campus Safety Outreach and Awareness Campaigns	\$1.50

Essential Fees

Student buildings

NUSU Student Centre Fee	\$32.00
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Health and Counselling

NUSU General Health and Wellness Initiatives	\$2.00
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Academic Support

NUSU Academic Peer Support	\$1.50
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Campus Programming and Initiatives

NUSU Society Fee	\$0.50
NUSU Planner Fee	\$0.00
NUSU - Canadian Federation of Students	Fee will increase from \$1.75 to \$1.76
NUSU Central Administrative Support	\$4.25
NUSU World University Service of Canada	\$0.50
NUSU Government Advocacy Fee	\$0.50
NUSU Awareness Campaigns and Initiatives	\$2.00
NUSU Programming and Services Fee	\$4.75

Health and Dental Plan (charged one-time in Fall / Winter term)

Student Health Plan	Fee will increase from \$225.00 to \$265.48
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Full-Time Graduate Students per term

Non - Essential Fees

NUSU Membership	\$3.33
NUSU Clubs and Groups Support	\$5.57
NUSU First Year Orientation and Transition Support	\$2.17
NUSU Campus Recreational Activities	\$2.33
NUSU Campus Safety Outreach and Awareness Campaigns	\$5.00

Essential Fees

Student buildings

NUSU Student Centre Fee \$106.67

Health and Counselling

NUSU General Health and Wellness Initiatives \$6.67

Academic Support

NUSU Academic Peer Support \$5.00

Campus Programming and Initiatives

NUSU Society Fee \$1.67

NUSU Planner Fee \$0.00

NUSU - Canadian Federation of Students **Fee will increase** from \$5.83 to \$5.86

NUSU Central Administrative Support \$14.17

NUSU World University Service of Canada \$1.67

NUSU Government Advocacy Fee \$1.67

NUSU Awareness Campaigns and Initiatives \$6.67





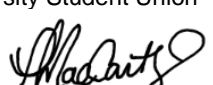
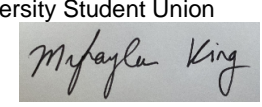
NUSU Programming and Services Fee \$15.83

Health and Dental Plan (charged one-time in Fall / Winter term)

Student Health Plan **Fee will increase** from \$225.00 to \$265.48

We, the Committee Members of Nipissing University's Compulsory Ancillary Fees Committee as named in the University's Compulsory Ancillary Fees Protocol Agreement, have participated in the review process and support the formal recommendation of the Compulsory Ancillary Fees Committee for the Nipissing University Student Union Ancillary Fees for 2021/22 as described above.

Representative

Name	Signature	Supported (Y/N)	Date
Dr. Casey Phillips Assistant Vice-President, Students, Nipissing University		Y	April 1, 2021
Renee Hacquard Representative, Administration, Nipissing University		Y	April 1, 2021
Dana Mackfall Representative, Administration, Nipissing University		Y	April 1, 2021
Hannah Mackie Representative, Nipissing University Student Union		Y	April 7, 2021
Shannon MacCarthy Representative, Nipissing University Student Union		Y	April 1, 2021
Mykayla King Representative, Nipissing University Student Union		Y	April 6, 2021

NIPISSING UNIVERSITY

Policy Category:	Human Resources
Policy Number:	3.5.2017.B
Policy Name:	Annual Review of the President's Achievement of Goals and Priorities
Responsible Department:	Executive Committee of the Board of Governors
Original Approval Date:	May 4, 2000
Approval Authority:	Board of Governors
Last Updated:	May 4, 2017 <u>Date approved by the Board</u>
Review Date:	2020 <u>2024</u>

A. Accountability

Assessment of the Nipissing University President & Vice-Chancellor is the responsibility of the Board of Governors. The annual assessment is hereby delegated to the Executive Committee of the Board of Governors, to which the Board has assigned responsibility for matters involving employment conditions of the President (see Section XI of the Board Bylaws – Terms of Reference for Executive Committee).

The Board Chair is responsible for the overall management of the annual assessment process and for acting to ensure its focus and its timely completion.

On recommendation of the Board Chair, the Executive Committee may assign the conduct of the assessment review to a subgroup of its members. If so assigned, the subgroup, which will be comprised of the Board Chair and at least two other members of the Executive Committee, will report its assessment conclusions to the full Executive Committee. For the purposes of this policy, and in recognition that the review committee may not include all members of the Executive Committee, the committee will be referred to as the Annual Review Committee, and the Board Chair shall be the Chair of said committee.

The annual review discussions will take place in the context of complete confidentiality between the President and those undertaking the assessment.

B. Mandate

The Annual Review Committee's mandate will be to review the President's achievements and performance over the past year; to evaluate his/her progress towards the goals that were established at the end of the previous year; and to assist with the establishment of his/her priorities for the upcoming year.

