

NIPISSING UNIVERSITY BOARD OF GOVERNORS MEETING

June 3, 2021

OPEN SESSION

5:30 P.M. – Zoom Remote Conferencing

Observer Attendance: Email governors@nipissingu.ca before 12:00 p.m. on June 3, 2021, for link information.

1. Call to Order/Land Acknowledgement

“As we begin this meeting, I would like to acknowledge that we are in the territory of the Robinson-Huron Treaty of 1850 and that the land on which we gather is the Nipissing First Nation Traditional Territory and the traditional territory of the Anishinabek.

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

2. Declaration of Conflict of Interest

3. Use of Recording and/or Broadcasting Devices

Only pre-approved methods of recording and/or broadcasting devices may be used. Disseminating any information during the meeting is prohibited.

4. Consent Agenda

i. For Adoption

(a) Minutes of the May 6, 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 May 17, 2021;
2. Audit & Finance Committee – Minutes from May 17, 2021;
3. Fundraising Committee – Minutes from May 17, 2021.

(b) Annual Committee Reports.

(c) Reports from Other Committees/Bodies:

1. Alumni Advisory Board.

Resolution: *That the items included “for adoption” on the June 3, 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 June 3, 2021, Open Session regular agenda as circulated.*

6. Chair’s Remarks

7. Chancellor’s Remarks

8. President’s Remarks

9. Presentation

- *Dr. John Nadeau, Dean, Education & Professional Studies*

10. Vice-President’s Remarks

- Provost and Vice President, Academic & Research
- Assistant Vice-President, Finance & Infrastructure
- Assistant Vice-President, Students
 - Annual Report on Sexual Violence

11. Board Committee Reports

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

Resolution: *That the Board of Governors accepts the recommendation of the University Governance Committee to approve the additional language in Section XV of the General Bylaws of the Board of Governors as presented.*

- **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 operating budget 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

13. Correspondence Received

- Caucus of Racialized People (CRP)
- Letter re. Board Meeting Format

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

May 6, 2021

The Open Session of the regular Board of Governors meeting was held on Thursday, May 6, 2021, at 5:30 p.m. via Zoom Remote Conferencing.

Members Present: Marianne Berube, Board Chair
Johanne Brousseau
Patti Carr
Paul Cook
Fran Couchie
John D’Agostino
Hilary Earl
Joseph Gagnier
Ryan Hehn
Stuart Kidd
Judy Koziol
Denyse Lafrance Horning
Joanne Laplante
Joe McIntosh
Bobby Ray
Judy Smith
Dave Smits
Lisa Snider
Cheryl Sutton
Stephen Tedesco
Rick Vanderlee
Kathy Wilcox

Regrets: n/a

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

Official Observers: Sarah Pecoskie-Schweir
Emily Wilson

of Live Stream Connections: Thirty (30)

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

Resolution 2021-05-01: ***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.***

*Moved by Stuart Kidd; seconded by Joanne Laplante.
Carried.*

5. Adoption of the Regular Agenda

Resolution 2021-05-02: ***That the Board of Governors adopt the May 6, 2021, Open Session regular agenda as circulated.***

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

6. Chair's Remarks

The Chair welcomed the new Nipissing University Student Union (NUSU) executive team to the meeting. The new voting representatives on the Board of Governors are Joe McIntosh (President) and Joseph Gagnier (VP Finance), while the non-voting observers are Sarah Pecoskie-Schweir (VP Advocacy) and Emily Wilson (VP Students).

The Board Chair reflected on a difficult year amidst the global COVID-19 pandemic. She spoke to the shift to online course delivery, navigating a presidential search and the improvements made to the Board's collective governance skills. She expressed her gratitude to the Interim President and her executive team for their strong leadership throughout the year. The Chair also highlighted a number of recent activities, including her participation in the ongoing virtual Canadian University Board Association (CUBA) annual conference.

7. Chancellor's Remarks

The Chancellor reiterated the Board Chair's comments and commended the Interim President, administrators, faculty and staff for their flexibility and commitment throughout a challenging year.

8. President's Remarks

The President (Interim) expressed her appreciation to the faculty, graduates and current students who are working and/or volunteering at the local COVID-19 vaccination clinics. She also commended the Nipissing Parry Sound District Health Unit (NPSDHU) for their continued work throughout the pandemic.

The President (Interim) noted that the 2021-22 budget will be presented at the May 17, 2021, Audit & Finance Committee meeting, and she encouraged all Board members to attend as the budget will be reviewed in detail. She spoke to the recent news that the Ontario Government has extended the tuition freeze for one year, which amounts to approximately \$3 million in revenue reduction for Nipissing University.

The President (Interim) also highlighted a number of recent activities, including a meeting with the Nipissing University Black Association of Student Expression (NUBASE) and a virtual guided tour of the Bachelor of Fine Arts Graduate Exhibition. Each year, the President is tasked with selecting a winner of the President's Selection Competition, and the President (Interim) was pleased to award Pauline Sutherland for her installation entitled *Te-Baw-Che-Mo-win*.

9. Presentation

Dr. Jim McAuliffe, Dean of Graduate Studies and Research, presented on the scope of research and graduate studies at Nipissing University, highlighting external funding, the challenges in research and student enrolment at Nipissing University and a number of recommendations to face those challenges. He noted that throughout the COVID-19 pandemic, there were 31 successful thesis defenses completed and 44 students completed their graduate degrees since March 2020.

The Dean answered a number of questions, including how the structure of Nipissing's research program compares to other universities and what the impact of COVID-19 has been on industry funding.

10. Vice-Presidents' Remarks

The Provost and Vice-President, Academic & Research (PVPAR) spoke to the success of the recent Three Minute Thesis (3MT) Research Month competition, a university-wide competition for graduate students where participants have three minutes to present their research to a panel of non-specialist judges. Board members were invited to visit the link found in the PVPAR's report to view some of the other events of Research Month.

In response to a question around international student acceptances, the PVPAR explained that acceptances from international students don't typically start coming in until June or July due to board and English language testing. Due to the COVID-19 environment, the University is working on a number of options for those students who are unable to travel internationally in September to begin their studies. Additionally, recruitment has already begun for the January intake and the PVPAR anticipates she will have more information at the next meeting of the Board.

The Assistant Vice-President, Finance & Infrastructure informed the Board of the annual maintenance shutdown scheduled for May 7-9, 2021. The campus will be formally closed and will reopen to Phase 0 access on Monday, May 10, 2021.

The Assistant Vice-President, Students (AVPS) was pleased to announce that Nipissing University has received over \$492,000 in grant funding for student services and student well-being. As a number of the announcements are currently under embargo, he could not offer specifics but would share further details when appropriate.

11. Board Committee Reports

- **University Governance Committee**

Election of Board Officers

The University Governance Committee met to discuss the nominations received for next year's Board Officer positions. As a result of those discussions, and in accordance with the Election of Board Officers Policy, the following elections were held:

Board Chair

Marianne Berube confirmed that she will allow her name to stand. She was excused from the meeting and the Chair of the Governance Committee welcomed any questions or comments regarding the recommendation.

The following resolution was presented:

Resolution 2021-05-03: *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.*

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

Following the vote, Marianne Berube returned to the meeting.

Board Vice-Chair

Stuart Kidd confirmed that he will allow his name to stand. He was excused from the meeting and the Board Chair welcomed any questions or comments regarding the recommendation.

The following resolution was presented:

Resolution 2021-05-04: *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.*

*Moved by Marianne Berube; Seconded by Fran Couchie.
Carried.*

Following the vote, Stuart Kidd returned to the meeting.

Board Vice-Chair Pro Tem

David Smits confirmed that he will allow his name to stand. He was excused from the meeting and the Chair of the Governance Committee welcomed any questions or comments regarding the recommendation.

The following resolution was presented:

Resolution 2021-05-05: *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.*

*Moved by Stuart Kidd; seconded by Judy Koziol.
Carried.*

Following the vote, David Smits returned to the meeting.

- **Audit & Finance Committee**

As a result of discussions held at the April 12, 2021, meeting of the Audit & Finance Committee, the following resolutions were brought forward:

Resolution 2021-05-06: ***That the Board of Governors accepts the recommendation of the Audit & Finance Committee to approve the 2021/22 Nipissing University Ancillary Fees as presented.***

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

Resolution 2021-05-07: ***That the Board of Governors accepts the recommendation of the Audit & Finance Committee to approve the 2021/22 Nipissing University Student Union Ancillary Fees as presented.***

*Moved by Marianne Berube; seconded by John D'Agostino.
Carried.*

A concern was raised in regard to appointing KPMG as the institution's auditors for 2020-21 while the situation continues to unfold regarding Laurentian University's creditor protection process. The AVP, Finance and Infrastructure clarified that KPMG had already presented the audit plan for the fiscal year at the February Audit & Finance Committee, and this resolution is a formality. She stated that a motion for the 2021-22 fiscal year will be presented in the fall, and options, including whether or not to go to RFP, can be discussed at that time.

Following the discussion, the following resolution was presented:

Resolution 2021-05-08: ***That the Board of Governors accepts the recommendation of the Audit & Finance Committee to appoint KPMG as auditors for the 2020-21 year-end.***

*Moved by Fran Couchie; seconded by Paul Cook.
Carried.*

- **Executive Committee**

The Board Chair spoke to the revisions proposed for the Annual Review of the President's Achievement of Goals and Priorities Policy, and the following resolution was made:

Resolution 2021-05-09: ***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.***

*Moved by Dave Smits; seconded by Kathy Wilcox.
Carried.*

- **Community Relations Committee**

The Committee Chair thanked the Director of External Relations for the presentation she gave at the last committee meeting, and she noted the May 17, 2021, committee meeting has been cancelled.

- **Fundraising Committee**

The Committee Chair spoke to the highlights of the April meeting and noted that the minutes were included with the Board agenda.

- **Plant & Property Committee**

The Committee Chair highlighted some of the topics discussed at the last meeting, including an update on the NUSU Student Centre. In response to a question regarding crosswalks and sidewalks for pedestrians, the Committee Chair indicated that a discussion is ongoing. She will ask for an update at the first committee meeting in the fall.

12. Board Representatives on Other Committees/Bodies

Nipissing University Student Union

The NUSU President noted that the student food bank will be continuing operations every Wednesday at Chancellors House Residence. He expressed his thanks to the residence staff for allowing the use of the space and resources. Additionally, while NUSU awaits updates from the provincial government regarding lockdown measures, he also thanked the Director of Facilities and the Human Resources Generalist who continue to work with NUSU to ensure all appropriate safety protocols are in place at the new Student Centre.

NUSU and NUNS (Nipissing University Nursing Society) have been advocating for students in the Collaborative Nursing program following notice that Canadore College instructors graded nearly 200 students in first and third year with 'unsatisfactory' or 'in progress' grades. Those grades have since been overturned.

Academic Senate

A presentation on the Strategic Mandate Agreement (SMA3) that the Director of Institutional Planning and Analysis provided to Senators at the last Senate meeting was highlighted.

Joint Committee of the Board and Senate on Governance

The Joint Committee met on March 29, 2021, and enjoyed a presentation by Dr. Susan Srigley on board governance across the sector. The Committee intends to meet again in the fall.

13. Correspondence Received

- **Caucus of Racialized People (CRP)**

An update on the correspondence between the CRP and Nipissing University senior administration was included in the Board package. The President (Interim) noted that the Equity, Diversity and Inclusion (EDI) Audit RFP process has been halted, and all respondents have been notified that the University is not moving forward at this time. Additionally, the President (Interim) spoke to the University's suggestions to create a safe space for all participants to meet. The University is awaiting a response from the CRP.

14. Question Period

A Board member requested a future presentation from the Director of Institutional Planning and Analysis, similar to the one provided to Senators. The Board Chair noted that she will request that the presentation be included at a fall meeting of the Board.

15. Other Business

There was no further business.

16. Next Meeting/Adjournment

The next Committee Day is scheduled for Monday, May 17, 2021.

The next meeting of the Board is Thursday, June 3, 2021.

Resolution 2021-05-10: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

*Moved by Stuart Kidd; seconded by Judy Koziol.
Carried.*

Open session adjourned at 7:28 p.m.

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

Board Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

UNIVERSITY GOVERNANCE COMMITTEE MEETING

OPEN SESSION

May 17, 2021

The Governance Committee met on Monday, May 17, 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
Joe McIntosh
Judy Smith
Lisa Snider
Cheryl Sutton
Sarah Pecoskie-Schweir (Student Observer – non-voting)
Arja Vainio-Mattila (Provost – non-voting)
Christine Dowdall (University Secretary – non-voting)

Regrets: Paul Cook
Rick Vanderlee

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 9:05 a.m. A call for conflicts of interest was made; there were no such declarations.

2. Board Recruitment Efforts: Update

Following discussions at the last meeting of the University Governance Committee, a standard call for Board applications was added to the Governance page on the University's website, and a call for applications went out through the NU News and on social media channels. At least two applications for Board membership have since been received. It is expected that a small committee will meet over the summer to review the applications.

In response to a question about the Skills Matrix that was included with the May 6 Board meeting agenda, the University Secretary noted that she will send a reminder to all Board members and request that all completed forms be returned prior to the next Board meeting.

3. General Bylaws: Draft Revision

At the April 12, 2021, University Governance Committee meeting, a discussion was held concerning roll call votes and whether or not the language included in the bylaws takes precedence over such parliamentary authorities as Robert's Rules. Following those discussions, it was suggested that an addition be made to the bylaws to clarify that the bylaws do in fact take precedence.

The recommendation was discussed, and following some minor language changes, a motion was brought forward:

Motion: ***That the University Governance Committee recommends the Board of Governors approves adding language to the General Bylaws as discussed at the May 17, 2021, University Governance Committee meeting.***

*Moved by John D'Agostino; seconded by Marianne Berube.
Carried.*

4. Other Business

There was no further business.

The meeting adjourned at 9:20 a.m.

Recording Secretary

Chair of University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

May 17, 2021

The Audit and Finance Committee met on Monday, May 17, 2021, at 10:30 a.m. via Zoom remote conferencing.

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

Regrets: Paul Cook

Guests: Renée Hacquard, AVP, Finance & Infrastructure (Interim)
Casey Phillips, AVP Students
Fran Couchie
Maggie Daniel
Johanne Brousseau
Kathy Wilcox
Ryan Hehn
Bobby Ray
Jim McAuliffe
John Nadeau
Karen Charles
Denyse Lafrance Horning
Debra lafrate
Pavlina Radia

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

1. Welcoming Remarks/Calls for Conflicts of Interest

The meeting was called to order at 10:32 a.m. The committee chair called for any conflicts of interest; no such declarations were made.

2. Consolidated Statement of Financial Position and Statement of Operations Review as of March 31

The AVP, Finance and Infrastructure reviewed the Consolidated Statement of Financial Position and Statement of Operations as of March 31, 2021. She spoke to the individual funds and highlighted a number of figures, including a deficit of \$1.25 million in the Ancillary Fund due to pandemic related costs and a surplus in the operating fund of \$1.2 million as of March 31, 2021. In response to a question about the surplus amount, the AVP noted that any surplus remaining in restricted funds is either carried forward or moved to restricted net assets. A question was raised regarding whether or not the cash reserves would decrease at year-end. The AVP stated it was too early to comment with certainty and would update the committee when that figure is available.

3. Year-end Projections

Nipissing University is currently projecting a deficit in the Operating Fund for fiscal year ended April 30, 2021. While cash is positive at this time, net expendable reserves will be close to negative at year end. Projections will be confirmed through the audit process this summer and additional information, including a fulsome background on net assets, will be forthcoming in the fall.

4. 2021-22 Budget

The President (Interim) provided preliminary remarks, speaking to the difficulties of building a budget through the COVID-19 Pandemic. She spoke to the negative impacts of the pandemic on revenue, internationalization and the effects of the provincial domestic tuition freeze. It was noted that in September 2021, a detailed plan will be provided to the Board of Governors to bring the Operating/Ancillary budgets into balance.

The AVP, Finance and Infrastructure reviewed the budget package in detail. The proposed budget allows for a deficit of \$1,548,461. She highlighted grant and tuition revenue, expenses by department and the impact of current projections and proposed budget on cash flow, including both optimistic and pessimistic forecasts. Revenue building and cost containment strategies were also reviewed.

A lengthy discussion ensued and a number of clarifying questions were addressed, including how the budgeted number of international students was determined. The PVPAR noted that the international numbers in the budget reflect both returning students and new students who have paid in full for the upcoming year. International recruitment efforts are ongoing for a January intake and popular courses are being offered in time zones that are more conducive to those students who cannot attend in person due to the pandemic. Clarification was provided around a number of other topics, such as Indigenous programming and grant revenue as it relates to the SMA3.

Several other questions were addressed, including where savings were found within salaries and benefits. The President (Interim) spoke to the significant cost reductions in student and contract wages, the delays in filling vacant positions and the success of redeployments between departments. In response to a question about decreases to faculty versus administrative budgets, it was noted that significant reductions in administrative departments have occurred over the past several years.