C. Process

The dates included in the following process are to be used as a guideline to assist the Annual Review Committee:

- 1. Late June:** The Annual Review Committee will meet with the President to discuss and reach agreement about the priorities for the year to come. (Goals & Priorities Set)
- 2. September:** The President will address the Board and outline the goals and anticipated activities for the year ahead in a way that reflects the priorities discussed and agreed upon by the Annual Review Committee.
- 3. January/February:** The Board Chair may seek guidance and assistance from the Director, Human Resources to establish potential questions-discussion points for the Annual Review and to determine the process format. The questions-discussion points should relate directly to the goals and priorities that were agreed upon at the end of the previous year and may include additional queries about the President's progress towards any areas of improvement that were identified in previous years. The process format will determine how the committee will gather responses to the Review Questions input from Board members and could take the form of a general discussion with the Board, meetings with individual Board members, the completion of an online survey, etc. The recommended questions-discussion points and the process format will be presented to the Annual Review Committee for comment, input and approval. The Board will be consulted at this stage invited to comment on the Committee's review plan. ~~The process format will determine how the committee will gather responses to the Review Questions and could take the form of a general discussion with the Board, meetings with individual Board members, the completion of an online survey, etc.~~
- 4. February/March:** The Board Chair will ask the President to reflect on the priorities set for the current year and to make a written submission to the Annual Review Committee by May 1. While the main focus of the review must be on the current year, the President's submission should also outline preliminary thoughts on ~~the President's~~ priorities for the next year.
- 5. March/April Board Meeting:** The Chair of the Board will inform Board members during closed session of the Board that the annual review of the President is underway. The Board will be provided with the list of goals and priorities that were agreed upon for the year, and the process for gathering input, as determined in #3 above, will begin. ~~The Chair will provide a reminder of the priorities previously set for this annual review and will present the Review Questions as approved by the Annual Review Committee. An outline on the process format for gathering responses to the questions will be presented.~~

~~At the discretion of the Annual Review Committee, the process may include soliciting input from individuals or groups beyond the Board. Any such consultation will take place in the context of complete confidentiality, and the President shall be informed of, and given opportunity to comment on, any such plans for consultation beyond the Board. Such requests for input should take into account such matters as whether the individuals outside of the Board are likely to have information which may be helpful in the assessment process.~~

6. **Early May:** The Annual Review Committee and the President will meet in camera to review the comments input received from Board members (unattributed), and the President's written submission. A preliminary discussion on and the suggested priorities for the upcoming year may also be held.

~~7. **May Executive Committee:** In instances where the Annual Review Committee is a subgroup of the Executive Committee, the Chair will present to the Executive Committee a summary of the Annual Review Committee's discussions with the President. The President will be asked to comment, in person, on his written submission and to discuss suggested priorities for the coming year.~~

8.7. **Prior to June Board Meeting:** The Chair, together with at least one other member of the Annual Review Committee and, upon request, the Director, Human Resources, will meet with the President to review the committee's conclusions about his/her performance and to discuss any recommendations bearing on the coming year. Communications received and considered by the committee in the assessment process will be provided to the President (without attribution) as part of the committee's feedback. The discussion should convey, on behalf of the Annual Review Committee, the basis of its observations and conclusions, both with respect to positive outcomes with respect to goals and for areas where goals may not have been sufficiently achieved. The President will have the opportunity to state the basis of any disagreement with the observations and conclusions of the committee.

Following the meeting outlined above, the President will be informed by the Board Chair, in writing, of the conclusions of the committee. In accordance with the in-person discussion above, the letter will also convey the basis of the committee's observations and conclusions, both with respect to positive outcomes and for areas where goals may not have been sufficiently achieved.

9.8. **June Board Meeting:** In closed session, the President will be asked to leave the meeting, and the Board Chair will report to the Board on the Annual Review Committee's assessment of the President's achievements and performance during the previous year. After the discussion, the President will be invited back to the meeting at which time he/she will be provided feedback as to the Board discussion and have the opportunity to answer any questions.

To begin the process of setting priorities for the next year, all Board members, including the President, will be asked to provide their views on areas of focus. The discussion should include a focus on the opportunities and challenges of executive leadership and include ideas on how the executive administrative team and the Board can best support each other.

10.9. **Reappointment Year:** At the discretion of the Board Chair, and after consultation with the President, an annual review may be suspended in a year when the President is involved in a review process leading to a decision about the extension or renewal of his/her term.

Revised September 5, 2001 – Resolution #2001-09-04
Revised June 14, 2009 – Resolution #2009-06-08
Revised May 4, 2017 – Resolution #2017-05-03



March 5, 2021

To The Caucus of Racialized People
crp.comms@gmail.com

Good afternoon,

We are very pleased to have received your latest email and are looking forward to hearing back regarding CRP members' availability.

As Nipissing continues to maintain our commitment to open dialogue and engagement regarding CRP's concerns, in the spirit of collegiality and privacy obligations, we are not comfortable with recording the meeting. We do however, welcome the formalization of minutes signed off by all parties. As we seek ways to support holding space for these conversations for all groups, we invite CRP to share alternative ways we may support a safe environment for open dialogue.

At this time, we have paused the RFP process until we have the opportunity to re-evaluate next steps.

We sincerely look forward to this conversation and ongoing dialogue as we work towards a more inclusive environment at Nipissing. We are hoping to resolve the question of the meeting logistics and find a date as soon as possible.

Handwritten signature of Cheryl Sutton in black ink.

Cheryl Sutton
President & Vice-Chancellor (Interim)

Handwritten signature of Arja Vainio-Mattila in blue ink.

Arja Vainio-Mattila, PhD.,
Provost & Vice-President, Academic & Research

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Caucus of Racialized Persons
crp.comms@gmail.com

March 18, 2021

Office of the President
Nipissing University
president@nipissingu.ca

To: President Cheryl Sutton and Provost Arja Vainio-Mattila

Cc: NU Board of Governors, NU Senate, NUICE, NUFA, OPSEU Local 608, NUSU, OII, NU BASE, Equity Centre

Dear President and Provost,

Caucus of Racialized Persons (CRP) was glad to hear that at the Nipissing University (NU) Town Hall on March 4, 2021 Senior Administrators emphasized your enthusiasm about meeting with CRP members - as conveyed in your letter to CRP dated March 5, 2021.

CRP's patience over the last six months demonstrates members' commitment to working *with* NU's Senior Administrators to usher in an independent *Equity Audit & Action Plan*, as described in our letter (dated Sept 8, 2020); we would also be glad to work with additional equity-seeking groups, such as racialized students, if they choose to participate.

To that end, here are three conditions for initiating conversations:

1. CRP would be glad to share key questions in writing, in advance, so that the President and Provost can prepare responses. The first line of questions aims to clarify what has been said/done vis-a-vis equity at NU (to get a better sense of our starting point).
 - a. CRP members would prefer that you respond to the substance of questions in writing, in advance, so that our synchronous time together can focus on clarification, and coming to shared understandings.
2. An initial meeting of 2 hours - with follow-up communications as needed or appropriate - would be required for NU Senior Administrators to demonstrate your stated commitment to engaging with racialized faculty and staff.
3. CRP members require that meetings be recorded, at this time, because:

- a. We are seeking engagement with NU Senior Administrators in their capacity as leaders of a *public* institution (not as private citizens), on matters related to the public interest;
- b. While we welcome a collegial tone, NU Senior Administrators have been exercising institutionalized authority behind closed doors, which runs counter to the nature of collegiality (*e.g.* sharing responsibility);
- c. CRP promotes transparency and accountability, especially with and to CRP members who will not be in attendance.

Assuming that you are amenable to these conditions, CRP will aim to have questions to you by March 26, 2021. Please let us know how much time you might need/want after receiving questions, to prepare written responses (most of which you should be able to draw from meeting minutes, copy for grant proposals, and so on); then a timeline for reviewing your responses, and initial meeting, can be confirmed by CRP members.

Calling you in with love, to co-create a more equitable, safer and healthier campus.

Caucus of Racialized Persons



March 26, 2021

Caucus of Racialized Persons

Crp.comms@gmail.com

Dear Caucus Members,

Thank you for your letter of March 18, 2021. Again, we'd like to reiterate that we appreciate your willingness to continue this very important dialogue as together we co-create a more equitable, safe and healthy campus.

After much consideration, we maintain our position with respect to video and audio recording of a meeting, however we are supportive of capturing our discussion with a written record of minutes. We understand the importance of including racialized staff, faculty and other equity-seeking groups in these critical conversations moving forward, and as such would like to suggest that we continue to work together through written correspondence.

We are hopeful that through continued communication, we will create a relationship of trust that will allow us to meet in person at some point in the future.

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

Cheryl Sutton
President & Vice-Chancellor (Interim)

A handwritten signature in blue ink, appearing to read 'Arja Vainio-Mattila'.

Arja Vainio-Mattila
Provost & Vice-President, Academic & Research

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Questions for Nipissing University (NU) President and Provost

From: Caucus of Racialized Persons (CRP)

26 March 2021

The general aim of this initial line of questions is to develop some shared understandings (vs. shaming). Caucus of Racialized Persons (CRP) wants to gain a clearer sense of what has been done in pursuing an *Equity Audit & Action Plan* (EAAP), and so too, what the starting point of meaningful conversations with NU Senior Administrators might be.

Currently there is a gap between the President and Provost's descriptions of the nature of interactions with CRP (e.g. "this conversation and ongoing dialogue" [5 Mar 2021]; or "to continue this very important dialogue" [26 Mar 2021]), and the fact that we have exchanged letters/emails intermittently, and have yet to come to agreements about how to engage in real-time conversations, let alone how to work together toward an EAAP.

So the more accurate (vs. aspirational) your responses are, the more opportunities you create to build trust with CRP members. Such trust is needed in working toward collegiality and/or collaboration.

Rigorous as this line of questioning might seem, we imagine that the bulk of the responses can be drawn from meeting minutes, reports, etc. Feel free to attach those materials, and where appropriate, in lieu of fulsome responses, you could offer references to those materials (including page numbers, sections and/or lines). This initial series of questions is organized in two sections, each of which begins with a brief context statement:

- (I) EDI process and *RFP21-001*; and
- (II) Conditions for moving forward together.

(I) EDI Process and RFP21-001:

Understanding NU's current equity-related decision making processes, rationales and structures is critical for CRP members to be able to identify opportunities for collaboration (and/or to create conditions that might support collaboration), moving forward.