The Committee discussed the importance of exploring all avenues of revenue generation, and following question period, the following motion was presented:

Motion: ***That the Audit & Finance Committee recommends the Board of Governors that the 2021/22 Operating Budget be approved as presented.***

*Moved by Marianne Berube; seconded by Stuart Kidd.
Carried.*

5. Other Business

There was no further business.

The meeting adjourned at 12:13 p.m.

Recording Secretary

Committee Chair

BOARD REPORT
As at 5/07/2021
For the period ended 03/31/2021

	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	\$ 32,879,312	\$ 35,655,369	\$ (2,776,057)	92%	1	\$ 35,084,225	\$ 37,301,609	94%	\$ (2,204,913)	-6%	1
Student Fees - Tuition	\$ 26,786,235	\$ 29,409,835	\$ (2,623,600)	91%	2	\$ 25,986,387	\$ 27,741,324	94%	\$ 799,848	3%	2
Student Fees - Other	\$ 2,834,445	\$ 2,805,862	\$ 28,583	101%	3	\$ 2,816,501	\$ 2,355,450	120%	\$ 17,944	1%	3
Other	\$ 760,706	\$ 1,993,252	\$ (1,232,546)	38%	4	\$ 1,616,003	\$ 1,995,621	81%	\$ (855,296)	-53%	4
Investment Income	\$ 75,762	\$ 190,000	\$ (114,238)	40%	5	\$ 214,032	\$ 230,000	93%	\$ (138,270)	-65%	5
Donations	\$ 2,000	\$ 100,000	\$ (98,000)	2%	6	\$ 42,819	\$ 39,000	110%	\$ (40,819)	0%	
Revenue Total	\$ 63,338,460	\$ 70,154,318	\$ (6,815,858)	90%		\$ 65,759,966	\$ 69,663,004	94%	\$ (2,421,506)	-4%	
Expenses											
Salaries and Benefits	\$ 46,867,335	\$ 55,400,290	\$ (8,532,955)	85%	7	\$ 48,962,513	\$ 54,801,488	89%	\$ (2,095,178)	-4%	6
Operating	\$ 6,821,798	\$ 9,611,933	\$ (2,790,135)	71%	8	\$ 8,626,156	\$ 10,200,309	85%	\$ (1,804,358)	-21%	7
Scholarships and Bursaries	\$ 3,542,824	\$ 3,788,400	\$ (245,576)	94%	1	\$ 4,163,078	\$ 3,808,400	109%	\$ (620,254)	-15%	8
Occupancy Costs	\$ 3,381,239	\$ 4,090,850	\$ (709,611)	83%	9	\$ 1,827,016	\$ 4,240,775	43%	\$ 1,554,223	85%	9
Principal and Interest on Long Term Debt	\$ 917,785	\$ 1,005,940	\$ (88,155)	91%	1	\$ 893,696	\$ 1,005,940	89%	\$ 24,088	3%	
Expenses Total	\$ 61,530,980	\$ 73,897,413	\$ (12,366,433)	83%		\$ 64,472,459	\$ 74,056,912	87%	\$ (2,941,479)	-5%	
Surplus (Deficit) Before Undernoted	\$ 1,807,480	\$ (3,743,095)	\$ 5,550,575	-48%		\$ 1,287,508	\$ (4,393,908)	-29%	\$ 519,972	40%	
Transfers											
Transfers to (from) other funds	\$ 118,206	\$ (1,730,000)	\$ 1,848,206	-7%	10	\$ (1,469,802)	\$ (1,892,903)	78%	\$ 1,588,007	-108%	
Transfers to (from) Internally Restricted	\$ 453,112	\$ 500,500	\$ (47,388)	91%	11	\$ 510,867	\$ 469,150	109%	\$ (57,755)	-11%	
Transfers Total	\$ 571,318	\$ (1,229,500)	\$ 1,800,818	-46%		\$ (958,934)	\$ (1,423,753)	67%	\$ 1,530,252	-160%	
Total	\$ 1,236,163	\$ (2,513,595)	\$ 3,749,758	-49%		\$ 2,246,442	\$ (2,970,155)	-76%	\$ (1,010,280)	-45%	

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

FUNDRAISING COMMITTEE MEETING

OPEN SESSION

May 17, 2021

The Fundraising Committee met on May 17, 2021, at 2:30 p.m. via Zoom remote conferencing.

Members present: Bobby Ray, Committee Chair
Marianne Berube
Joseph Gagnier
Judy Koziol
Lisa Snider
Cheryl Sutton
Stephen Tedesco
Kathy Wilcox
Emily Wilson (non-voting)
Arja Vainio-Mattila (Provost – non-voting)
Christine Dowdall (University Secretary – non-voting)

Regrets: Paul Cook
Joanne Laplante

Guests: Cristin Christopher, Director, Advancement & External Relations
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 2:32 p.m. The Committee Chair called for any conflicts of interests; no such conflicts were declared.

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

- **Fundraising Summary**

The Director, Advancement & External Relations provided a financial summary for the 2020-2021 fiscal year. It was noted that there was a slight decrease in donations to the annual fund compared to last year; however, there was an increase in contributions to endowments and bequests.

- **Alumni Update**

The Director, Advancement & External Relations reported that the NU Café is launching their next book club selection: *Braiding Sweetgrass: Indigenous Wisdom, Scientific Knowledge and the Teachings of Plants* by Robin Wall Kimmerer.

Other items the Director reported on included the Nipissing University Alumni Advisory Board’s Spring Retreat which was held on May 16 and the New Alumni Information Session which is scheduled to take place on May 25. The information session will address ways for new graduates to get involved after graduation and will highlight the importance of keeping their contact information up to date.

The External Relations team has been busy supporting this year’s Virtual Convocation. In an effort to provide graduates with an opportunity to “pay it forward”, there will be a soft appeal encouraging them to donate \$20.21 towards the Student Emergency Fund. This year will see the addition of Convocation Celebration Boxes being sent to graduating students. The boxes will contain a t-shirt, a pin, a graduate cap stress ball, a confetti popper and a kit that will allow students to create their own photo booth.

A question was raised concerning whether or not the Board of Governors had met its fundraising target for the year. As the target was not met, discussion ensued about opportunities to engage Board members throughout the year to create a deeper sense of connection and to provide donation opportunities and reminders.

3. Other Business

No other business.

The meeting was adjourned at 2:47 p.m.

Recording Secretary

Committee Chair

**NIPISSING UNIVERSITY BOARD OF GOVERNORS
EXECUTIVE COMMITTEE
ANNUAL REPORT | 2020-2021**

The Executive Committee has the power and authority to act for the Board, between the meetings of the Board, in the management of the affairs of the University for the interests of the University. Except at the expressed invitation of the Chair of the Board or the President & Vice-Chancellor, meetings of the Executive Committee are held in-camera.

The Executive Committee of the Board of Governors met eleven times over the 2020-21 year. The following is a summary of the business conducted at those meetings:

- Received a report from the Search Committee for the position of Associate Dean, Arts and Science and subsequently approved the appointment of Dr. Dan Walters.
- Discussed and approved the Interim President's goals and priorities for the year.
- Recommended that the Board extend the current Strategic Plan until after the new President is in place.
- Received regular process updates with regard to the search for the new President.
- Discussed the governance training session that was arranged for the November Board meeting.
- Received regular updates from the President (Interim) regarding the status of campus access, online classes, etc.
- Discussed the engagement of external expertise to assist the University with EDI policies and practices.
- Received a report from the Search Committee for the position of Associate Dean, Educational & Professional Studies and subsequently approved the appointment of Dr. Douglas Gosse.
- Received a status update from the President (Interim) with regard to the goals and priorities that were approved in the fall.
- Discussed the unexpected resignation of a non-constituent Board member and subsequently made a recommendation for replacement.
- Received several updates on the ongoing communication between the University and the Caucus of Racialized People (CRP).
- Discussed University sustainability and subsequently submitted a recommendation to the Board that would see balanced budgets going forward.
- Discussed a possible breach of confidentiality and determined preliminary next steps.
- Reviewed the University's preliminary sustainability plans.
- Reviewed changes to the Annual Review of the President's Achievement of Goals and Priorities Policy and subsequently recommended the Board approve the changes.
- Received an update on the contract negotiations for the new President.
- Discussed concerns regarding the format of Board meetings for observers.

I'd like to thank all the committee chairs this year for their dedication and hard work. In addition, I'd like to extend a special thank you to Interim President Cheryl Sutton and her team for the extensive amount of work that went into this extraordinary year.

Marianne Berube
Board Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

UNIVERSITY GOVERNANCE COMMITTEE ANNUAL REPORT | 2020-2021

The University Governance Committee is responsible to the Board for general governance issues including Board evaluation, selection of new members and committee membership.

During the academic year, the Governance Committee of the Board of Governors met a total of five times. The following is a summary of the items dealt with by the Committee:

October 19, 2020

- Fran Couchie was appointed as the vice chair of the committee.
- Committee terms of reference were reviewed without amendment.
- Annual work plan was reviewed. The University Secretary will track any requests for change or review.
- Last year's Board evaluation survey results were reviewed, with the committee expressing disappointment at the low response rate. Ideas for encouraging participation were discussed.
- A recommendation from the Joint Committee of the Board and Senate on Governance regarding potential revisions to the Search/Appointment/Reappointment of Senior Academic Administrative Officers Policy was discussed. Suggestions for revised language were presented, and a formal draft will come to the committee for review at the next meeting.
- The Director, Human Resources explained that she will be working on a draft of a new policy intended to combine and replace the current Harassment & Discrimination and the Respectful Workplace and Harassment Prevention policies. Suggestions for the new policy were discussed, and a draft will be presented to the next committee meeting for review.
- The Board continues to have two LGIC vacancies. Ongoing follow up with the Public Appointments Secretariat continues.

December 14, 2020

- Revisions to the Annual Staff Awards for Exceptional Performance and/or Service Policy were reviewed. A recommendation was forwarded to the full Board for approval.
- A lengthy discussion on the new Respectful Workplace and Learning Environment Policy was held. Revisions will be made and brought back to the next committee meeting.
- In follow up to the October meeting, revisions to Section F of the Search/Appointment/Reappointment of Senior Academic Administrative Officers Policy were reviewed. A recommendation was forwarded to the full Board for approval.

February 8, 2021

- Further discussion was held regarding the new Respectful Workplace & Learning Environments Policy. A recommendation was forwarded to the full Board for approval.
- The Board Appointment policy was scheduled for review. Some changes were recommended, including adding language around equity, diversity and inclusion. A recommendation was forwarded to the full Board for approval.
- The Board Communication Protocol Policy was due for review. Recommended changes included language and term modifications. A recommendation was forwarded to the full Board for approval.

April 12, 2021 (Open)

- Board recruitment status and the current membership was reviewed. It was agreed that a permanent call for nominations page should be added to Board of Governors webpage. In addition, a skills matrix will be circulated to all Board members at the annual meeting to identify skills/knowledge gaps within the current membership.
- Board of Governors voting methods were reviewed relative to a request to consider recorded names in roll call voting. A survey of other universities revealed that roll call voting is not common practice across the university sector. The committee agreed that Nipissing's current voting practices should continue accordingly.
- The annual Board evaluation exercise was discussed. Various styles of surveys were reviewed. Administration will investigate options for next year, including the possibility of seeking external help in this regard. In the meantime, it was decided to continue with an open ended question format for this year.

April 12, 2021 (Closed)

- As required in the Election of Board Officers policy, Board members were invited to submit nominations for the three Board Officer positions for next year. The University Governance Committee is responsible for considering those nominations in a closed meeting and for making recommendations to the Board of Governors.
- The Committee discussed the nominees, and recommendations for each of the Board Officer positions will be presented to the full Board at the annual meeting in May.

May 17, 2021

- An update on the recruitment efforts of external Board members was provided.
- A motion was presented to recommend additional language in the Board's General Bylaws to specify that the Bylaws take precedence over external parliamentary authorities.

Respectfully submitted,

Stuart Kidd
Chair, University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT AND FINANCE COMMITTEE ANNUAL REPORT / 2020-2021

The Audit and Finance Committee of the Nipissing University Board of Governors is responsible to the Board for developing and presenting general policies and recommendations on all financial matters.

The Audit and Finance Committee met six times during the 2020-2021 year. The work of the committee was heavily influenced by the financial challenges posed by the COVID 19 pandemic and Laurentian University filing for creditor protection. The following is a summary of the items dealt with by the committee.

September 14, 2020

- An overview of the results of the 2019/20 operating budget was provided.
- Laurie Bissonette from KPMG, Nipissing's auditors, discussed the audit process and reviewed the financial statements for the year ending April 30, 2020.
- Stuart Kidd was elected as Committee Vice-chair.
- The AVP Finance and Infrastructure (AVP F&I) reviewed the annual work plan.
- The Registrar provided an update on enrolment.
- The AVP Finance and Infrastructure reviewed the financials for 2020/21.

October 19, 2020

- The AVP F&I presented the Consolidated Statement of Financial Position and Statement of Operations as of August 31, 2021.
- The Registrar provided an enrolment update.
- THE AVP F&I presented the Year-end Projections highlighting the impact of COVID 19.
- The Director, University Technology Services provided a Cybersecurity Update.

December 14, 2020

- The AVP F&I provided a budget process update.
- The YTD Financial Results were reviewed.
- The AVP F&I provided an investment performance review.
- The AVP F&I reviewed the financial health indicators of Nipissing to that of other Ontario Universities. This review is provided by the Council of Ontario Universities (COU).

February 8, 2021

- Tiffany Cecchetto from KPMG reviewed the Audit Planning report. Discussion occurred around the Laurentian University situation as KPMG provides audit services for them as well. Ms. Cecchetto reviewed the differences between Nipissing and Laurentian and invited members to review the disclosures in the publicly available statements.
- The AVP F&I provided a budget status update and discussed the associated timelines.
- The YTD Financial Results were reviewed.

- The Consolidated Statement of Financial Position and Statement of Operations as of December 31, 2020 were reviewed.
- Year-end projections were reviewed with a continued focus on the impact of COVID 19 and the efforts that the University was making to lobby the province for support while looking at every possible way to manage expenses. Best and worst case scenarios were also presented.
- The topic of Laurentian University filing for creditor protection was revisited. The AVP F&I highlighted the similarities and differences between the two schools.

April 12, 2021

- The AVP F&I provided a Budget progress update. It was confirmed that a draft of the budget was expected prior to the May meeting and that the budget would include both revenue generation and cost containment plans.
- The YTD financial results were reviewed.
- The AVP F&I reviewed the financial projections to year end which included the \$2.9M received from the Province for COVID-19 relief funding. The University was projecting a year-end deficit in the operating fund to be better than the optimistic scenario presented in February.
- Representatives from PH&N Investment Council 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 AVP Students reviewed the Ancillary Fund Protocol. 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. Following discussion and a number of clarifying questions to motions were passed.
- 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. 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.
- The committee appointed KPMG as the auditor for 2020/21 year-end.

May 17, 2021

- The AVP, F&I reviewed the Consolidated Statement of Financial Position and Statement of Operations as of March 31, 2021.
- The AVP F&I reviewed the year-end projections.
- The 2021/22 budget was presented and discussed. A deficit of \$1,548,461 was accepted due to ongoing impacts from COVID-19 with the understanding that work would continue on the revenue generation and cost containment strategies over the summer to identify opportunities to achieve a balanced budget before the end of the 2021/22 fiscal year. An updated will be provided to the Board at the September Board meeting.

Submitted by David Smits
Chair, Audit & Finance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

COMMUNITY RELATIONS COMMITTEE ANNUAL REPORT | 2020-2021

The Community Relations Committee is responsible to the Board for setting policy that will guide the administration in the areas of public relations, community affairs, alumni liaisons, communication strategies, intergovernmental affairs, media relations, and reputational matters.

Patti Carr held the position of Committee Chair for 2020-2021, with Kathy Wilcox as Committee Vice-Chair.

The Community Relations Committee met four times during the year: once in October, once in December, once in February, and the final meeting in April. As we are aware, this year was unprecedented for the University's leadership and staff and as such, community relations were overwhelming due to the pandemic

All meetings of the Committee were held virtually, and highlights of each meeting are included below.

October 19, 2020

- The first meeting included the election of the Vice-Chair; Kathy Wilcox agreed to assume the role.
- The terms of reference were reviewed and meeting dates were announced for the year.
- The Annual Work Plan was reviewed.
- The Director of External Relations updated the committee on the NU Community Response to COVID-19. Nipissing University was thanked by the North Bay Regional Health Centre for providing residence for the frontline workers who required a safe place to stay.
- The NU News underwent significant updates over the summer and was launch recently; committee members were encouraged to subscribe to the NU News.
- There was a discussion on how the University can continue to improve communications and its image in the broader community.

December 14, 2020

- Top of the agenda was the Covid-19 Communications, as the pandemic continues.
- The Director of External Relations spoke about the COVID-19 Communications plan that was used in partnership with the North Bay Parry Sound District Health Unit; a protocol for clear communication between the University and the Health Unit as required. Digital engagement metrics on the University's COVID-19 related pages were also reviewed.
- The committee has been promoting subscriptions to the NU News page, and the communications team will continue to develop plans to provide additional promotion to encourage further subscriptions.
- Promotion of the Alumni Awards celebrations was underway, and the University highlighted the award recipients each day throughout the week.