1. Who evaluated "the current environment, processes and policies" and determined that NU lacks "in house expertise" vis-a-vis Equity, Diversity and Inclusion (President's report to Senate, meeting minutes for November 13, 2020)?
 - Please explain that evaluation process, offering specific examples to illustrate.
2. Three senior administrators were appointed to work on an Equity, Diversity and Inclusion (EDI) "process", through NU's Office of the President, in Fall 2020 (to be referred to as "EDI Leads"). Please explain each of their responsibilities, qualifications and demonstrated expertise vis-a-vis EDI:
 - a. Jenny Mackie
 - b. Casey Phillips
 - c. Cristin Christopher

3. What was the EDI “process” that the EDI Leads were spearheading?
 - a. Did the group have terms of reference and/or specific goals they were working toward? If so, please explain.
 - b. What has this group achieved?
 - c. Is this “process” ongoing or has it been completed?

4. What role(s) has the President played in that process (or not)? Please offer specific examples to illustrate.
 - If the President would like to speak to her qualifications and demonstrated expertise vis-a-vis EDI, please do so here.

5. What role(s) has the Provost played in that process (or not)? Please offer specific examples to illustrate.
 - If the Provost wants to speak to her qualifications and demonstrated expertise vis-a-vis EDI, please do so here.

6. What “discussions” did EDI Leads, the President and/or Provost undertake that informed the creation of RFP21-001 for an EDI consultant (between July 1, 2020 through to January 20, 2021)?
 - a. When, with whom, and for what purposes?
 - b. What have you learned through those discussions?
 - c. How have those discussions “continued” beyond Jan 20, 2021, and/or are there plans for continuing those discussions (that both parties agreed upon prior to January 20, 2021)?

7. How do you define “inclusion”? How did the process of creating RFP21-001, including defining the scope and evaluation criteria (between September 1, 2020 through to January 20, 2021), reflect this definition?
 - Did the process include any people with lived experience as racialized persons and/or who have been claimed by racialized communities as allies in challenging institutional racism?
 - If not, why not?
 - If so, who? How were they engaged? (e.g. Did they have direct input into developing the evaluation criteria for the RFP? Any decision making authority?)

8. In relation to RFP21-001:
 - a. What was the scope of EDI work sought?
 - b. What evaluation criteria were used to assess proposals?

9. The timeline of the initial *RFP21-001* posting reflected a decision that EDI related work was not of sufficiently “high complexity, risk and/or dollar value” to warrant an extended response time of 30 calendar days (NU Procurement Policy 2.3.2012.U, 3.iii).
 - What was the reasoning behind that decision?
 - Why was the original deadline extended, and what was the final closing date? Was public notice of that extension given (and if so, how)?

10. NU Executive Administration reported to the BoG (in February and March 2021) that a company has been selected for the EDI consultation work (RFP21-001).
 - Has NU made any agreements (e.g. notification of award, letter of intent, signed contracts, etc) with that company to date?
 - If so, what is the scope of the agreement? What are the significant terms and conditions of that agreement?

11. Why have NU senior administrators’ only stated that the RFP process has been “paused” (rather than “halted”, as requested by CRP)?
 - On what grounds is the RFP process being “re-evaluated”?

(II) Conditions for Moving Forward

CRP members are keen to get a sense of the negotiation space NU Executive Administrators’ are willing to share with CRP - as we are committed to finding good ways of moving forward, together, to make NU a more equitable campus.

1. Are the President and Provost willing to:

- As per CRP’s requests in our initial letter dated September 8, 2020 (and summarized here, with some adjusted timelines):
 - **(a) Initiate meaningful conversations with CRP** - and additional equity seeking groups with an interest in participating, such as racialized students - in a collaborative process that will determine the scope and hiring process for an independent *Equity Audit & Action Plan*. To underline, this would go beyond consultation, to sharing decision-making authority.

Timeline: beginning immediately, and extending through to June 30, 2021

- **(b) Be more transparent and accountable in and through communications with CRP**, and the NU community more generally, regarding equity related processes, issues, and initiatives.

Timeline: beginning immediately and continuing through the foreseeable future.

- If so, please offer some specific examples of what working in a more transparent and accountable fashion might look like to you.

- (c) As per our letter dated Feb 16, 2021, **will you immediately halt the current RFP21-001 process** (such that there are no commitments to moving forward with a particular consultant or company)?
 - If not, why not?
- (d) As per our communications from February 26, 2021 onward, understand that recording meetings with NU Senior Administrators is *necessary* for CRP to be transparent with and accountable to racialized staff and faculty members who may be unable to attending meetings; and so, as leaders of a public institution, **will you propose reasonable conditions for accommodating the recording of those internal meetings?**

2. **If/When NU Executive Administrators meet with CRP members, are you willing to:**

- Respect that elders who open a conversation may carry responsibilities and/or know it to be right to contribute reflections throughout, and to close that conversation in a good way.
- Speak to what has been said/done, and what you are willing to do on certain timelines, offering examples wherever possible (rather than making general or aspirational statements, for instance);
 - Make a concerted effort to speak at volumes that register in the green (not red), on audio level meters.
- Try to listen as enthusiastically as you speak;
 - Listen for meaning, by thoughtfully considering what you can learn from everyone's contributions, as well as how those learnings might inform how we proceed together.
- Remember that CRP members are your employees and neighbours, and we have not leveraged opportunities to publicly shame you or NU, to date; and based on that evidence:
 - Trust that we would participate in the conversation with the aim of finding ways to collaborate - to negotiate ways of ushering in an independent *Equity Audit & Action Plan*.
- Do NU Executive Administrators have any additional reflections to share, or questions to pose in this initial thread (which aims to come to some shared understandings about what NU has done in working toward an *Equity Audit & Action Plan*, how it has done so, and what broad negotiation space might be available)?