February 9, 2021

- The February meeting focused on NU in the Community.

- Community engagement partnerships were being undertaken when and where possible during the pandemic. Some new items of note were the Provost's engagement with the Local Immigration Partnership and the creation of a subcommittee for international students.
- The university continues to communicate with the City of North Bay's Economic Development department to connect research with industry.
- Other upcoming events highlighted were: International Women's Day, Indigenous Week, Black History Month, and Research Month, all in March.
- A brief discussion on the troubling news from Laurentian University, noted a request that information to the media to put in context the similarities and many differences between LU and NU would be appropriate.
- The committee recognized the contributions of Dr. Muriel Sawyer, Deputy Chief of Nipissing First Nation and Nipissing University honorary degree recipient, when we heard of her recent passing.

April 12, 2021

- The Director of External Relations provided an extensive update.
- The McConnell Dialogues, a partnership with the McConnell Foundation, facilitates a community dialogue about ways the University can assist the community in "building back better". Three main topics were focused on: economic impact, social and cultural impact, and environmental impact. The session included 20 attendees comprised of University donors, alumni, and community members.
- An advertising awareness campaign was launched with new billboard advertisements, along with several digital tools utilized with targeted advertisements geared to local students who are residing at home during the pandemic.
- Research Month was celebrated in March with virtual events. This annual event celebrated the impact that Nipissing's research has locally, nationally, and internationally. Other items included videos and faculty research profiles.
- There had been questions regarding correspondence between the Caucus of Racialized People (CRP) and the University. There have been ongoing communications but as of this meeting, the two groups had not met.

The committee commends staff as they needed to respond, educate, and disseminate information much more often than in a regular year. As such, not only were community relations important, but the internal communications to staff and students was imperative, even when not all information was clear or detailed from the province and federal government. The staff were extraordinary in their ability to ensure that information was provided as regularly as possible with the utmost of integrity, care, and detail as possible, recognizing it was a stressful time for all stakeholders of the University community.



Respectfully Submitted by Patti Carr, Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS
FUNDRAISING COMMITTEE
ANNUAL REPORT | 2020-2021

The Fundraising Committee is responsible to the Board for developing plans and policies that will foster and support a philanthropic culture at the Board, across the University, and throughout the community that will help to produce fundraising success.

The committee met five times during the 2020-21 academic year. The following is a summary of the discussions that took place at those meetings.

October 19, 2020

- Kathy Wilcox was appointed Vice-Chair of the Fundraising Committee.
- The committee reviewed the Committee Terms of References and Annual Work Plan.
- The Director of External Relations shared her department's response to COVID-19, including focusing on storytelling, bringing donors and alumni closer to the university, and reaching out to donors individually.
- Annual events were forced to be cancelled (homecoming) or moved online (alumni awards, donor and student alumni awards social).
- External Relations organized a Giving Tuesday appeal.
- The Student Emergency Fund has and continues to support hundreds of students with financial assistance that helped cover such things as income loss, housing insecurity, family support, and urgent travel.
- The Shelby Dickey Memorial Award was launched in memory of a late Lakers Nordic skier.
- The President's Capital Campaign Steering Committee has been populated.

December 14, 2020

- The Annual Student Call Campaign was put on hold due to COVID-19.
- Alumni Award recipients were announced.
- The University received funds from the provincial government in memory of the victims of the Iranian airplane crash in January 2020 (to be used to support awards for college transfer students).

February 8, 2021

- The committee was quizzed about their present understanding of the University's fundraising initiatives to assist in guiding future committee work and agendas.
- The Nipissing University Alumni Advisory Board (NUUAB) met with Nipissing Executive to discuss how the University and alumni can work closer together.

April 12, 2021

- The Director of External Relations educated the group of the importance of research for a successful fundraising campaign, and the importance of fundraising ethics.
- While donations to athletics have decreased as a result of cancelled athletic activities, donations towards student awards and scholarship have increased.
- The Annual Donor Social was held virtually with twenty-nine donors meeting their student recipient by Zoom; two hundred students received awards.
- The NU Café launched a Book Club and hosted a keynote event for International Women's Day.

May 17, 2021

- Year-end financials demonstrated a slight decrease to the annual fund; however, there was an increase in contributions to endowments and bequests.
- The External Relations team has been lending support to this year's Virtual Convocation and there will be a soft appeal providing graduates with an opportunity to donate \$20.21 towards the Student Emergency Fund.
- It was noted that the Board of Governors fundraising target for the year was not met and discussion ensued about how to better engage in this area.

Though the pandemic created challenges for fundraising at Nipissing University, and fundraising generally as an industry, the advancement team was able to keep people and relationships at the centre of their efforts in addition to continually working quietly on aspects of the institution's multi-year comprehensive campaign.

As a result of several financial pressures including the pandemic and recent events at neighbouring Laurentian University, there has been a heightened analysis about how fundraising can contribute to the overall success of Nipissing University. It should be reinforced that fundraising revenue is not designed to subsidize operational commitments; however, philanthropic dollars can have an indirect impact on the success of the institution's business by investing in people, spaces, and initiatives that inspire more students to engage in learning and research at Nipissing University, in addition to empowering the University to be an increasingly valuable asset to the external communities in which it operates.

Respectfully submitted,

Bobby Ray
Chair, Fundraising Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

PLANT & PROPERTY COMMITTEE ANNUAL REPORT – JUNE 2021

The Plant and Property Committee is responsible to the Board for developing/reviewing administrative policies related to the maintenance and upgrading of University properties and for making recommendations related to the overall Master Land Use Plan, for new structures, for the selection of consultants and architects, etc.

The Committee met three times during the 2020-21 academic year. A summary of those meetings is included below.

October 19, 2020

- Dave Smits assumed the position of Committee Vice-Chair.
- The committee reviewed the terms of reference as stated in the Board Bylaws. There were no changes or questions.
- The draft of the annual work plan for the Plant and Property Committee for 2020-2021 reviewed and no changes were made.
- The Director of Facilities provided an update on capital and construction projects:
 - **Student Centre** – The 32,000 square foot Student Centre is expected to be completed by the end of October.
 - **Project List** – The immediate project list included the campus transformer replacement and related infrastructure, roofing replacement, and an immersive classroom.
 - **FRP Funding** – Nipissing University has been allocated almost \$1.65 million in Facilities Renewal Program (FRP) funding for 2020-21. This is a significant funding increase over previous years. A list of eligible projects was provided, and the Director reviewed a number of campus projects that will be covered under the FRP.
- It was announced that the University, under the guidance of the Operational Readiness Committee, welcomed approximately 150 employees back to campus. In addition, the Athletics Centre and Library are now open for student use. Employees and students visiting campus are required to complete a COVID-19 self-assessment before accessing any of the campus buildings.
- A concern was raised regarding the lack of sidewalks from the Student Centre northwards on College Drive. The Director of Facilities noted that he has already reached out to the City with regards to this issue.

December 14, 2020

- The Director of Facilities provided a capital and construction update.
 - **Student Centre** - The Director of Facilities reviewed the progress made on the Student Centre and noted that substantial performance was granted on November 20, 2020.
 - **Project List** - The Director highlighted the list of ongoing projects such items as COVID-19 related projects, the A-wing roofing replacement, the campus transformer replacement and washroom upgrades.
 - **FRP Funding** - The Director reviewed the projects that will fall within the FRP funding, including campus infrastructure projects, mechanical and electrical, building envelope and renovation projects. He reiterated that FRP funding must go toward the fabric and structure of a building and very rarely can be utilized toward the building of new spaces.

April 12, 2021

- The Director of Facilities provided a capital and construction update.
 - **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.
 - **Student Centre Access** - The Director of Facilities spoke to a number of proposals that are being looked at, including the expansion of existing footpaths 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 at both Nipissing University and Canadore College, given the shared campus.
- **Outdoor Classroom** - The Director noted the courtyard was indeed identified as a preferred, possible location for an outdoor classroom and conversations continue, particularly around accessibility requirements.

As chair of the Plant and Property Committee, I extend my sincere thanks to David Drenth, Director of Facilities, for his informative updates at our meetings. His knowledge, expertise and commitment to Nipissing University property and grounds is very much appreciated.

I would also like to thank my fellow committee members for their presence at the meetings, engaging dialogue and interest in the work of this committee.

A special thanks to the administrative support for the timely circulation of agendas, minutes and reminders. Much appreciated!

Joanne Laplante
Committee Chair



Alumni Report

NUAAB

The NUAAB hosted their annual retreat on May 16th where we introduced members of the administration to the board and as well as on-boarded our newest members. We look forward to planning our goals for the 2021/2022 academic year. We meet again in July to discuss Homecoming and more of our strategic plans.

Convocation

- Filming for the alumni address for each graduating faculty is almost complete. Speakers for this year's virtual address are:
 - Laurel Muldoon, Arts & Science
 - Sylvie Vannier, Schulich School of Education
 - Lisa Snider, Professional Studies
 - Andrew Holland, School of Nursing
- The NUAAB have contributed several swag items to the class of 2021 grad boxes as well as for the class of 2020 alumni mailer to help our newest alumni celebrate their accomplishments.
- We hosted an info session for new graduates on May 25th to explain the benefits and perks of being a Nipissing Alumnus. We had 29 people register.
- 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.

Provost's Report to the Board of Governors – June 3, 2021

Arja Vainio-Mattila, PVPAR

Enrolment

- Applications up 16.6% this year vs. last year. Increase primarily in B.Ed. & Nursing.
- Significant increase in Mature and transfer student applications. We have the highest increase in the province.
- Our acceptances are also up by 11.5%, primarily because of Bed. The next significant acceptance deadline is June 1st.
- Our budget goal is to have 68 international students (old and new) in the Fall. At the moment, we are tracking between 75 and 80 students.

Awards

- Virtual Learning Strategy awards are no longer embargoed! Congratulations to all successful applicants:
 - Nipissing University is the lead on:
 - Creating an Online Certificate Program in Digital Humanities (Dr. Mark Wachowiak) | \$149,729
 - Digital Health Narratives (Dr. Veronika Williams and Dr. Charles Anyinam) | \$39,900
 - Understanding Workplace Innovation (Dr. Anahita Baregheh) | \$34,966
 - Targeted Digital Capacity Supports for NU (Dr. Pat Maher and Dr. Sarah Driessens) | \$213,926

Total: \$438,521
 - We are also a partner on:
 - Uncovering the hidden curriculum: Creating a suite of skills-based resources to support learners and promote equitable education | \$470,520 (led at Western University) [link is Joe Boivin in Biology]
 - Learning to be Human Together | \$200,000 (led at OCAD University) [link is Sarah Driessen, Heather Carroll and Pat Maher]
 - Embedding Virtual Simulation, VR & AR in Education: An Educator's Toolkit | \$194,600 (led at Centennial College) [link is Sandra Goldsworthy]
 - Ontario Extend for Students: Creating Liberated Learners | \$199,500 (led at Trent University) [link is Sarah Driessen, Heather Carroll and Pat Maher]
 - Hear Our Voices: Holocaust Survivors Share their Stories of Trauma and Hate | \$86,263 (led at Carleton University) [link is Hilary Earl]
 - Universal Design for Learning (UDL): An Online Post-Secondary Educator Micro-credential for Inclusion, Diversity, Equity and Accessibility (IDEA) | \$199,946 (led at University of Windsor) [link is Kyle Charron, Mary Teye, Sarah Driessen, Heather Carroll and Pat Maher]
 - Designing & Developing High-Quality Student-Centred Online/Hybrid Learning Experiences | \$199,100 (led at Seneca College) [link is Chris Hachkowski]
 - International Educated Nurse-Centered Virtual Serious Game | \$77,396 (led at York University) [link is Charles Anyinam]
 - CanadARThistories | \$88,500 (led at Queen's University)
 - OER for Use of Virtual Gaming Simulation in Nursing Curriculum | \$40,000 (led at Centennial College) [link is Sandra Goldsworthy]
 - Humanizing Online Teaching and Learning: Instructor Guide, Student- Focused Resource Packs, and Exemplar Teaching Activities | \$61,276 (led at University of Toronto) [link is Pat Maher]

- Creating quality technology-enhanced learner experiences; Open Course development & Pilot | \$171,000 (led at Lakehead University) [link is link is Sarah Driessen, Heather Carroll and Pat Maher


Further information is available at: <https://vls.ecampusontario.ca>

- Congratulations to Dr. Jeff Dech. He is part of an approved forestry futures trust proposal. This grant will bring two years of a stipend for a MEd student (\$25,000 per year) plus another \$23,000 to support field work.

Position announcements

I am pleased to announce that

- Dr. Jim McAuliffe has been reappointed to the position of Dean of Graduate Studies and Research for a one-year term, effective July 1, 2021.
- Dr. John Nadeau has been appointed as Dean of Education and Professional Studies, for a five-year term, effective July 1, 2021.
- Dr. Dan Jarvis has been elected as Director, Concurrent & Consecutive Education Programs for three-year term, effective July 1, 2021.
- Ms Dorothy Larkman has been appointed as Interim Director of School of Social Work effective August 23, 2021 to June 30, 2022.



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

Student Development and Services (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

SLT's Academic Success Program (ASP) has gone through an intra-departmental review. In 20FW, the program had more than 3000 points of contact with over 300 unique students through its in-house resources, workshops, and one-on-one sessions with academic coaches. In FW21, the program will maintain its progressive approach to academic skill development and goal identification to acknowledge the intersectional nature of the student experience. The ASP is expanding by developing intentional collaborations with student-facing and/or student-supporting departments from across the university to provide the comprehensive programming students are requesting.

The Mature and Transfer Coordinator is currently working with an interdepartmental committee to communicate the changing demographic of the transfer student population at Nipissing and the supports required for their success. Currently, there are approximately 2600 (on-campus and distance) transfer students enrolled.

Nipissing Orientation planning is on the way, with New Student Orientation delivered completely online from July 5-9. This format will provide an information module and live opportunities to connect with Nipissing staff for incoming students and their supporters and families.

The Spring semester has seen 161 unique student appointments for academic supports.

INTERNATIONAL INITIATIVES

Nipissing University submitted the updated COVID-19 Readiness Plan to the Public Health Agency of Canada (PHAC) in order to maintain the Designated Learning Institution status with the Immigration, Refugee and Citizenship Canada (IRCC).

18 students participated in the Post-Graduate Work Permit session which took place May 12th, 2021. International Initiatives hosted this workshop virtually.

Nipissing University will be receiving a sixth refugee sponsored student this coming Fall through the World University Service of Canada's Student Refugee Program (SRP).

Degree-seeking Students

17 international students have completed quarantine.

1 student is in quarantine and another is expected to arrive this weekend.

Exchange Students

Due to travel restrictions and advisories, Nipissing University has cancelled the 2021 Fall Outgoing Exchange Program. 2 students applied and have been offered the option to defer to Winter 2022.

Nipissing has encouraged the 27 incoming students to consider a winter deferral, but will welcome those who choose to come in the Fall.

Staff Update

Courtney Hughes, Education Abroad Coordinator, accepted a job opportunity at an institution in the GTA. Courtney completed her work with Nipissing University on May 7th, 2021.

RESIDENCE LIFE

Admissions

The 2020/2021 year is nearing close out with our final damages fee process finishing up in the month of June.

Looking ahead to 2021-2022, we have, as of May 19th, 714 completed applications, with 602 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 weeks progress.

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. One particular goal for development for the summer season, in anticipation of the fall semester, is to capitalize on the Teams platform to build community among students living in a common residence community. Current priorities include hiring of fall staff so that we can begin their training and other preparatory steps, as well as planning for move-in and orientation for the fall intake.

Board of Governors Sexual Violence Report, 2021

As outlined in the Nipissing University Sexual Violence Prevention, Support, and Response Policy approved by the Board of Governors on December 13, 2016, the Board of Governors will receive and review an annual report on sexual violence from Student Development and Services.

The policy outlines the following four areas of reporting to be included in the annual report:

a) The number of times supports, services and accommodations relating to sexual violence have been requested by students.

Information and statistics regarding the calculation within this category was collected from the Sexual Violence Prevention and Education Coordinator, Student Counseling Services and Residence Life. It is important to note that due to the nature of response for incidents of sexual violence combined with the need for confidentiality, it is possible that the number of times support services and accommodations are requested may represent multiple support requests from a single student.

Due to COVID-19, most services were adjusted to be offered remotely with periods of in person services available in the Fall. Throughout the year a total of 22 students were supported. The university provided 2 supports in-person to individuals. In addition to the in-person visits, the service providers also provided support through video call (3 video calls), the phone (4 phone calls), as well as through electronic mail (145 emails). There were an additional 25 referrals to various service providers provided through various forms of interaction including the Sexual Violence Prevention and Education Coordinator, Student Counselling Services, the Student Intervention Specialist, the Residence Life Management Team, Community Counselling Centre of North Bay, Amelia Rising, Good2Talk and the North Bay Police. A total of 7 students requested interim measures / accommodations be put in place.

b) Information about the types of supports, service and accommodations requested.

Students who experienced sexual violence had diverse and complex needs. The majority of students seeking support requested safety planning, as well as service navigation for campus, and/or community supports. A number of students requested information about filing an investigative report either through Nipissing University's Sexual Violence Prevention, Support and Response Policy, Nipissing University's Athletics Disciplinary Policy, Residence Life Community Living Standards and police reporting process.



Accommodation requests ranged from the issuance of no contact orders, writs of trespass, the use of space on campus (once we return to campus), as well as information about housing, finances, and academic considerations and accompaniments.

c) Education and prevention programming that has been implemented to promote the awareness of both supports and services that are available to students.

The Sexual Violence Prevention and Education Outreach Team facilitated 29 sexual violence prevention and education workshops that were open to the entire Nipissing University community during the 2020/2021 academic year. These included Consent+ (6 workshops), Gender 101 (7 workshops), Bringing in the Bystander (6 workshops), Intro to Allyship (6 workshops), and the Masculinity Mini-Series (3 workshops). These workshops included specific requests from faculty, the Office of Indigenous Initiatives, Residence Life, NUSU, International Initiatives, and Student Accessibility Services.

The Sexual Violence Prevention and Education Outreach Team attended various events throughout Orientation Week and the entire academic year. The events ran by the Sexual Violence Prevention Outreach Team were predominantly created through collaborations with various university departments such as the Athletics department, NUSU, Residence Life, Office of Indigenous Initiatives and The Equity Centre. The events included Speak About It and Sexy Bingo.

The Outreach Team hosted an Instagram giveaway. The purpose was to gather more students to the Outreach Team Instagram account in order to provide educational content, and keep students updated on workshops, webinars and events hosted by the Outreach Team.

The Outreach Team created and ran various social media campaigns including #IbelieveYou Day, #ConsentisNotCancelled Day, Gender Equality Week, 16 Days of Activism, Consent Action Week, and International Women's Day Hands Up Campaign. These campaigns were hosted on social media as in person tabling was not permitted due to COVID-19.

The Outreach Team hosted Sexy Sexual Health Trivia with Samantha Bitty. This evening event focused on sexual violence prevention education, sex positivity, healthy relationships and COVID-19 sexual safety. This event was supported by NUSU and The Equity Centre.

In collaboration with various departments within Student Development and Services an Informational Mail Out was sent to all first year guarantee students. The mail out included information from Sexual Violence Prevention & Education, Student Counselling Services,

Student Intervention Specialist, Student Accessibility Services, as well as Online Safety tips and Nipissing University swag.

In collaboration with NUSU, the Outreach Team hosted Sexy Bingo 2.0. This evening event at the start of the winter semester welcomed students back with a fun and interactive event focusing on sexual health awareness, safe sex tips, sexual violence prevention education and bystander intervention information.

The Outreach Team hosted Consent Action week. This week consisted of workshops (Consent+ and Online Safety & Digital Consent), as well as various educational social media posts focusing on consent education.

In collaboration with NUSU, the Outreach Team hosted Sex Positivity Week. This week long campaign consisted of social media posts about healthy relationships, and pleasure, as well as workshops promoting sex positivity, a Goosechase and Trivia event. Each day focused on bringing awareness to sex positivity through the lens of GBV prevention.

In conjunction with the Gender Equality and Social Justice department, the Outreach Team hosted a virtual event for the Hands Up Campaign associated with International Women's Day. The photos from the virtual event were posted on social media on International Women's Day.

In addition to the events organized in conjunction with Nipissing University departments, the Outreach Team connected with various partners in the North Bay community to host other educational events. These included an Online Safety and Digital Consent workshop hosted by Amelia Rising, and a Male Allyship workshop hosted by Draw the Line/White Ribbon.

The Residence Life Department also hosted various educational bulletin boards surrounding access to resources within Student Development & Services, Sexual Health, student's rights in sexual relationships, safe sex, STI screening, consent, and bystander intervention. There were also a number of events hosted by the Residence Life Student Staff including a Scavenger Hunt that included information on safe sex, educational information on how/why someone would contact a Don for support (including support with SV) and the blue dot campaign which brought awareness to mental health and wellness.

d) The number of incidents and formal reports of sexual violence made to Campus Security and Student Development and Services.

One formal reports was filed under the Sexual Violence Prevention, Support, and Response Policy. The formal report was adjudicated by the Sexual Violence Response Committee as per

the process outlined in the Policy, and the committee determined that the formal report met the jurisdictional requirements of the University's Sexual Violence Prevention, Support, and Response Policy. As the formal report met the jurisdictional requirements, the formal investigation process and formal report are ongoing and lead by an external investigator.

Two formal reports concluded the investigative process and outcomes were delivered. One of those formal reports had the final decision appealed.

Two students accessed services from the Sexual Violence Prevention and Education Coordinator in order to seek support in the filing of police reports. One of those police reports have had charges laid and are awaiting a court date.

SEXUAL VIOLENCE TASK FORCE RECOMMENDATIONS

Number	Recommendation Title	Status	Actions Taken
POLICY RECOMMENDATIONS			
1.1	Expand Policy definitions	In Progress	Drafting updated definitions for key terminology.
1.2	Promote reporting process	In Progress	Infographic in final stages of approval. Looking into an online intake form.
1.3	Non-student respondent process	In Progress	Researched. Reviewing research. Policy already states that if the Respondent is an employee, staff or faculty, that it will be handled by HR.
1.4	Anonymous reporting	Approval Required	Very few institutions offer this. - Western has a form on their website that allows anonymous reporting but indicates that little action can be taken. See link. - An NU version of a reporting form has been drafted.
1.5	Enhance name change process	Complete	Chosen name declaration process in existence. Met with The Equity Centre re: barriers, etc. Emailed the Registrar about promotion of existing process to students. Registrar's Office approved promotional material about the process. Has been posted on social media.
1.6	Non-binary pronouns on documentation	In Progress	Research completed, reaching out to various departments to make edits to forms. Met with The Equity Centre re: concerns and ideas.
1.7	Review Sexual Violence section of website	Ongoing	Under review, updated Sept 2020. Adding reporting infographic, looking into an online intake form.
1.8	Creation of a restorative justice process	In Progress	Researching RJ models. Discussing with Institutional members. Reached out to OUSVN to discuss RJ models. Met with Deb Eekres from University of Alberta and Sarah Scanlon from Laurier.

1.9	Continue the work of the SVTF	In Progress	Developed Terms of Reference. Terms of Reference have been reviewed. Meeting will be scheduled during the summer.
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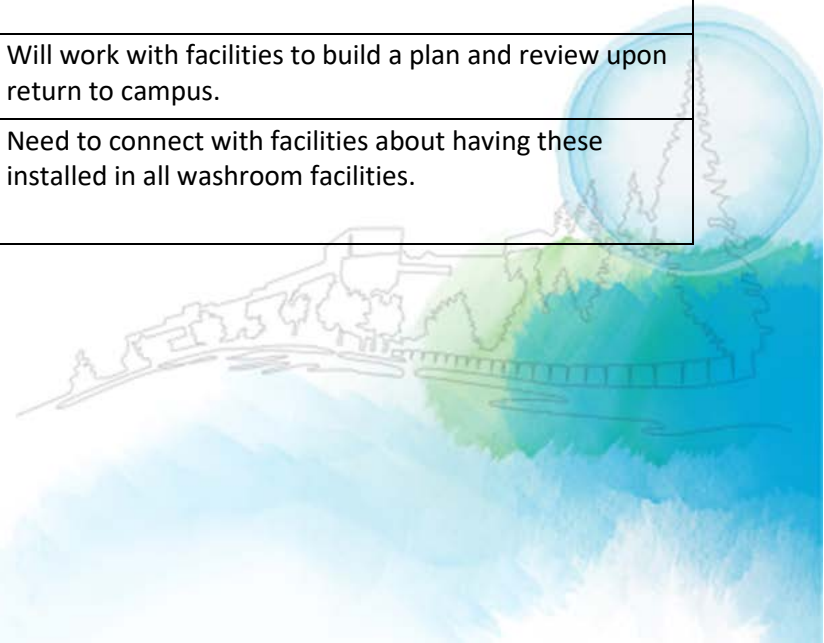
EDUCATION RECOMMENDATIONS

2.1	Online safety education	Ongoing	#ConsentisNotCancelled sexting & online dating safety. Added a Facebook account. SVPE mailout focused on online safety education/ awareness. Various social media campaigns. Hosted Online Safety & Digital Consent workshop from Amelia Rising. Developing brand standards for social media.
2.2	Support for family and friends	In Progress	Researched. Reviewing research to develop better resources for family & friends.
2.3	Promote NU Safe Application	In Progress	Promotional material created for Social Media. Promotional material was posted in 2020/2021.
2.4	Promote Campus Safety Walk Program	Paused	Promotional material created for social media.
2.5	Faculty involvement and education	In Progress	Mandatory syllabus statement is in the works along with slides for first class, developed by SDS as whole.
2.6	Poster and campaign awareness	Paused	On pause due to COVID. Brainstorming ideas and outlines.
2.7	Work with community partners	In Progress	The Equity Centre has partnered with OUTLoud North Bay. Ongoing connections with Amelia Rising and VAWCC about community initiatives. Partnered with Amelia Rising for Digital Consent & Safety workshops & social media campaigns. Scheduled Digital Consent Workshop from Amelia Rising and Male Allyship workshop from White Ribbon in Winter semester. Collaborating with White Ribbon & Amelia Rising on training for Varsity Athletes.

2.8	Safe partying and liquor operation services	In Progress	Ideas for safe partying/SV awareness stickers in the new student centre bathrooms; coasters to cover drinks in the new bar with info about safety. Meeting hosted with NUSU, they are on board to collab. NUSU will contact SVPE when they are ready to move forward.
2.9	Review educational programming	In Progress	Were reviewed and updated in SS20. Updating in FW20 for more virtually friendly options. Evaluation of workshops has been completed & is sent out after every workshop. Working to develop assessment unique to each workshop. Developed Masculinity Mini-Series. Developed Male Allyship Workshop.
2.1	Faculty support with inclusive spaces	Researching	Workshops are available to faculty. Looking into providing a Faculty specific training.
2.11	Education programming during orientation	In Progress	Speak About It performance 2020, scheduled again for 2021 & reviewing consent programming for 2022. Connecting with Residence about adding more education re: consent in pre-arrival modules.

FACILITIES RECOMMENDATIONS

3.1	Review lighting and emergency phones	In Progress	Will work with facilities and Security to build a plan and conduct the semi-annual review upon return to campus.
3.2	Gender neutral washrooms/change room policy	In Progress	Research started. Need to start looking into gender neutral washroom policy for new builds. Need to look into a policy for existing spaces.
3.3	Supporting safer spaces on campus	Paused	Will work with facilities to build a plan and review upon return to campus.
3.4	Sanitary napkin dispensers/disposals	In Progress	Need to connect with facilities about having these installed in all washroom facilities.



**GENERAL BYLAWS OF
THE BOARD OF GOVERNORS OF
NIPISSING UNIVERSITY**

May 2020

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**GENERAL BYLAWS OF
THE BOARD OF GOVERNORS OF
NIPISSING UNIVERSITY**

All previous bylaws are hereby repealed and the following bylaws are enacted by the Board of Governors of Nipissing University.

I. INTERPRETATION

1. In these bylaws,
 - a) "**Act**" means the most recent version of The Nipissing University Act (NU Act).
 - b) "**Board**" means the Board of Governors of the University so described in Section II.
 - c) "**Chancellor**" means the Chancellor of the University.
 - d) "**Constituent Board Member**" means a member appointed or elected by their representative constituency as defined in Section II.1.b), c) and f) to j). A Constituent Board Member has voting privileges.
 - e) "**Ex-officio**" means a member by virtue of the person's office. The position may be "voting" or "non-voting". The Chancellor, the President & Vice-Chancellor and the Mayor of the City of North Bay (or his/her delegate) are Ex-officio Board Members (voting).
 - f) "**Member**" means a Constituent, Non-Constituent, or Ex-officio Board Member.
 - g) "**Non-Constituent Board Member**" means a member of the public appointed by the Board or by the Lieutenant-Governor-in-Council as defined in Section II.1.d) and II.1.e). Non-Constituent Board Members may also be referred to as "External" members. A Non-Constituent Board Member has voting privileges.
 - h) "**Officer of the Board**" means the Chair, the Vice-Chair, the Vice-Chair Pro Tem, the Chancellor, the President & Vice-Chancellor (who is also Secretary of the Board), and such other members as the Board may designate from time to time.
 - i) "**Officer of the University**" means the President & Vice-Chancellor, the Vice-President(s), and such other officers as may be designated from time to time by the Board. Voting privileges apply only to the President & Vice-Chancellor. The Vice-Presidents and other such officers do not have voting privileges.

- j) **"Official Observer"** means such members of the University community or the community-at-large as approved by the Chair of the Board to attend or participate in discussion (non-voting) at Board meetings.
- k) **"Recording Secretary"** is the person designated to record the proceedings at Board and/or committee meetings.
- l) **"Secretary of the Board"** shall have charge of the minutes and records of the Board and shall cause to be issued notices of all meetings of the Board. Such duties, which are borne by the President & Vice-Chancellor, include approval and sign-off of the minutes of regular and special meetings of the Board.
- m) **"Signing Officer"** means any Officer of the Board and any Officer of the University so designated by the Board of Governors.
- n) **"Teaching Staff"** includes professors, associate professors, assistant professors, lecturers, associates, instructors, and all others engaged in the work of teaching or giving instruction to do research.
- o) **"University"** means Nipissing University.
- p) **"University Secretary"** (also known as the Board Secretary) reports to the President & Vice-Chancellor and is the designated University administrator tasked with providing support to the Board. The University Secretary shall attend all meetings of the Board and will record, or cause to be recorded, the proceedings of such meetings.

II. COMPOSITION OF THE BOARD

1. The composition of the Board, as established by the Act of Incorporation, shall consist of not more than 26 members as follows:
 - a) The Chancellor and the President & Vice-Chancellor of the University, who shall be members by virtue of their offices;
 - b) The Mayor of North Bay or a member of the City Council designated by the Mayor, who shall be a member by virtue of his/her office;
 - c) The Chief of Nipissing First Nation or a member of Nipissing First Nation designated by the Chief, who shall be a member by virtue of his/her office;
 - d) Six persons appointed by the Lieutenant-Governor-in-Council;
 - e) Six persons elected by the Board to represent a broad spectrum of the public;
 - f) Two persons elected by the Senate from among the faculty members on the Senate and two faculty members who are non-Senators elected by the faculty-at-large. Where possible, there should be representation from each faculty;

- g) Two students of the University elected by the students of the University;
- h) Two full-time non-teaching employees of the University elected by the full-time non-teaching employees of the University as follows:
 - i. One member from Administrative Staff as elected by the full-time Administrative Staff; and
 - ii. One member from Support Staff as elected by the full-time Support Staff.
- i) One person, who is neither a student nor a faculty member nor Officer of the University, appointed by the University Alumni Association from among its members; and
- j) One person appointed by the Indigenous Council on Education, established by the University, from among its members.

Under subsection h) above, if an elected individual's status changes during his/her term on the Board (e.g. due to a promotion from support staff to an administrator), he/she will complete the term in the same capacity as initially elected.

III. TERM OF OFFICE

1. The term of office of the Chancellor shall be four years, and he or she may be appointed for a maximum of two consecutive terms.
2. The term of office for Constituent Board Members elected under Section II.1.f) and II.1.h) shall be three years. They shall not serve for more than six consecutive years but shall be eligible again for appointment or election to the Board after one year's absence from the Board.
3. The term of office for Non-Constituent Board Members appointed under Section II. 1.d) and II.1.e) shall be three years. They shall not serve for more than six consecutive years but shall be eligible again for appointment or election to the Board after one year's absence from the Board.
4. With exceptions noted in III.5 and III.6 below, the commencement of the Board Member's appointment shall be July 1 of each year unless an appointment is made mid-term to replace a vacated position on the Board. The retirement date shall be June 30th of each year.
5. The commencement of an LGIC appointment shall be the date of the Order in Council received from the Office of the Lieutenant Governor.
6. The commencement of the student representatives' appointments shall be May 1 of each year unless an appointment is made mid-term to replace a vacated position on the Board. The retirement date shall be April 30 of each year.

7. Service on the Board for the remainder of a vacating member's term shall not be included in the calculation of six consecutive years of service under subsections 2 and 3 above.

IV. CORPORATE SEAL AND EXECUTION OF DOCUMENTS

1. The corporate or common seal of the University shall be in the custody of the President & Vice-Chancellor, or designate, or such other person as the Board may, from time to time, designate.
2.
 - a) All contracts, documents or instruments requiring approval by Board resolution shall be signed by one of the Board Chair or Vice-Chair and one of the President & Vice-Chancellor or a Vice-President, unless otherwise specified by Board policy. All such contracts, documents or instruments in writing, so signed, shall be binding upon the Board without any further formality. The Corporate Seal of the University may, when required, be affixed to the said signed contracts, documents or instruments in writing.
 - b) All other contracts, documents or instruments in writing of an administrative nature requiring execution by the University, or on behalf of the University, shall be signed by any two of the President & Vice-Chancellor, Vice-Presidents, Chair of the Board or Chair of the Audit and Finance Committee, unless otherwise specified by Board policy, and all such contracts, documents or instruments in writing, so signed, shall be binding upon the Board and the University without any further authorization or formality. The corporate seal of the University may, when required, be affixed thereto.
 - c) All negotiable instruments issued by the University shall be signed by any two of the President & Vice-Chancellor, Vice-Presidents, Chair of the Board or Chair of the Audit and Finance Committee of the Board or any Officer of the Board or any other Officer so designated by the Board of Governors in such manner as may be designated, from time to time, by the Board.