April 5, 2021

To The Caucus of Racialized People
crp.comms@gmail.com

Thank you for your questions relating to the status of Equity, Diversity, and Inclusion (EDI) at Nipissing University. Nipissing, like other higher education institutions, has engaged with EDI in terms of principles, structures, and processes. The Canadian university EDI landscape is at least to some extent described in a recent national survey carried out by Universities Canada (<https://www.univcan.ca/media-room/publications/equity-diversity-and-inclusion-at-canadian-universities-report-on-the-2019-survey/>).

Nipissing, as a member of Universities Canada, is also committed to the Inclusive Excellence Principles (adopted in 2017) and the Principles on Indigenous Education (adopted in 2015). Nipissing, like many other universities, has made this commitment with limited resources or institutional expertise (i.e. positions dedicated to the leadership of this area). Our responses have been reactive and sometimes motivated by an opportunity (e.g. an external funding opportunity) without a thorough process of consultation.

In the last few years, there have been a few opportunities for an institutional conversation. On her arrival in 2017, the Provost initiated a process of academic planning and asked academic units to speak to how they live the EDI and Indigenous Education principles. The responses were varied from ignoring the question to thoughtful responses. The death of Coulten Boushie, and the subsequent acquittal of his murderer in 2018, was, we believe, the first occasion for which Nipissing made a public statement in relation to systemic racism. At this time, too, Nipissing had an active Indigenization Steering Committee creating a road map for institutional Indigenization and reporting on progress to Senate. Native Studies became Indigenous Studies, and the Nipissing University Indigenous Council on Education (NUICE) became the new name of the council advising the President on Indigenous relationships. The focus of institutional EDI was mainly on Indigenous experiences.

Other changes that took place during this time at Nipissing:

- Strengthening of EDI language in the Collective Agreements through bargaining with NUFA.
- Nipissing's participation in the Pride events that took place in North Bay.

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- The Provost, in collaboration with the Nipissing University Faculty Association, developed a cluster hire process for Indigenous faculty based on models from other universities, mainly OCADU.
- Tri Council created a number of opportunities to apply for funding to strengthen institutional EDI capacity:
 - In order to apply for the funding in 2018, the Provost invited faculty volunteers to contribute to the application. The application was not successful.
 - In 2019, a smaller opportunity was offered to apply for \$50,000. The Provost applied and was successful. This money has supported the role of a Human Resources Generalist to focus on EDI initiatives specifically within the faculty hiring processes by using the Canada Research Chair Program, Best Practices Guide to Recruitment, and Hiring and Retention as a template. These funds had to be committed by March 31, 2021.
 - In 2021, we again applied for funding to strengthen EDI capacity (i.e. create an EDI lead position, strengthen EDI data collection, and implement EDI training), but our application was not successful.
- Tri Council has also used the Canada Research Chair process to motivate institutional self-examination of EDI.
- The Dibaadan program, which focuses on wellness outreach, prevention and intervention from an Indigenous perspective, offered monthly workshops to staff members in Student Development and Services and the Office of Indigenous Initiatives.
- Among other initiatives, the Office of Indigenous Initiatives has undertaken research in Indigenous student success and continues to support Indigenous learners academically, personally and culturally through their university education.
- Student Development and Services Leadership Team attended a multi-day microaggressions professional development workshop offered by the North Bay & District Multicultural Centre.
- The student-led Equity Centre on campus and its affiliate groups, Students of Colour United and QT Pride, run a safer space on campus where students can hang out, learn, and help organize events and campaigns that raise awareness of equity issues which impact the diverse communities at Nipissing University.
- The Nipissing University Black Association for Student Expression (NUBASE) is a newly formed student group that strives to create initiatives to promote diversity and inclusion on and off campus and within the North Bay community.
- Elements of Equity, Diversity and Inclusion events, development and delivery of trainings, and specific learning outcomes were embedded throughout the multiple orientation programs on campus - Residence Life, International, Athletics, Accessibility, New Student Orientation, FROSH, and Lakers Orientation.
- Elements of and training sessions on Equity, Diversity and Inclusion were embedded in the development, and delivery of student staff training modules for Peer Educator and Residence Life Student Staff within Student Development and Services.
- Nipissing University Provost & VP Academic and Research, Dr. Arja Vainio-Mattila, became a member of Universities Canada's Equity, Diversity and Inclusion Advisory Group.
- The institution made a commitment to adopt practices to improve equity and joined the 50-30 Challenge led by the Government of Canada.

- The University has been presented with the Bronze Level of completion for Diversity at Work Nipissing (DAWN) Cultural Diversity Training, completed by our Human Resources Generalist.
- A Human Resources Generalist received Certification from the Canadian Association of Research Administrators (CARA) in Equity, Diversity & Inclusion.
- A Human Resources Generalist is a member of the Canadian Association for the Prevention of Discrimination and Harassment (CAPDHHE).
- A Human Resources Generalist completed the Human Resources Professional Association (HRPA) six-part series called 'Battling Systemic Racism in the Workplace' as well as training on "How To Be an Ally" and unconscious bias.
- Nipissing has followed many of the recommendations in the Equity, Diversity & Inclusion Best Practices Guide for Recruitment, Hiring & Retention generated by the Canada Research Chairs Program (CRCP), including the recommendation that all faculty search committee members participate in unconscious bias training.
- A new policy (the Respectful Workplace & Learning Environments Policy) has been created to address harassment and discrimination.