V. POWERS OF THE BOARD

1. Except for those matters assigned by the Act to the Senate, the government of the University, the control of its property and revenues, and the conduct of its business affairs, are vested in the Board.
2. The Board may exercise such powers as are necessary to carry out its duties and, without limiting the generality of the foregoing, the Board may:
 - a) Appoint and remove the President & Vice-Chancellor, in consultation with the Senate.
 - b) Appoint, promote, suspend, grant leave to and remove the Teaching Staff, the Deans of all the faculties, and all other officers and employees of the University.
 - c) Grant tenure to a member of the faculty and terminate such tenure.

- d) Fix the duties and salaries and other benefits of the officers and employees of the University.
 - e) Appoint and discharge committees, but if the Board delegates to a committee the power and authority to act for the Board, a majority of the members of the committee shall be members of the Board.
 - f) Plan and implement the physical development of the University.
 - g) Establish and collect fees and charges for academic tuition and for services of any kind that may be offered by the University, and collect other fees and charges, as approved by the Board, on behalf of any entity, organization or element of the University.
 - h) Regulate the conduct of the members of the faculty, students, officers and employees of the University and of all other persons coming upon and using the University's property or deny any person access to the University's property.
 - i) Establish and enforce rules and regulations with regard to the use and occupancy of the University's buildings, grounds and facilities.
 - j) Make bylaws and regulations for the conduct of the Board's affairs.
3. Where there is a question as to the proper body within the University to exercise jurisdiction in a discipline matter, the Board shall determine which body has jurisdiction, and the decision of the Board will be final.

VI. APPOINTMENT OF BOARD MEMBERS

- 1. Each year, at the last meeting before the annual meeting, the Board shall hear the names of those members described in Section II whose terms expire during the current year. These names shall be recorded in the official minutes of that meeting.
- 2. Twenty-one (21) days before the annual meeting of the Board, the University Secretary, on behalf of the Chair of the University Governance Committee, shall distribute to the members of the Board the names of individuals recommended to fill any upcoming vacant Non-Constituent positions.
- 3. At the annual meeting, or at any time as appropriate, the Board shall receive from the Governance Committee:
 - a) A slate of recommendations for Non-Constituent Public-at-Large Board memberships equal to the total number of vacancies.
 - b) A slate of recommendations for Non-Constituent LGIC appointees for submission to the provincial Public Secretariat for consideration, recognizing that the Lieutenant Governor of Ontario will determine the final order(s).

- c) The names of the four faculty members, the two student members, the alumni member, the two full-time non-teaching employee members, and the member of the Indigenous Council on Education that have been selected to fill the upcoming Constituent Board vacancies, if available at that time.
4. The names submitted to fill the Non-Constituent Board vacancies shall be approved by resolution.
5. The Executive Committee shall designate the Non-Constituent names as either a "Board appointment" or as a nominee for a "Lieutenant-Governor-in-Council (LGIC) appointment".
6. A Board vacancy at any time other than at the end of a normal term shall be filled in the same manner in which the original appointment was made. The Board shall have sole discretion to decide whether or not the vacancy shall be filled.

VII. ELIGIBILITY FOR APPOINTMENT TO THE BOARD

Any person is eligible for appointment to the Board of Governors whose name is submitted by the Governance Committee to the annual meeting with the following exceptions:

1. No person appointed to represent the public (Non-Constituent Board member) shall be a full-time student, faculty member or Officer of the University or any federated or affiliated college, or a member of the faculty, staff, full-time student body, governing body or Senate of any other institution of higher learning (i.e. government recognized postsecondary institutions).
2. A person who is not a Canadian citizen or permanent resident of Canada.
3. A partner/spouse of a current full-time staff member (faculty, administration or support staff) is not eligible for consideration of Board membership due to a conflict of interest.
4. A former full-time Nipissing University staff member (faculty, administration or support staff) is not eligible for consideration of Board membership for the first seven (7) years following his/her final day of employment at Nipissing University.

VIII. OFFICERS OF THE BOARD

1. At the annual meeting, the Board shall elect the Chair, Vice-Chair, and Vice-Chair Pro Tem from among its Non-Constituent Board Members. The nomination and election process will follow the procedures outlined in the Election of Board Officers Policy (approved by Board Resolution #2018-05-06 and as may be amended from time to time).
2. Officers of the Board shall perform the duties prescribed by these bylaws.

3. CHAIR

At the annual meeting, the Board shall elect the Chair of the Board from among its Non-Constituent Board Members. The Board Chair shall assume responsibility for this role for a period of one year and shall be eligible to serve a maximum of three consecutive terms. Normally, the individual elected shall have three years' experience on Nipissing University's Board of Governors (i.e. the person shall be in the second half of his/her term [six year term of service]) but still must be in compliance with the Nipissing University Act, Section 9 (2) in terms of the number of years on the Board.

If the Chair position becomes vacant for any other reason, the Board shall elect a new Chair of the Board at the next Board meeting or as soon as practical. The guidelines listed above will be followed.

If the Board member's term as Chair ends prior to the end of his/her term on the Board, he/she may return to his/her former role as a voting Board member to complete his/her term on the Board. He/she may also be invited by the Officers of the Board to sit on the Executive Committee for a one year period as a non-voting committee member.

If the last year of the Chair's term of office coincides with his/her final year on the Board, he/she may be invited by the Officers of the Board to sit on the Board of Governors and/or the Executive Committee for a one year period as an Official Observer (non-voting).

Duties:

The duties of the Chair of the Board include, but are not limited to, the following:

- a) The Chair of the Board shall preside over the Board's meetings and, if the Chair of the Board is unable to act for any reason or in the event of a temporary vacancy in that office, the Vice-Chair or Vice-Chair Pro Tem of the Board shall act in the Chair's place and, if the Chair, the Vice-Chair and the Vice-Chair Pro Tem of the Board are unable to act for any reason, the Board may appoint one of its Members to act temporarily in their place;
- b) Chair regular and special meetings of the Executive Committee;
- c) Act as a Signing Officer;
- d) Chair the Presidential Compensation Subcommittee and exercise its mandate with regard to negotiating the terms of the President & Vice-Chancellor's contract;
- e) As Chair of the President's Annual Review Committee, evaluate regularly, the performance of the President & Vice-Chancellor and make such recommendations to the Board as from time to time may be necessary;
- f) As Chair of the Presidential Compensation Subcommittee, periodically (no less than every five years) review the President & Vice-Chancellor's performance evaluation process and recommend changes to the process, as required;

- g) Participate in activities of the Chairs of governing Boards of Ontario universities;
- h) Represent the Board of Governors at formal and other functions held on campus and elsewhere;
- i) Perform such other duties as may, from time to time, be required by the Board.

4. VICE-CHAIR

The Board Vice-Chair shall assume responsibility for this role for a period of one year and shall be eligible to serve a maximum of three consecutive terms.

Duties:

The duties of the Vice-Chair of the Board include, but are not limited to, the following:

- a) Chair regular or special meetings of the Board in the absence of the Chair of the Board;
- b) Chair regular or special meetings of the Executive Committee in the absence of the Chair of the Board;
- c) Be a member of the Audit and Finance Committee;
- d) Be a member of the Presidential Compensation Subcommittee and the President's Annual Review Committee;
- e) Represent the Board of Governors at formal and other functions held on campus and elsewhere in the absence of the Chair of the Board;
- f) Be given signing authority on behalf of the Chair, in the absence of the Chair;
- g) If the Board Chair is unable to attend the Board meeting, the Vice-Chair of the Board will chair the meeting and will be entitled to the same voting privileges of the Board Chair at the meeting. Likewise, if the Board Chair is unable to attend a standing committee meeting, the Vice-Chair of the Board may represent the Board Chair and retain the voting privileges of the Board Chair for the meeting;
- h) Such other duties as may, from time to time, be required by the Board.

5. VICE-CHAIR PRO TEM

The Board Vice-Chair Pro Tem shall assume responsibility for this role for a period of one year and shall be eligible to serve a maximum of three consecutive terms.

Duties:

The duties of the Vice-Chair Pro Tem of the Board include, but are not limited to, the following:

- a) Chair regular or special meetings of the Board in the absence of the Chair of the Board and the Vice-Chair;
- b) Chair regular or special meetings of the Executive Committee in the absence of the Chair of the Board and the Vice-Chair;
- c) Be a member of the Audit and Finance Committee;
- d) Be a member of the President's Annual Review Committee;
- e) Represent the Board of Governors at formal and other functions held on campus and elsewhere in the absence of the Chair of the Board and the Vice-Chair;
- f) Perform such other duties as may, from time to time, be required by the Board.

IX. OFFICERS OF THE UNIVERSITY

1. PRESIDENT & VICE-CHANCELLOR

The President & Vice-Chancellor is the Chief Executive Officer of the University and Chair of the Senate. When the Chancellor is absent or if there is a vacancy in the office of the Chancellor, the President & Vice-Chancellor shall perform the functions of the Chancellor. Subject to the will of the Board, the President & Vice-Chancellor shall have supervision over, and direction of, the academic and general administration of the University, the members of the faculty, officers, employees and students, and such other powers and duties as may be conferred upon or assigned by the Board.

The President & Vice-Chancellor is a voting Member of the Board of Governors and serves as Secretary of the Board.

2. VICE-PRESIDENT(S) AND OTHER OFFICERS

The Board may, on the recommendation of the President & Vice-Chancellor, acting on advice from the Senate for academic appointments, appoint one or more Vice-Presidents and other senior administrators who shall have such powers and duties as may be conferred on them by the Board. These individuals do not have voting privileges on the Board or on Board standing committees.

X. CHANCELLOR

The Chancellor shall be appointed by the Board for a term of four years and may be appointed for a maximum of two consecutive terms. The Chancellor is the titular head of the University and shall confer all degrees, honorary degrees, diplomas and

certificates. In the absence of the Chancellor or where there is a vacancy in that office, the President & Vice-Chancellor shall act in the Chancellor's place. If the President & Vice-Chancellor is absent or unable to act, another person designated by the Board shall act in the Chancellor's place. The Chancellor has voting privileges at the Board and committee level.

XI. COMMITTEES OF THE BOARD

1. The committees constituted by the Board shall be as follows:
 - a) Executive Committee;
 - b) Standing committees, being those committees whose duties are normally continuous; and
 - c) Special committees, consisting of persons appointed by the Board for specific duties of a non-recurrent nature whose powers will expire with the completion of the task assigned.
2. The Chair of the Board, President & Vice-Chancellor and Chancellor shall be ex-officio (voting) members on all committees.
3. The Vice-Presidents shall be ex-officio (non-voting) members on all committees except the Executive Committee.
4. Other senior administrators may be asked by the President & Vice-Chancellor to attend committee and Board meetings as resource personnel.
5. Board members will be asked to serve on at least one committee.
6. Standing Committees shall be chaired by non-constituent Board members.
7. Committee assignments shall be made by the Officers of the Board.
8. At the first Board meeting of the year, the Officers of the Board shall present their selections for the following positions:
 - a) Chairs and members of the standing committees;
 - b) Representatives to the Senate and Senate standing committees; and
 - c) Representatives to fill vacancies on any other committees as required.
9. All members of committees, other than ex-officio members, shall hold office at the pleasure of the Board. Vacancies occurring in the membership of a committee (including its Chair) shall be filled by individuals selected by the Officers of the Board. Notwithstanding such vacancies, the remaining members of the committee shall have

authority to exercise the full powers of the committee, providing that a quorum is present (see Section XI.17).

10. Regular meetings shall be held in the University Board Room or at such place or places as may be specified in the notice of meeting.
11. An annual schedule of regular meetings will be provided to all Board members at the beginning of the year.
12. Meetings, other than regular meetings, may be held at the call of the chair of the committee or, in his/her absence, at the call of the vice-chair of the committee. The meeting shall be held at such places and at such times as the chair or vice-chair of the committee respectively may appoint. On the requisition of any three members of a committee, a meeting of such committee shall be called by the chair of such committee. Notice of every meeting so called shall be delivered or mailed or sent by facsimile or other electronic means to each member not less than three days before the meeting is to take place.
13. The University Secretary shall issue, or cause to be issued, notices of all such meetings when directed to do so.
14. A meeting may also be held at any time and at any place without notice, if all the members of the committee consent thereto, or if those absent signify, in writing, their consent to the meeting being held in their absence.
15. A resolution signed by all members of a committee shall have the same force and effect as if passed at a regularly constituted meeting.
16. The chair of a committee shall preside at meetings, and in his/her absence, the vice-chair of the committee shall preside. If both the chair and the vice-chair of the committee are absent, the members present shall appoint one of their number acting-chair to preside at the meeting.
17. A majority of the voting members of a committee shall constitute a quorum.
18. Each voting member of the committee present at a meeting shall be entitled to one vote.
19. All questions at a meeting shall be decided by a majority of the votes of the members present. The chair or acting chair may vote on all motions, and any motion on which there is an equality of votes shall be deemed to be negative.
20. A record shall be kept of the proceedings of every meeting of each committee, and it is the responsibility of the University Secretary to receive a report from the recording secretary of the committee of such proceedings following the meeting.
21. The Secretary of the Board shall appoint a recording secretary for each standing committee. In the event of his/her absence, the committee shall appoint another person to act as recording secretary.

EXECUTIVE COMMITTEE

The Executive Committee shall have power and authority to act for the Board, between the meetings of the Board, in the management of the affairs of the University for the interests of the University. Except at the expressed invitation of the Chair of the Board or the President & Vice-Chancellor, meetings of the Executive Committee shall be in-camera.

Membership

Chair of the Board
Vice-Chair of the Board
Vice-Chair Pro Tem of the Board
Chairs of Standing committees
The President & Vice-Chancellor
The Chancellor

The University Secretary (or designate) shall act as recording secretary of the Executive Committee. In the event of his/her absence, the committee shall appoint another person to act as recording secretary.

Terms of Reference

1. During the interval between the meetings of the Board, the Executive Committee shall possess and may exercise (subject to any regulations which the Board may, from time to time, impose) all the powers of the Board in the management of the affairs of the University (save and except only such acts as must by law be performed by the Board itself), in such manner as the Executive Committee shall deem best for the interests of the University.
2. Develop the agenda for the Board meetings.
3. Approve the terms and conditions of employment of the President & Vice-Chancellor and to enter into such contracts in this regard. To assess the President's compensation in relation to the annual performance review of the President & Vice-Chancellor as conducted by the President's Annual Review Committee. To recommend to the Board when a Presidential search or review for renewal should be undertaken.
4. On the recommendation of the President & Vice-Chancellor, recommend to the Board the appointment of senior administrators as dictated by policy and/or as may be designated from time to time.
5. On behalf of the Board, serve as an advisory body and provide direction to the President for the negotiation of collective agreements for all bargaining unit employees.
6. On behalf of the Board, serve as an advisory body to administration for the compensation and terms and conditions of work for employees excluded from bargaining units.

7. To ensure that policy is developed in specific areas of human resources management and compensation and to regularly review such policies and their implementation.
8. Receive and review the brief annual work plans of the Board standing committees for presentation to the Board at the first meeting of the year or as soon thereafter as practical.
9. To prepare an annual report for submission to the Board for approval at the June meeting.
10. To be proactive in referring issues to committees.

Regular meetings of the Executive Committee shall normally be held ten days prior to a scheduled Board meeting and at such other times as may be required.

STANDING COMMITTEES

All standing committees of the Board are accountable to the Board. Standing committees make recommendations to the Board of Governors or the Executive Committee on various principles.

The standing committees of the Board shall be:

1. Audit and Finance Committee;
2. Community Relations Committee;
3. Fundraising Committee;
4. Governance Committee;
5. Plant and Property Committee;

and any such other committees as may be so designated by the Board from time to time.

Each standing committee shall have a Chair and a Vice-Chair. The responsibilities of the Committee Chair include the following; chairing meetings; approving the meeting minutes before they are presented to the full Board for information; assisting with committee specific projects when required; preparing an annual report for presentation to the Board at the last meeting of the year; and sitting as a member of the Executive Committee. The responsibilities of the Committee Vice-Chair include chairing meetings in the absence of the Committee Chair and approving the minutes of such meetings before they are presented to the full Board for information.

Change of membership on all committees shall take effect on July 1.

Audit and Finance Committee

The Audit and Finance Committee is responsible to the Board for developing and presenting general policies and recommendations on all financial matters.

Membership

A minimum of two to a maximum of four non-constituent Board Members

Vice-Chair of the Board

Vice-Chair Pro Tem of the Board

1 Faculty Board Member

1 Student Board Member

1 Full-time non-academic Board Member

Chair of the Board

President & Vice-Chancellor

Chancellor

Vice-Presidents (non-voting)

1 Student Official Observer (non-voting)

Terms of Reference

1. At the first meeting of the year or as soon thereafter as practical, develop a brief annual work plan for presentation to the Executive Committee.
2. To select a Vice-Chair from the non-constituent members of the committee to take place at the first committee meeting of the new academic year.
3. To develop and recommend to the Board general policies on financial matters.
4. To recommend to the Board the fees to be charged to students.
5. To recommend to the Board financing options for major capital projects.
6. To monitor and examine the on-going financial performance of the University.
7. To recommend the annual operating budget to the Board of Governors.
8. To act as liaison between the auditor and the Board of Governors. Its activities shall include review of the subjects for internal audit, the appointment of the external auditors and the audit fee, overall scope of the external audit, results of the audit, internal financial controls and financial information for publication.
9. Close communication is required between the Plant and Property Committee and the Audit and Finance Committee with regard to financing proposed projects. Therefore, this committee may meet jointly with the Plant and Property Committee when it is warranted.
10. To present an annual report to the Board for approval at the June Board meeting (to be prepared by the Committee Chair).

11. To deal with such other matters as may be referred by the Board from time to time.

Community Relations Committee

The Community Relations Committee is responsible to the Board for setting policy that will guide the administration in the areas of public relations, community affairs, alumni liaisons, communications strategies, intergovernmental affairs, media relations, and reputational matters.

Membership

A minimum of two to a maximum of four non-constituent Board Members

1 Faculty Board Member

1 Student Board Member

1 Full-time non-academic Board Member

Mayor or designate

Alumni Board Member

Indigenous Council on Education Member

Chair of the Board

President & Vice-Chancellor

Chancellor

Vice-Presidents (non-voting)

1 Student Official Observer (non-voting)

Up to three community members (non-voting)

Resource personnel as required (non-voting)

Terms of Reference

1. At the first meeting of the year or as soon thereafter as practical, develop a brief annual work plan for presentation to the Executive Committee.
2. To select a Vice-Chair from the non-constituent members of the committee to take place at the first committee meeting of the new academic year.
3. To assist in interpreting the objectives of the Strategic Plan as they relate to community relations.
4. To provide guidance and assistance to the Board in strategic communications and on ethical issues pertaining to the brand and reputation of the University.
5. To provide advice to the Board in all matters pertaining to alumni relations, communications, government relations, and public relations.
6. Under the guidance of the Office of External Relations and Advancement, be actively engaged in the development and stewardship of linkages to community and alumni activities.

7. Advise the University on the cultivation of cultural, economic and social links with its surrounding communities to enhance external relations and university outreach.
8. Consider long term demographic trends and changes to inform the university's relationship with its communities.
9. Receive and advise the University on strategic enrolment and recruitment plans as they pertain to community relations.
10. Report to the Board on the status of community relations.
11. To help the University Governance Committee in the identification of potential Board Members that could strategically fulfill the needs of the Board.
12. To assist in strengthening Town & Gown initiatives in the community.
13. To present an annual report to the Board for approval at the June Board meeting (prepared by the Committee Chair).
14. To deal with such other matters as may be referred by the Board from time to time.

Fund Raising Committee

The Fund Raising Committee is responsible to the Board for developing plans and policies that will foster and support a philanthropic culture at the Board, across the University, and throughout the community that will help to produce fund raising success.

Membership

A minimum of two to a maximum of four non-constituent Board Members

1 Faculty Board Member

1 Student Board Member

1 Full-time non-academic Board Member

Alumni Board Member

Chair of the Board

President and Vice-Chancellor

Chancellor

Vice-Presidents (non-voting)

1 Student Official Observer (non-voting)

Up to three community members (non-voting)

Resource personnel as required (non-voting)

Terms of Reference

1. At the first meeting of the year or as soon thereafter as practical, develop a brief annual work plan for presentation to the Executive Committee.

2. To select a Vice-Chair from the non-constituent members of the committee at the first committee meeting of the new academic year.
3. To recommend long-term institutional fund raising activities to the Board that support the Strategic Plan and to recommend annual financial targets for those activities.
4. To provide policy guidance, strategic guidance and oversight to all fund raising and donor relations programs.
5. To monitor and evaluate progress in meeting fund raising targets and to provide regular reports to the Board.
6. To ensure appropriate volunteer resources are mobilized to support fund raising activities and that the appropriate staff resources and functions are in place to support solicitation volunteers and activities.
7. To ensure that adequate budgetary resources are allocated to support institutional fund raising and to set standards for and monitor the total cost of raising funds, providing accountability to donors and the University community in the efficiency and effectiveness of fund raising efforts.
8. To recommend policies, criteria, standards and activities for donor relations and stewardship of gifts made to the University.
9. To establish criteria for the recognition of donor gifts to the University.
10. To ensure that marketing, communication, branding programs, and activities are in place to support the University's philanthropic objectives.
11. To present an annual report to the Board for approval at the June Board meeting (prepared by the Committee Chair).

Governance Committee

The University Governance Committee is responsible to the Board for general governance issues, including Board evaluation, selection of new members and committee membership.

Membership

A minimum of two to a maximum of four non-constituent Board Members

1 Faculty Board Member

1 Student Board Member

1 Full-time non-academic Board Member

Alumni Board Member

Chair of the Board

President & Vice-Chancellor

Chancellor

Vice-Presidents (non-voting)

1 Student Official Observer (non-voting)

Terms of Reference

1. At the first meeting of the year or as soon thereafter as practical, develop a brief annual work plan for presentation to the Executive Committee.
2. To select a Vice-Chair from the non-constituent members of the committee at the first committee meeting of the new academic year.
3. To recruit members of the Board from the public-at-large and, according to the established Board Appointment Protocol Policy (approved by Board Resolution #2017-11-02 and as may be amended from time to time), present its choices as nominees to the Board no later than at the annual meeting according to by-law section VI.3.
4. Following the Election of Board Officers Policy, recommend to the Board nominations for Chair of the Board, Vice-Chair of the Board, and Vice-Chair Pro Tem of the Board (annual meeting).
5. To review, every three years, the Board Appointment Protocol Policy.
6. To review and make recommendations with respect to the Board bylaws every three years for presentation to the Board Executive Committee and the Board for approval.
7. To enhance governance through ongoing assessment of governance issues and make recommendations if appropriate.
8. To conduct an annual Board evaluation.
9. To present an annual report to the Board for approval at the June Board meeting (prepared by the Committee Chair).
10. To deal with such other matters that may be referred by the Board from time to time.
11. To be responsible for initial and ongoing professional development of all Board members.

Plant and Property Committee

The Plant and Property Committee is responsible to the Board for developing and recommending policies and recommendations related to campus plant and property.

Membership

A minimum of two to a maximum of four non-constituent Board Members

1 Faculty Board Member

1 Student Board Member

1 Full-time non-academic Board Member

Indigenous Council on Education Board Member

Chair of the Board
President & Vice-Chancellor
Chancellor
Vice-Presidents (non-voting)
1 Student Official Observer (non-voting)

Terms of Reference

1. At the first meeting of the year or as soon thereafter as practical, develop a brief annual work plan for presentation to the Executive Committee.
2. To select a Vice-Chair from the non-constituent members of the committee to take place at the first committee meeting of the new academic year.
3. To review and recommend to the Board administrative policies relating to the maintenance and upgrading of all University buildings and property.
4. To study and advise regarding proposals relating to the overall Master Land Use Plan, for new structures, and to recommend to the Board of Governors the selection of consultants, engineers and architects in conformity with the established policy of the University.
5. Close communication is required between the Plant and Property Committee and the Audit and Finance Committee with regard to financing proposed projects. Therefore, this committee may meet jointly with the Audit and Finance Committee when it is warranted.
6. To present an annual report to the Board for approval at the June Board meeting (prepared by the Committee Chair).
7. To deal with such other matters that may be referred by the Board from time to time.

XII. MEETINGS OF THE BOARD

Regular Meetings

1. The Board may determine by resolution the number of meetings that shall be held each year, but in no event shall there be less than five.
2. Notice of every meeting so called (and relevant attachments) shall be delivered or mailed or sent by email or other electronic means at least seven days before the time appointed for holding such a meeting. Such notice shall be sent to each member at the address which appears in the records of the Board and shall specify, in reasonable detail, the matters, other than those of a routine nature, which are to be considered at the meeting.
3. A Member may participate in a meeting of the Board by means of telephone or any other communications method that permits all persons participating in the meeting to hear one another. Members will be advised of the details of available virtual connection(s) in

advance of the meeting, and only such virtual means will be permitted. A member participating in a meeting by such means shall be deemed to be present at the meeting.

4. The statutory declaration of the Secretary of the Board of Governors that notice has been given pursuant to this by-law shall be sufficient evidence of the giving of such notice.
5. Meetings of the Board, including committee meetings, are normally open to the public to attend in person (see exceptions in 7 and 8 below), and prior notice of such meetings shall be given to the members and to the public at open Board meetings as provided by the bylaws of the Board, as the case may be.
6. The Vice-Presidents and the Deans are invited to attend each open session of the Board meeting as guests. They do not have voting privileges.
7. The Board may exclude members of the public from the part of a meeting during which a matter confidential to the University is considered. Except at the expressed invitation of the Chair of the Board or the President & Vice-Chancellor, such closed meetings of the Board shall be attended by Board members only.
8. The Board shall exclude members of the public from that part of a meeting during which a personal matter concerning an individual is considered, unless the individual requests that the public be admitted. Except at the expressed invitation of the Chair of the Board or the President & Vice-Chancellor, such closed meetings of the Board shall be attended by Board members only.
9. The Board may remove from a meeting a person who, in the opinion of the Board, engages in conduct that could interfere with the proceedings.
10. No person shall record or broadcast a meeting, nor disseminate information during the meeting, without the permission of the Chair.

Special Meetings

1. Notice of every special meeting so called shall be delivered or mailed or sent by email or other electronic means to each member at the address which appears in the records of the Board at least three days before the meeting is to take place. Special meetings of the Board may also be held at any time without formal notice, if all the members are present or those absent have waived notice or have signified their consent in writing or by electronic communication to the meeting being held in their absence.
2. The University Secretary, at the request of the Chair of the Board, Vice-Chair of the Board or Vice-Chair Pro Tem of the Board, or any five (5) Members of the Board at any time, shall convene a special meeting of the Board.

Failure to Give Proper Notice

No error or omission in giving notice of any regular or special meeting or any adjourned meeting, whether regular or special, of the Board of Governors shall invalidate such meeting

or make void any proceedings taken at that meeting and any voting member may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had at that meeting.

XIII. MEETING AGENDA

1. The agenda for each Board or committee meeting may be divided into two sections: a section for the open part of the meeting and a second section for the closed part of the meeting to which the public is excluded. The guideline used to set an item in the closed part of the meeting is that any item dealing with the following classes of matters will be dealt with in the closed session:
 - a) any matter relating to a named individual, including but not limited to Board appointments and human resources;
 - b) litigation and negotiations relating to property matters;
 - c) financial campaign plans and strategy;
 - d) any other matter deemed to be confidential by the Chair of the Board or Executive Committee.

All other items are normally placed on the agenda in the open session.

2. The first items on all Board and committee meeting agendas should be a request by the Chair for a declaration of any conflicts of interest (see Section XVI) and a reminder that recording or broadcasting devices are not allowed.
3. The agenda for each Board meeting will be set by the Executive Committee. A consent agenda format may be used. Normally, the following items appear on the agenda for open meetings:
 - a) The recitation of a traditional land acknowledgement;
 - b) Declarations of conflict of interest (see Section XVI) and the use of recording and/or broadcasting devices (see Section XII.10);
 - c) Minutes of the Previous Meeting;
 - d) Business Arising from the Minutes (where appropriate);
 - e) Presentations (where appropriate);
 - f) Correspondence (where appropriate);
 - g) Remarks from the Chair of the Board, Chancellor, President & Vice-Chancellor and Vice-Presidents;

- h) Question Period;
 - i) Committee reports;
 - j) Reports from Board representatives on other committees/bodies;
 - k) Other Business; and
 - l) Adjournment.
4. All matters for inclusion on the agenda for meetings of the Board must be in the hands of the University Secretary at least ten days prior to the day of the meeting at which they are to be presented, and, normally, only matters which have been reviewed by the Executive Committee shall be included on the agenda.
 5. Unless prior notice, as aforesaid, shall have been given, no new matter, other than that of privilege or petition, shall be dealt with at any meetings of the Board unless the introduction of such new matter shall be approved by a majority of all members of the Board. The procedure for the introduction of new matter will be through a motion to consider, dealt with under "Other Business".

XIV. ANNUAL MEETING

The penultimate meeting of the year for the Board of Governors shall be designated as the annual meeting and shall normally be held in late April or early May. The agenda for the annual meeting shall include the following items:

1. Receive the list of elected and appointed Constituent Board members;
2. Appointment of new Non-Constituent Board members;
3. Elect Chair of the Board, Vice-Chair of the Board and Vice-Chair Pro Tem of the Board;
4. Approve any recommended changes or amendments to the Board Bylaws;
5. Appointment of the auditor for the upcoming year (see Section XXIII); and
6. Such other business as may be decided by the Board.

XV. GENERAL RULES OF PROCEDURE AT MEETINGS

1. General rules of procedure shall be those rules set forth in Appendix 1, attached to these bylaws, which are abridged in Robert's Rules of Order Revised, as amended from time to time ("the bylaws"); and;
2. Notwithstanding XV.1, in the event of a conflict between Robert's Rules of Order and the provisions contained in the bylaws, the provisions of the bylaws shall be paramount and

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take precedence to the extent that such conflict or contradiction does not conflict with the Nipissing University Act or any other applicable legislation.

XVI. CONFLICT OF INTEREST

1. Every year, each Board member will be required to sign a "Disclosure of Conflicts of Interest" form.
2. A member of the Board or of a committee created by it who has any interest in a matter in which the University is concerned shall declare his or her interest as soon as possible and no later than at any meeting at which the matter is to be considered. The member shall not take part in the discussion or vote on the matter and may be required by the Board or committee to withdraw from the meeting during the discussion.
3. Despite subsection 1 above, every member of the Board or committee who is an employee of the University may take part in discussions and vote on matters related to the financial operation of the University, other than on matters related to the remuneration, benefits or working conditions of a class or group of employees of the University. The exception to this rule is the President & Vice-Chancellor who may take part in discussions and vote on matters related to the financial operation of the University, *including* on matters related to the remuneration, benefits or working conditions of a class or group of employees of the University.
4. Where the Board or committee is of the opinion that a conflict of interest exists but has not been declared as required by subsection 2 above, the Board or committee may, by resolution, declare, as provided by the bylaws, that a conflict of interest exists. The member found to be in conflict shall withdraw from discussion and refrain from voting on the matter giving rise to the conflict and may be required by the Board or committee to withdraw from the meeting during the discussion.

XVII. CONFIDENTIALITY

1. At the beginning of a Board member's term, he/she will be required to sign a "Confidentiality Agreement".
2. Board members agree to keep in the strictest confidence all confidential or proprietary information communicated or disclosed to them as members of the Board of Governors. This includes, but is not limited to, all agendas, briefing notes, minutes, reports, documents and proceedings conducted in preparation for or during closed session meetings of the Board and any materials or proceedings conducted at open session meetings that are specifically identified as confidential.

XVIII. QUORUM

A quorum is the minimum number of voting members who must be present at a properly called meeting in order to conduct business on behalf of the Board. Accordingly, a majority of all voting members of the Board or of all voting members of a Board committee must be present in order to meet quorum. A majority is defined as fifty percent plus one.

Voting members are those listed under section II.1 of these Bylaws. Proxy voting is not permitted.

For voting purposes, once quorum is achieved, unless otherwise noted in these Bylaws, approval by the majority of the voting members present shall be sufficient to carry a motion.

XIX. ATTENDANCE AT BOARD MEETINGS AND COMMITTEE MEETINGS

1. Regular attendance of Board members is required to ensure a quorum and to expedite carrying out the Board's business.
2. Members who find themselves unable to attend a regular meeting of the Board or a regular scheduled committee meeting, in person or by teleconference, shall notify the University Secretary at least twenty-four hours in advance of the meeting.
3. The University Secretary shall advise the Chair of the Board or the appropriate Committee Chair of all such notices.
4. Three consecutive absences will result in the Chair of the Board contacting the Member and may result in termination from the Board.

XX. RECORD OF PROCEEDINGS

A record of proceedings of all meetings of the Board shall be kept in a book provided for that purpose and the minutes, or a précis thereof, of every such meeting shall be submitted at the next meeting of the Board. After adoption by the Board, the minutes shall be signed by the Chair of the Board and the Secretary of the Board. The minutes of all open sessions shall be open for inspection at any time during regular office hours in the office of the University Secretary.

XXI. SPECIAL COMMITTEES

The Board may, from time to time, appoint special committees. Unless specifically provided by the resolutions by which they are constituted, such committees shall automatically be dissolved on the date of the first meeting of the Board in the next Board year following that in which they were appointed. Such committees may, at the discretion of the Board, be reappointed with the same or different membership.

XXII. BORROWING AUTHORITY

1. In accordance with the NU Act, Nipissing University is hereby authorized by resolution of the Board of Governors from time to time to:
 - a) Borrow money upon the credit of the University in such amounts, on such terms and from such persons, firms or corporations, including chartered banks, as may be determined by resolution by the Board.