In May 2020, George Floyd was killed by police in Minneapolis. This horrific event changed the conversation for universities. Recognition of institutionalized racism in education (which in itself is arguably one of the most colonizing pursuits in the world) is fundamental to how universities engage with their past, present, and future. Nipissing was slow to respond and to make it clear that Black Lives Matter here. Many of our community participated in North Bay events.

The Provost attempted to create space in which institutional understanding of systemic racism could be created. She did this by seeking advice, internally and externally, regarding what kind of space would be most appropriate, given that we were now functioning on-line. If this attempt resulted in nothing else, it seems to have resulted in the current conversation.

When the September letter from CRP asked for an Equity Audit & Action Plan (EAAP), we had no issue with agreeing to this suggestion. Meanwhile, we had understood that in order to eventually engage the whole Nipissing community, and following practice from other universities, the process needed to be led from the Office of the President. At no point have we claimed to have any special understanding or expertise, and Nipissing does not have a staff position where that is a requirement. We do believe, however, that EDI is a matter of shared governance at Nipissing. We must be able to respond to the imperative of systemic racism whether there is such expertise in our university or not, and this response must include faculty, staff, and students.

In October, Nipissing was invited to participate in the *National Dialogues and Action for Inclusive Higher Education and Communities* led by the Scarborough campus of the University of Toronto. This process has more recently resulted in a draft charter: *Scarborough National Charter on Anti-Black Racism and Black Inclusion in Canadian Higher Education: Principles, Actions, and Accountabilities*. As this Charter is finalized, the goal is to have Universities sign it and have each institutional partner commit to the vision and goals of the collaborative effort. This will assist in guiding the vision of how to remove systemic barriers and inequities and to create concrete goals regarding anti-black racism and black inclusion.

There seems to be some confusion as to what the “process” was that related to the Request for Proposals (RFP). The only process under way was that of procurement; no scope had been identified for the EAAP itself. In other words, the only EDI process that was in place was the procurement process. The intention was to obtain outside expertise to assist Nipissing with the development and implementation of a consultation process that would have allowed us to carry out an audit to inform the basis of a plan. As Nipissing struggles to financially support projects without external funding, we considered the possibility of using the \$50,000 grant we had received to support this activity. However, in order to do so, this would have meant that at least some of this work needed to be carried out before the end of March 2021. This process is now halted. We can, together, restart the process with input from all equity seeking groups. The University has committed budget to support this initiative.

Although we make no claims of expertise in this area, you do ask about our qualifications, so we will speak to them. Arja has a lifelong engagement with EDI issues and practices rooted in the lived experience in the EDI realm. Professionally, this engagement is reflected in her research (e.g. development of globally used gender analysis and training methodologies and policies, especially as they pertain to natural resource management, acting as a gender advisor to several governments in the area of development interventions), teaching (e.g. courses on gender and development themes, including methodologies), and service (e.g. currently she serves on Universities Canada advisory committee on EDI and the recently established COU Reference Table on EDI).

Cheryl is a Certified Human Resource Leader and served as the Director and then Assistant Vice-President of Human Resources at Nipissing for six years where she was responsible for the administration of the following University policies:

- Employment Accommodation Policy
- Workplace Violence & Prevention Policy
- Harassment & Discrimination Policy
- Respectful Workplace & Harassment Prevention Policy

There is no Nipissing definition of “inclusion”, nor of “equity” or “diversity”, beyond the language in the Collective Agreements.

As important as it is to understand the past, we would like to also move forward. To this end, we are committed to collegial conversations with all equity seeking groups on campus in a space and manner that is acceptable to all participants with a goal of ultimately developing an Equity Action Plan based on an Equity Audit. Our research shows that many universities in Canada have created a President’s Advisory Committee on EDI in order seek input. We will be seeking input from the Nipissing community to determine if this is a way forward for us. Jenny Mackie, Director of Human Resources, has been assigned as the lead in this process. Jenny will work closely with Traci Malkowski, Human Resources Generalist whose role was created in September 2020 to support EDI initiatives. Human Resources will support the President’s Office in this endeavor and will be responsible for the training and administration of our newly finalized Respectful Workplace and Learning Environments Policy.

Sincerely,



Cheryl Sutton
President & Vice-Chancellor (Interim)



Arja Vainio-Mattila
Provost and Vice-President, Academic and Research



Caucus of Racialized Persons
crp.comms@gmail.com

April 12, 2021

To: President Cheryl Sutton and Provost Arja Vainio-Mattila

Cc: NU Board of Governors, NU Senate, NUICE, NUFA, OPSEU Local 608, NUSU, OII,
NU BASE, Equity Centre

Dear President and Provost,

We, the members of Caucus of Racialized Persons (CRP), were optimistic that written communications might work for negotiating the terms and conditions for engaging in conversations with you, our senior administrators. But your letter dated April 5, 2021 offers an often vague outline of Equity, Diversity and Inclusion (EDI) activities at NU (many of which have been overstated, undertaken by others, and/or are more rightly understood as Indigenous initiatives). Furthermore, by not responding directly to the questions posed by CRP (March 26, 2021), your letter fails to address many of them (*e.g.* in relation to *RFP21-001*: 6, 8b, 9, 10, and 11).