- b) Make, draw and endorse promissory notes or bills of exchange.
 - c) Hypothecate, pledge, charge or mortgage all or any part of the property of the University to secure any money so borrowed or the fulfillment of the obligations incurred by it under any promissory note or bill of exchange signed, made, drawn or endorsed by it.
 - d) Issue bonds, debentures and obligations on such terms and conditions as the Board may, by resolution, decide and pledge or sell such bonds, debentures and obligations for such sums and at such prices as the Board may, by resolution, decide and mortgage, charge, hypothecate or pledge all or any part of the property of the University to secure any such bonds, debentures and obligations.
2. The Board of Governors may, by resolution, delegate to Officers of the Board all or any powers necessary for the purpose of borrowing and giving security by the University to such extent and in such manner as the Board may determine.

XXIII. AUDITS AND REPORTS

- 1. The Board shall appoint one or more public accountants licensed under the *Public Accountancy Act* to audit the accounts and trust funds of the University and the transactions of the Board at least once a year.
- 2. On behalf of the Board, the administration shall make a financial report annually to the Ministry in such form and containing such information as the Minister may require.

XXIV. FINANCIAL YEAR

Unless otherwise ordered by the Board, the fiscal year of the University shall terminate on the 30th day of April in each year.

XXV. BYLAWS OF THE BOARD

- 1. The bylaws of the Board shall be open to examination by members of the University community and by the public during normal business hours.
- 2. The Board shall publish its bylaws, from time to time, in such manner as they may respectively consider proper.
- 3. All bylaws of the Board may be changed or amended at the annual meeting of the Board by a resolution passed by two-thirds of the members of the Board present.
- 4. As stated in the Terms of Reference for the University Governance Committee, a full review of the Board bylaws shall be done every three years.

XXVI. VACANCIES

1. A position on the Board is vacated when the member resigns or, except for a student member who graduates during his/her term, ceases to be eligible for appointment or election to the Board.
2. If a Member of the Board is otherwise incapable of continuing to act as a member, the Board Chair shall declare the membership vacant.
3. The Board may, by resolution, declare a membership of the Board vacant for failure to attend a sufficient number of meetings as provided in Section XXVII.4. The exception to this is a membership by virtue of office.
4. A declaration of a vacancy that is entered in the minutes of the Board is proof of the vacancy, in the absence of evidence to the contrary.
5. The vacancy of an appointed or elected member of the Board shall be filled by appointment in the same manner as the membership was appointed.
6. The vacancy of a constituent member shall be filled in the same manner as the membership was appointed, at a time and for a duration as specified by the Board.
7. A member appointed or elected to fill a vacancy on the Board shall hold office for the remainder of the vacating member's term of office.
8. Service on the Board for the remainder of a vacating member's term of office shall not be included in the calculation of six consecutive years.

XXVII. VACATING A MEMBER FROM THE BOARD

A member of the Board of Governors shall not be permitted to continue in office under any of the following conditions:

1. Declaration of bankruptcy;
2. Certification pursuant to The Mental Incompetency Act;
3. Acceptance of a contract with Nipissing University or some other agency which, in the judgment of the Board, has resulted in a conflict of interest; or
4. Failure to attend the regular meetings of the Board, as defined in Section XIX.4.

A recommendation for termination of a member would be brought by the Executive Committee to a closed meeting of the Board.

XXVIII. INDEMNIFICATION

1. Limitation of Liability

Except as otherwise provided in the Act, no director or officer for the time being of the corporation shall be liable for:

- a) the acts, receipts, neglects or defaults of any other director or officer or employee or for joining in any receipt or act for conformity;
- b) for any loss, damage or expense happening to the corporation through the insufficiency or deficiency of title to any property acquired by the corporation;
- c) for or on behalf of the corporation or for the insufficiency or deficiency of any security in or upon which any of the monies of or belonging to the corporation shall be invested;
- d) for any loss or damage arising from the bankruptcy, insolvency or tortuous acts of any person with whom any of the monies, securities or effects of the corporation shall be deposited; or
- e) for any loss occasioned by any error of judgment or oversight on his/her part or for any other loss, damage or misfortune which may happen in the execution of the duties of his/her office or in relation thereto; provided that nothing herein shall relieve any director or officer from the duty to act in accordance with the Act and regulations or from liability for any breach thereof.

2. Protection of Directors and Officers and Indemnification

Every member and Officer of the Board of Governors and every Officer of the University, and heirs, executors and administrators thereof, and estate and effects, respectively, from time to time and at all times, shall be indemnified and saved harmless out of the funds of the corporation, from and against:

- a) All damages costs, charges and expenses whatsoever which a Member or Officer sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against such above-named individual, for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by that individual in good faith, in or about the execution of the duties of office.
- b) All reasonable expenses which are incurred in good faith occasioned in the ordinary course of business for the corporation while acting in relation to the affairs of the University.

Board Resolution 94-02-02
Revised July 1, 2002
Revised September 2006
Revised February 2007
Revised 2007 – Board Resolution 2007-02-10
Revised 2009 – Board Resolution 2009-05-02

Revised 2011 – Board Resolution 2011-02-02
Revised 2012 – Board Resolution 2012-05-04
Revised 2013 – Board Resolution 2013-02-02
– Board Resolution 2013-05-05
– Board Resolution 2013-05-06
– Board Resolution 2013-12-05
Revised 2014 – Board Resolution 2014-02-04
Revised 2014 – Board Resolution 2014-05-07
Revised 2017 – Board Resolution 2017-05-09
Revised 2017 – Board Resolution 2017-09-05
Revised 2018 – Board Resolution 2018-03-03
Revised 2020 – Board Resolution 2020-05-03

Appendix 1

GENERAL RULES OF PROCEDURE AT BOARD MEETINGS

I. ADJOURNMENT

A motion to adjourn may be moved at any time. It is not debatable except if it is sought to adjourn to a time other than the regular meeting time, when discussion is permitted on that point only. The motion requires a simple majority and, if passed, the meeting ends; if rejected, business continues.

II. AMENDMENT

1. An amendment to a motion must fall within one of the following categories:
 - a) the deletion of certain words
 - b) the addition of certain words
 - c) the deletion of certain words and the substitution of others in their place
2. An amending motion which would nullify the main motion is not an amendment and cannot be introduced.
3. There cannot be more than two amendments before the meeting at one time. The second amendment must be an amendment of the first amendment. When an amendment has been accepted or rejected, another amendment may be introduced but only if it is different in purpose from the one previously defeated.
4. Voting is as follows:
 - a) on the amendment to the amendment or the second amendment
 - b) on the amendment
 - c) on the motion if amendments have been defeated or on the motion as amended if an amendment has carried

III. GENERAL

The following are examples of how procedures specified in Robert's Rules of Order Newly Revised (1984), shall prevail in special motions:

1. to adjourn - debatable as to time only; majority vote required for adoption
2. to take a recess - not debatable; majority vote required for adoption

3. to raise a point of order or a question of privilege - personal - not debatable; admissibility of question is ruled upon by the Chair of the Board
4. to lay on the table - not debatable; majority vote required for adoption
5. to take from the table - not debatable; majority vote required for adoption
6. to limit or extend the limits of debate on a pending question - not debatable; two-thirds vote required for adoption
7. to postpone to a definite time applied to a pending question - debatable as to merit of postponing only; majority vote required for adoption
8. to amend - debatable; majority vote required for adoption.

IV. MOTIONS

A motion must be moved and seconded before the subject matter of the motion is open for debate.

V. POINT OF ORDER

Only on a point of order or privilege can a member interrupt another member who is speaking (except that, with the consent of the speaker, questions may be asked). If a member feels that improper language has been used, irrelevant argument introduced or a rule or procedure broken, the member is entitled to "rise to a point of order", interrupting the speaker. The point of order must be stated definitely and concisely. The Chair of the Board shall decide without debate, though he/she may ask opinions. The Chair of the Board should state opinions authoritatively. This ruling may be appealed by any two members (one making the appeal and the other seconding it). If appealed, the Chair of the Board states his/her decision and the point of appeal and then puts the question which is not debatable: "Shall the decision of the Chair of the Board stand as the judgement of this meeting?" A simple majority determines the issue. This merely settles a point of procedure and is not a vote of confidence in the Chair of the Board.

VI. QUESTION OF PRIVILEGE

If a member feels that a statement reflects on his reputation or that of the Board, the committee or University, the Member is entitled to raise a "question of privilege". The procedure is the same as for a point of order.

VII. VOTING

1. Each Member of the Board is entitled to one vote, subject to the provisions of (3) and (4) below. Unless otherwise provided, approval by a majority of the members voting or by consent without objection shall be sufficient to carry a motion.

2. Voting shall be by show of hands unless a vote by ballot is demanded by any member present. When necessary, votes shall be counted and recorded; in favour, against, and abstentions.
3. The Chair of the Board may only cast a vote on a motion:
 - a) to break a tie, or
 - b) negatively, to create a tie, thereby defeating the motion.
4. A tie vote will defeat a pending motion.

VIII. WITHDRAWAL OF MOTIONS

General custom permits the withdrawal of a motion by consent of the mover and seconder, but if either objects, the motion must be put to a vote. This applies to both substantive motions and amendments.

NIPISSING

U N I V E R S I T Y

Operating Budget 2021 – 2022

DRAFT

Presented to:
Board of Governors
June 3, 2021



EXECUTIVE SUMMARY

Nipissing University is a vibrant, young, ready-to-grow 21st century university with century old roots in the community it serves, and has a mandate to address the needs of Northern Ontario and continues to have a special focus on serving the North in the North. It is the third largest employer in the North Bay area with a calculated annual economic impact of \$130.9 million locally, \$163 million nationally, and is an essential economic driver for the region.

As in previous years, this budget was created in collaboration with budget holders across the University. Nipissing continues to work towards a balanced budget in order to ensure future sustainability. As a direct result of the COVID-19 pandemic, this budget includes a \$1.5M funding deficit. Through a variety of strategies, we believe that this budget deficit can be eliminated before year end.

As per the Province's announcement last month, domestic tuition fees remain frozen for 2021-22. At present, we do not have any information on the domestic tuition framework for future years. The impact of the government's tuition framework on Nipissing for 2021-22 is a revenue shortfall of \$3 million compared to previous projections. While we look forward to discussions with the Ministry regarding our corridor, our current assumption is that provincial grant funding will remain as outlined in the budget documents for 2021-22.

The COVID-19 pandemic continues to cause significant uncertainty, and it is within this context that this budget was created. We do not know at this time what level of on-campus instruction will take place in the fall of 2021. As a direct result of the pandemic, we forecast a revenue shortfall in ancillary operations of \$1.2M and an international tuition shortfall of \$2M. In the preparation of this budget, we were able to realize cost reductions of \$1.7M to address this shortfall, and we will work towards eliminating the deficit before the end of fiscal 2022. We will be closely monitoring the impact of the pandemic on our operations and will implement mitigation strategies as required. A more precise estimate of COVID-19 related financial impacts will be determined in the early fall when detailed enrolment rates are known. A budget update will be submitted to the Board of Governors at that time.

Over the next several months, we will continue our work to implement sustainability strategies to increase and diversify our revenue streams. These strategies will include such things as internationalization, strategic enrolment, research revenue, continuing education/micro-credentials, conference services and fundraising plans. We will also continue our work on cost containment across all areas of the University. In September 2021, we will provide the Board of Governors with a detailed plan to bring the Operating/Ancillary budget into balance.

NIPISSING UNIVERSITY
2021-2022 Draft Operating Budget

	2021-2022 Budget	2020-2021 Budget	Variance		Notes
Revenue					
Government Grants	\$ 33,607,313	\$ 35,655,369	\$ (2,048,056)	-5.7%	1
Student Fees - Tuition	\$ 28,817,551	\$ 29,409,835	\$ (592,284)	-2.0%	2
Student Fees - Other	\$ 2,945,228	\$ 2,805,862	\$ 139,366	5.0%	
Other	\$ 1,542,696	\$ 1,993,252	\$ (450,556)	-22.6%	3
Investment Income	\$ 190,000	\$ 190,000	\$ -	0.0%	
Donations	\$ 102,000	\$ 100,000	\$ 2,000	2.0%	
Revenue Total	\$ 67,204,788	\$ 70,154,318	\$ (2,949,530)	-4.20%	
Expenses					
Salaries and Benefits	\$ 54,218,539	\$ 55,400,290	\$ (1,181,751)	-2.1%	4
Operating	\$ 8,149,018	\$ 9,611,933	\$ (1,462,915)	-15.2%	5
Scholarships and Bursaries	\$ 3,849,760	\$ 3,788,400	\$ 61,360	1.6%	
Occupancy Costs	\$ 3,306,147	\$ 4,090,850	\$ (784,703)	-19.2%	6
Principal and Interest on Long Term Debt	\$ 1,008,769	\$ 1,005,940	\$ 2,829	0.3%	
Expenses Total	\$ 70,532,233	\$ 73,897,413	\$ (3,365,180)	-4.55%	
Surplus (Deficit) Before Undernoted	\$ (3,327,445)	\$ (3,743,095)	\$ 415,650	-11.1%	
Transfers					
Transfers to (from) other funds	\$ (1,778,984)	\$ (1,229,500)	\$ (549,484)	44.7%	7
Transfers Total	\$ (1,778,984)	\$ (1,229,500)	\$ (549,484)	44.69%	
Total	\$ (1,548,461)	\$ (2,513,595)	\$ 965,134	-38.40%	

Notes:

- 1) Prior year's amount included approx \$1.3M of additional grants assumed for Teacher Ed spaces. Reallocated over \$500K of time limited grants to Fund 70.
- 2) Largest budget decrease is in international due to prior year budget based on pre-Covid assumptions. Current year numbers more reflective of actuals with some growth in international.
- 3) Lower than prior year's pre-Covid assumptions - decrease in cafeteria, bookstore, parking and other services.
- 4) Includes limited LTA positions, part-time and contract wages have been reduced. Salaries & benefits of approx \$1M (2021 - \$500K) are reallocated to one-time funding initiatives captured in Fund 70.
- 5) Travel, meals & hospitality, supplies, and other discretionary costs are not included in this year's budget, assuming the effects of the pandemic will continue throughout the year.
- 6) Facilities Renewal Plan expenses moved to Fund 70 (approx. \$400K in prior year's budget). Remaining savings due to savings in utilities due to continued reduction in campus access, and due to investment in energy saving initiatives in prior years.
- 7) Transfer includes various internally restricted transfers such as transfers from donations, reserves (ex: international initiatives), transfers to PD, PER, Research and more. Also included is a \$1.16M transfer from Ancillary services.

**NIPISSING UNIVERSITY
OPERATING AND OTHER GOVERNMENT GRANTS**

	2021-2022 Budget	2020-2021 Budget	Variance	Notes
PROVINCIAL GRANTS				
Basic Operating Grant				
Basic Operating Grant	\$ 16,183,646	\$ 20,243,520	\$ (4,059,874)	1
Less International Student Recovery	\$ (93,750)	\$ (112,500)	\$ 18,750	
Sub Total	\$ 16,089,896	\$ 20,131,020	\$ (4,041,124)	
Mission-Related Institutional Specific Grants				
Northern Ontario Grant	\$ 1,871,140	\$ 1,871,140	\$ -	
Sub Total	\$ 1,871,140	\$ 1,871,140	\$ -	
Enrolment Based Grants				
Second Entry Nursing Grant - to Canadore	\$ (183,295)	\$ (183,295)	\$ -	
Collaborative Grant - 50% from Canadore	\$ 1,290,016	\$ 1,433,071	\$ (143,055)	
Clinical Grant - 50% from Canadore	\$ 47,570	\$ 47,570	\$ -	
Sub Total	\$ 1,154,291	\$ 1,297,346	\$ (143,055)	
Performance Based Grants				
Performance Student Success	\$ 11,857,291	\$ 9,300,734	\$ 2,556,557	1
Sub Total	\$ 11,857,291	\$ 9,300,734	\$ 2,556,557	
Student Bursaries and Other Flow Through Funding				
Disabled Bursary	\$ 250,000	\$ 250,000	\$ -	
Ontario Graduate Scholarships	\$ 140,000	\$ 140,000	\$ -	
First Generation Bursary	\$ 28,000	\$ 28,000	\$ -	
Sub Total	\$ 418,000	\$ 418,000	\$ -	

Notes

- 1) Due to the funding structure of SMA3, we will see a shift in funding from "Basic Operating Grant" to "Performance Student Success" every year. The net difference is \$1.5M (\$4,059,874 - \$2,556,557). Prior year's budget amount included approx \$1.3M of additional grants assumed for Teacher Ed spaces.