It is heartening that you have committed funds (of an undisclosed amount) to a renewed “process” related to EDI. Yet again, however, that “process” is vaguely defined, thus raising concerns about whether it would inform the eventual work of a consultant - selected by NU senior leadership, through an illegitimate process (related to *RFP21-001*) that actively excluded racialized staff, faculty members, and students. Furthermore, by appointing the Director, Human Resources (HR) as the lead (with the support of a HR Generalist) you appear to be doubling down on a problematic process and structure - dominated by a small group of white women wielding institutional authority to privilege ‘your’ people, while extracting “input” from Others. To date, that status quo appears to have delivered a ***low return on the investment of \$50,000 EDI funds, in the wages and limited training of a single Human Resources Generalist, whose role appears to have been designed without discernible benefits to racialized NU community members, or other equity seeking groups, in mind.***

If your research has found that “many universities in Canada have created a President’s Advisory Committee on EDI to seek input,” then it should also have found that such committees are most often chaired by a senior administrator (*e.g.* AVP) with responsibility for and expertise in equity (especially anti-racism), and/or co-chaired by a racialized faculty member. Furthermore, virtually all of those universities already have an *Equity Action Plan*, **reflecting the fact that equity is increasingly core to university operations, given the mounting financial and legal exposure of systemic discrimination.**

We recognize that, like most universities, “Nipissing struggles to financially support *projects* without external funding” [*emphasis added*]. **But in the same timeframe that NU was chasing project funds for EDI, the Provost led the creation of a “Strategic Dean” in an area that NU has long-standing and significant in-house expertise: Teaching.** Since then, NU’s cornerstone - *The Schulich School of Education* - has become leaderless; and having missed an opportunity to create a senior leadership position in equity, NU has rapidly fallen behind other universities in addressing systemic racism, in particular, as well as in providing more equitable, safer and healthier environments, more generally.

You rightly note that “[w]e must be able to respond to the imperative of systemic racism,” but doing so “whether there is such expertise in our university or not” reflects *action bias*. Taking action before doing the necessary learning, relationship or institution building, can be self-defeating. For example, missed opportunities for CRP-NU collaboration through the Fall aside, given that NU lacks institutional EDI expertise and leadership, the new *Respectful Workplace & Learning Environments Policy* **puts racialized staff, faculty members and students who are experiencing race-based discrimination, in a lose-lose-lose situation:** continue to suffer in silence; prepare to suffer additional harms through the NU complaints process; and/or pursue litigation. All of these strategies negatively affect one’s campus life, and in turn, the institution as a whole.

Looking forward, by looking back and around, CRP sees NU’s approach to Indigenous initiatives as both cause for optimism (insofar as resources have been dedicated to *Enji Giigdoyang*, for instance), and as a cautionary tale. Treating “Indigenous experiences” as a “focus of institutional EDI,” reflects that NU has learned notably little about Indigenous rights and relations - even after years of institution building and sustained conversations. While not inserting ourselves into the rightfully direct relations Indigenous communities have with NU, in tangible terms, CRP believes that NU has a responsibility to implement the *Indigenization plan*, **and** to pursue and implement an *Equity Action Plan*.

CRP members have patiently engaged in these very protracted negotiations with you because we want to contribute to improving campus life; so we strongly echo your desire “to also move forward.” But NU senior administrators **have neglected to engage with our proposed “conditions for moving forward”** (also appended to this letter). Instead, you make vague gestures toward “collegial conversations... in a space and manner that is acceptable to *all* participants” [*emphasis added*].

Therefore, we the members of CRP withdraw **our willingness to negotiate terms for having conversations with NU senior administrators, until such a time that you are willing to engage directly with CRP’s specific conditions for moving forward.** If statements are released including claims that NU has hosted conversations, discussions, or dialogues related to equity (from Aug 27, 2020 onward), that imply the involvement of racialized faculty and staff (*e.g.* conversations involving a vaguely defined “community” that could/would include us), then CRP will make public statements clarifying the nature of our communications with NU.

~Caucus of Racialized Persons

ATTACHED: From CRP Questions for NU President and Provost (March 26, 2021)

(II) Conditions for Moving Forward

CRP members are keen to get a sense of the negotiation space NU Executive Administrators' are willing to share with CRP - as we are committed to finding good ways of moving forward, together, to make NU a more equitable campus.

1. Are the President and Provost willing to:

- As per CRP's requests in our initial letter dated September 8, 2020 (and summarized here, with some adjusted timelines):
 - **(a) Initiate meaningful conversations with CRP** - and additional equity seeking groups with an interest in participating, such as racialized students - in a collaborative process that will determine the scope and hiring process for an independent *Equity Audit & Action Plan*. To underline, this would go beyond consultation, to sharing decision-making authority.

Timeline: beginning immediately, and extending through to June 30, 2021

- **(b) Be more transparent and accountable in and through communications with CRP**, and the NU community more generally, regarding equity related processes, issues, and initiatives.

Timeline: beginning immediately and continuing through the foreseeable future.

- If so, please offer some specific examples of what working in a more transparent and accountable fashion might look like to you.
- (c) As per our letter dated Feb 16, 2021, **will you immediately halt the current RFP21-001 process** (such that there are no commitments to moving forward with a particular consultant or company)?
 - If not, why not?
- (d) As per our communications from February 26, 2021 onward, understand that recording meetings with NU Senior Administrators is *necessary* for CRP to be transparent with and accountable to racialized staff and faculty members who may be unable to attending meetings; and so, as leaders of a public institution, **will you propose reasonable conditions for accommodating the recording of those internal meetings?**



Caucus of Racialized Persons
crp.comms@gmail.com

15 April 2021

University Secretary, Board of Governors
Nipissing University
100 College Drive, Box 5002, North Bay, ON P1B 8L7
governors@nipissingu.ca

Dear University Secretary,

We are writing to request the opportunity to give a presentation at the next open session of the Board of Governors (scheduled for May 6, 2021).

As Board members may be aware, the Caucus of Racialized Persons (CRP) has recently withdrawn from negotiations with Nipissing University's President and Provost (see CRP letter dated April 12, 2021; copied to Board Secretary). CRP members *do not* want to discuss those negotiations or any of the particulars of our relations with NU Senior Administrators, in our presentation to the Board.

Our aim is to present on the key challenges and opportunities in the wider university environment (including some of what is happening vis-a-vis Laurentian University), to demonstrate how *NU's future viability and sustainability* may hinge on taking action toward Equity, Diversity and Inclusion. We believe that this context is very important for the Board to understand, and hope that the Executive Committee grants our request.

Please let us know if you have any questions, in advance, as we would be happy to discuss them. Thank you for facilitating this important and timely presentation,

Caucus of Racialized Persons (CRP)



April 21, 2021

Caucus of Racialized Persons

Crp.comms@gmail.com

Dear Caucus Members:

Thank you for your letter of April 12, 2021. In response to your conditions for moving forward, I offer the following:

- a) **Initiate meaningful conversations with Caucus of Rationalized Persons:** Responsibility for Equity, Diversity and Inclusion is with the President's Office. I am proposing that I, Cheryl Sutton, President & Vice-Chancellor (Interim) and Jenny Mackie, Director of Human Resources meet with members of CRP as soon as possible. Please see (d) below for proposed reasonable conditions for accommodating the recording of those meetings.
- b) **Be more transparent and accountable in and through communication with CRP:** If you are amenable to our proposal to meet as outlined in a) above, I would suggest that this topic be included as an agenda item for discussion at that meeting.
- c) **Immediately halt the current RFP21-001 process:** This process has been halted. All respondents have been notified that Nipissing University is not moving forward with this engagement.
- d) **Propose reasonable conditions for accommodating the recording of those internal meetings:** As indicated above, I am proposing that Jenny Mackie and I will meet with members of the Caucus of Racialized Persons under the following conditions:
 - a. All attendees will sign a release acknowledging that the meeting will be video/audio recorded and distributed to a pre-approved list of internal Nipissing University employees;
 - b. Any of the individuals on the pre-approved list identified in a. above and any members of the CRP who are unable to attend the meeting but who would like to view the recording will be provided with an opportunity to view the recording within seven (7) days of the meeting;
 - c. The meeting will be held through Nipissing University systems and the recording will be facilitated by an administrative staff member of the President's Office;

Office of the President

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

- d. All members who are in attendance as well as those who are provided with an opportunity to view the recording will sign strict confidentiality agreements; and
- e. The structure of any subsequent meetings will be mutually agreed upon.

I look forward to your response.

Sincerely,

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

Cheryl Sutton
President & Vice-Chancellor (Interim)



Board Secretary <governors@nipissingu.ca>

Re: Request to present to the Board (May 6, 2021)

1 message

Board Secretary <governors@nipissingu.ca>

Fri, Apr 23, 2021 at 9:26 AM

To: CRP NU <crp.comms@gmail.com>

Cc: Marianne Berubé <mariannb@nipissingu.ca>, Cheryl Sutton <cheryls@nipissingu.ca>, Abby Blaszczyk <abbyb@nipissingu.ca>

Good morning.

Thank you for reaching out to the Board of Governors and expressing interest in making a presentation. Unfortunately, the agenda for the May 6 annual meeting has already been confirmed by the Executive Committee. This includes the presentation portion of the meeting. A presentation has also been confirmed for the June meeting, which is the final meeting of this academic year.

If you would like the Board to consider adding this topic to the agenda of one of the fall meetings, please let me know. I will be happy to bring it to the Executive Committee for discussion.

Thank you for reaching out to the Board of Governors. If you have any questions, please let me know.

~ Christine

+++++

Christine Dowdall
University Secretary
Nipissing University
Box 5002, 100 College Drive
North Bay ON P1B 8L7
705-474-3450, ext. 4307
governors@nipissingu.ca



On Thu, Apr 15, 2021 at 12:47 PM CRP NU <crp.comms@gmail.com> wrote:
Please find attached a request to give a presentation at the next open session of the Board of Governors (scheduled for May 6, 2021).
Thanks for facilitating this request,
Caucus of Racialized Persons