NIPISSING UNIVERSITY
OPERATING AND OTHER GOVERNMENT GRANTS

	2021-2022 Budget	2020-2021 Budget	Variance
PROVINCIAL GRANTS (continued)			
Specific Purpose and Other Grants			
Student Success Fund - Postsecondary Education Fund for Indigenous	\$ 675,886	\$ 675,886	\$ -
Grants for Municipal Taxation	\$ 250,000	\$ 235,350	\$ 14,650
Accessibility for Students with Disabilities	\$ 280,000	\$ 280,000	\$ -
Interpreter Fund	\$ 28,800	\$ 28,800	\$ -
Indigenous Initiatives	\$ 40,300	\$ 40,300	\$ -
Women's Campus Safety	\$ 109,624	\$ 109,624	\$ -
Indigenous Travel Grant	\$ 10,000	\$ 15,000	\$ (5,000)
Research Overheads Infrastructure Envelope	\$ -	\$ 18,000	\$ (18,000)
Mental Health Strategy	\$ 108,394	\$ 100,000	\$ 8,394
Mental Health Work	\$ 100,000	\$ 110,104	\$ (10,104)
Aga Khan Tuition Grant	\$ -	\$ 21,000	\$ (21,000)
Sub Total	\$ 1,603,004	\$ 1,634,064	\$ (31,060)
TOTAL PROVINCIAL GRANTS	\$ 32,993,622	\$ 34,652,304	\$ (1,658,682)
FEDERAL GRANTS			
Indirect Costs Grant	\$ 526,191	\$ 510,865	\$ 15,326
SSHRC - Grad Funding	\$ 52,500	\$ 52,500	\$ -
CIHR Scholarship - Grad Funding	\$ 17,500	\$ 17,500	\$ -
NSERC - Scholarship	\$ 17,500	\$ 17,500	\$ -
TOTAL FEDERAL GRANTS	\$ 613,691	\$ 598,365	\$ 15,326
TOTAL GOVERNMENT GRANTS	\$ 33,607,313	\$ 35,250,669	\$ (1,643,356)

NIPISSING UNIVERSITY
SPECIFIC PURPOSE AND OTHER GRANTS (FUND 70)

	2021-2022 Budget
Facilities Renewal Grant	\$ 1,648,700
CTIG	\$ 330,000
COVID funding	\$ 1,000,000
Mental Health - COVID funding	\$ 116,479
Career services	\$ 63,709
Accessibility funding	\$ 147,244
VLS	\$ 438,521
ONCAT	\$ 30,000
Sub Total	\$ 3,774,653

**NIPISSING UNIVERSITY
TUITION**

	2021-2022 Budget	2020-2021 Budget	Variance	% Variance	Notes
Undergraduate Programs	\$ 25,041,850	\$ 25,121,766	\$ (79,916)	0%	
Graduate Programs	\$ 1,043,295	\$ 957,915	\$ 85,380	9%	
Indigenous programs	\$ 177,600	\$ 443,903	\$ (266,303)	-60%	1
AQ/ABQ	\$ 325,256	\$ 337,500	\$ (12,244)	-4%	
International	\$ 2,589,550	\$ 2,898,750	\$ (309,200)	-11%	2
Tuition exemption	\$ (360,000)	\$ (350,000)	\$ (10,000)	3%	
TOTAL TUITION IN OPERATING	\$ 28,817,551	\$ 29,409,834	\$ (592,283)	-2%	
Indigenous programs	\$ 188,263	\$ -	\$ 188,263	0%	1
TOTAL TUITION IN OTHER FUNDS	\$ 188,263	\$ -	\$ 188,263	0%	
TOTAL TUITION	\$ 29,005,814	\$ 29,409,834	\$ (404,020)	-1%	

Notes

- 1) Net decrease of \$78,040 compared to prior year budget due to continued impact of pandemic.
- 2) Budget based on 68 international students in the Fall, 200 in Winter.

NIPISSING UNIVERSITY
TOTAL EXPENSES BY DEPARTMENT

DEPARTMENT	2021-2022 Budget	2020-2021 Budget	Variance	
Arts & Science	\$ 16,555,175	\$ 17,253,935	\$ (698,760)	-4%
Education and Professional Studies	\$ 21,695,477	\$ 22,325,800	\$ (630,323)	-3%
Office of Indigenous Initiatives	\$ 820,951	\$ 763,768	\$ 57,183	7%
Academic Support & Library	\$ 7,388,657	\$ 7,757,908	\$ (369,251)	-5%
Administration	\$ 15,115,060	\$ 16,660,698	\$ (1,545,638)	-9%
Student Services	\$ 6,594,362	\$ 6,782,769	\$ (188,407)	-3%
Athletics	\$ 2,362,551	\$ 2,752,535	\$ (389,984)	-14%
TOTAL EXPENDITURES	\$ 70,532,233	\$ 74,297,413	\$ (3,765,180)	-5%
Less Anticipated Savings	\$ -	\$ (400,000)	\$ 400,000	-100%
TOTAL	\$ 70,532,233	\$ 73,897,413	\$ (3,365,180)	-5%

NIPISSING UNIVERSITY
SALARIES & BENEFITS BY DEPARTMENT

DEPARTMENT	2021-2022 Budget	2020-2021 Budget	Variance	
Arts & Science	\$ 16,433,687	\$ 17,031,230	\$ (597,543)	-4%
Education and Professional Studies	\$ 20,396,986	\$ 20,664,680	\$ (267,694)	-1%
Office of Indigenous Initiatives	\$ 653,371	\$ 602,760	\$ 50,611	8%
Academic Support & Library & Research	\$ 4,977,405	\$ 5,113,544	\$ (136,139)	-3%
Total Academic	\$ 42,461,449	\$ 43,412,214	\$ (950,765)	-2%
Administration	\$ 7,090,989	\$ 7,309,576	\$ (218,587)	-3%
Student Services	\$ 3,441,275	\$ 3,455,530	\$ (14,255)	0%
Athletics	\$ 1,224,826	\$ 1,422,970	\$ (198,144)	-14%
Total Others	\$ 11,757,090	\$ 12,188,076	\$ (430,986)	-4%
Less Anticipated Savings	\$ -	\$ (200,000)	\$ 200,000	-100%
TOTAL	\$ 54,218,539	\$ 55,400,290	\$ (1,181,751)	-2%

**NIPISSING UNIVERSITY
OPERATING EXPENDITURES BY DEPARTMENT**

DEPARTMENT	2021-2022 Budget	2020-2021 Budget	Variance	
Arts & Science	\$ 121,488	\$ 222,705	\$ (101,217)	-45%
Education and Professional Studies	\$ 1,298,491	\$ 1,661,120	\$ (362,629)	-22%
Office of Indigenous Initiatives	\$ 167,580	\$ 161,008	\$ 6,572	4%
Academic Support & Library & Research	\$ 2,411,252	\$ 2,644,364	\$ (233,112)	-9%
Total Academic	\$ 3,998,811	\$ 4,689,197	\$ (690,386)	-15%
Administration	\$ 8,024,071	\$ 9,351,122	\$ (1,327,051)	-14%
Student Services	\$ 3,153,087	\$ 3,327,239	\$ (174,152)	-5%
Athletics	\$ 1,137,725	\$ 1,329,565	\$ (191,840)	-14%
Total Others	\$ 12,314,883	\$ 14,007,926	\$ (1,693,043)	-12%
Less Anticipated Savings		\$ (200,000)	\$ 200,000	0%
TOTAL	\$ 16,313,694	\$ 18,497,123	\$ (2,183,429)	-12%

**NIPISSING UNIVERSITY
FACULTY OF ARTS & SCIENCE**

	SALARIES		OPERATING		TOTAL BUDGET			
	2021-2022 Budget	2020-2021 Budget	2021-2022 Budget	2020-2021 Budget	2021-2022 Budget	2020-2021 Budget	Variance	
Dean's Office	\$ 110,150	\$ 275,002	\$ 28,800	\$ 75,550	\$ 138,950	\$ 350,552	\$ (211,602)	-60%
Biology/Science/Chemistry	\$ 2,027,555	\$ 2,048,192	\$ 37,219	\$ 69,500	\$ 2,064,774	\$ 2,117,692	\$ (52,918)	-2%
Computer Science/Mathematics	\$ 1,759,198	\$ 1,973,375	\$ 10,460	\$ 15,200	\$ 1,769,658	\$ 1,988,575	\$ (218,917)	-11%
Child & Family Studies	\$ 469,714	\$ 475,168	\$ 300	\$ 600	\$ 470,014	\$ 475,768	\$ (5,754)	-1%
Social Welfare	\$ 568,773	\$ 564,964	\$ 650	\$ 950	\$ 569,423	\$ 565,914	\$ 3,509	1%
Geography/Geology	\$ 1,513,283	\$ 1,604,544	\$ 27,475	\$ 32,665	\$ 1,540,758	\$ 1,637,209	\$ (96,451)	-6%
Psychology	\$ 1,769,585	\$ 1,721,774	\$ 2,000	\$ 5,500	\$ 1,771,585	\$ 1,727,274	\$ 44,311	3%
English	\$ 1,673,472	\$ 1,624,194	\$ 1,300	\$ 3,500	\$ 1,674,772	\$ 1,627,694	\$ 47,078	3%
History	\$ 1,383,314	\$ 1,269,978	\$ 1,175	\$ 3,730	\$ 1,384,489	\$ 1,273,708	\$ 110,781	9%
Political Sci/Economics/Philosophy	\$ 1,065,672	\$ 1,240,346	\$ 750	\$ 1,650	\$ 1,066,422	\$ 1,241,996	\$ (175,574)	-14%
Classics	\$ 423,137	\$ 410,140	\$ 150	\$ 350	\$ 423,287	\$ 410,490	\$ 12,797	3%
Religion & Culture	\$ 664,987	\$ 595,306	\$ 600	\$ 1,100	\$ 665,587	\$ 596,406	\$ 69,181	12%
Gender equality	\$ 702,281	\$ 666,529	\$ 1,300	\$ 1,500	\$ 703,581	\$ 668,029	\$ 35,552	5%
Fine & Performing Arts	\$ 859,023	\$ 899,045	\$ 6,659	\$ 7,310	\$ 865,682	\$ 906,355	\$ (40,673)	-4%
Sociology	\$ 1,170,450	\$ 1,292,399	\$ 1,050	\$ 2,900	\$ 1,171,500	\$ 1,295,299	\$ (123,799)	-10%
Native Studies	\$ 273,093	\$ 370,274	\$ 1,600	\$ 700	\$ 274,693	\$ 370,974	\$ (96,281)	-26%
TOTAL	\$ 16,433,687	\$ 17,031,230	\$ 121,488	\$ 222,705	\$ 16,555,175	\$ 17,253,935	-\$ 698,760	-4%

NIPISSING UNIVERSITY
FACULTY OF EDUCATION & PROFESSIONAL STUDIES

	SALARIES		OPERATING		TOTAL BUDGET			
	2021-2022 Budget	2020-2021 Budget	2021-2022 Budget	2020-2021 Budget	2021-2022 Budget	2020-2021 Budget	Variance	
Dean's Office	\$ 770,415	\$ 630,282	\$ 13,587	\$ 45,630	\$ 784,002	\$ 675,912	\$ 108,090	16%
Business	\$ 2,474,260	\$ 2,776,482	\$ 489,975	\$ 639,400	\$ 2,964,235	\$ 3,415,882	\$ (451,647)	-13%
Nursing	\$ 6,042,621	\$ 6,233,049	\$ 376,635	\$ 524,100	\$ 6,419,256	\$ 6,757,149	\$ (337,893)	-5%
Criminal Justice	\$ 922,858	\$ 912,256	\$ 2,250	\$ 3,000	\$ 925,108	\$ 915,256	\$ 9,852	1%
Social Work	\$ 767,598	\$ 804,975	\$ 49,800	\$ 14,250	\$ 817,398	\$ 819,225	\$ (1,827)	0%
Education	\$ 6,263,957	\$ 6,156,173	\$ 8,700	\$ 39,100	\$ 6,272,657	\$ 6,195,273	\$ 77,384	1%
Practice Teaching	\$ 437,688	\$ 436,715	\$ 297,344	\$ 307,740	\$ 735,032	\$ 744,455	\$ (9,423)	-1%
BPHE	\$ 2,015,073	\$ 1,961,825	\$ 36,300	\$ 53,800	\$ 2,051,373	\$ 2,015,625	\$ 35,748	2%
Additional Qualifications	\$ 322,911	\$ 342,359	\$ 9,100	\$ 2,200	\$ 332,011	\$ 344,559	\$ (12,548)	-4%
Aboriginal	\$ 379,555	\$ 410,564	\$ 14,800	\$ 31,900	\$ 394,355	\$ 442,464	\$ (48,109)	-11%
TOTAL	\$ 20,396,936	\$ 20,664,680	\$ 1,298,491	\$ 1,661,120	\$ 21,695,427	\$ 22,325,800	-\$ 630,373	-3%

NIPISSING UNIVERSITY
OFFICE OF INDIGENOUS INITIATIVES

	SALARIES		OPERATING		TOTAL BUDGET			
	2021-2022 Budget	2020-2021 Budget	2021-2022 Budget	2020-2021 Budget	2021-2022 Budget	2020-2021 Budget	Variance	
Indigenous Initiatives	\$ 653,371	\$ 602,760	\$ 167,580	\$ 161,008	\$ 820,951	\$ 763,768	\$ 57,183	7%
TOTAL	\$ 653,371	\$ 602,760	\$ 167,580	\$ 161,008	\$ 820,951	\$ 763,768	\$ 57,183	7%

**NIPISSING UNIVERSITY
ACADEMIC SUPPORT AND LIBRARY**

	SALARIES		OPERATING		TOTAL BUDGET			
	2021-2022 Budget	2020-2021 Budget	2021-2022 Budget	2020-2021 Budget	2021-2022 Budget	2020-2021 Budget	Variance	
VP Academic & Research	\$ 451,997	\$ 460,553	\$ 202,525	\$ 65,025	\$ 654,522	\$ 525,578	\$ 128,944	25%
Research, Grad Studies & Animal Care	\$ 1,032,298	\$ 1,035,322	\$ 744,707	\$ 1,064,799	\$ 1,777,005	\$ 2,100,121	\$ (323,116)	-15%
Faculty & Administrative Support	\$ 293,303	\$ 406,439	\$ 28,855	\$ 4,575	\$ 322,158	\$ 411,014	\$ (88,856)	-22%
Dean of Teaching & Learning	\$ 483,442	\$ 379,184	\$ 31,500	\$ 40,500	\$ 514,942	\$ 419,684	\$ 95,258	23%
Library	\$ 1,291,906	\$ 1,318,736	\$ 1,164,550	\$ 1,153,850	\$ 2,456,456	\$ 2,472,586	\$ (16,130)	-1%
Registrar	\$ 1,424,459	\$ 1,513,310	\$ 239,215	\$ 315,615	\$ 1,663,674	\$ 1,828,925	\$ (165,251)	-9%
TOTAL	\$ 4,977,405	\$ 5,113,544	\$ 2,411,352	\$ 2,644,364	\$ 7,388,757	\$ 7,757,908	-\$ 369,151	-5%

**NIPISSING UNIVERSITY
ADMINISTRATION**

	SALARIES		OPERATING		TOTAL BUDGET			
	2021-2022 Budget	2020-2021 Budget	2021-2022 Budget	2020-2021 Budget	2021-2022 Budget	2020-2021 Budget	Variance	
President's Office	\$ 459,747	\$ 475,772	\$ 44,000	\$ 41,350	\$ 503,747	\$ 517,122	\$ (13,375)	-3%
Board of Governors	\$ 105,214	\$ 103,312	\$ 20,100	\$ 27,450	\$ 125,314	\$ 130,762	\$ (5,448)	-4%
Institutional Research & Analysis	\$ 218,296	\$ 241,207	\$ 4,994	\$ 14,830	\$ 223,290	\$ 256,037	\$ (32,747)	-13%
Finance	\$ 927,020	\$ 986,640	\$ 28,300	\$ 47,400	\$ 955,320	\$ 1,034,040	\$ (78,720)	-8%
General Administration	\$ -	\$ -	\$ 1,565,728	\$ 1,667,538	\$ 1,565,728	\$ 1,667,538	\$ (101,810)	-6%
VP Finance	\$ 251,874	\$ 144,101	\$ 3,200	\$ 9,750	\$ 255,074	\$ 153,851	\$ 101,223	66%
Human Resources	\$ 856,425	\$ 806,383	\$ 70,455	\$ 102,875	\$ 926,880	\$ 909,258	\$ 17,622	2%
External Relations	\$ 1,194,878	\$ 1,128,992	\$ 313,294	\$ 445,292	\$ 1,508,172	\$ 1,574,284	\$ (66,112)	-4%
Computer Services	\$ 1,835,113	\$ 2,171,150	\$ 2,156,757	\$ 2,392,650	\$ 3,991,870	\$ 4,563,800	\$ (571,930)	-13%
Facilities	\$ 1,242,422	\$ 1,252,019	\$ 3,817,243	\$ 4,601,987	\$ 5,059,665	\$ 5,854,006	\$ (794,341)	-14%
TOTAL	\$ 7,090,989	\$ 7,309,576	\$ 8,024,071	\$ 9,351,122	\$ 15,115,060	\$ 16,660,698	-\$ 1,545,638	-9%

**NIPISSING UNIVERSITY
STUDENT SERVICES**

	SALARIES		OPERATING		TOTAL BUDGET			
	2021-2022 Budget	2020-2021 Budget	2021-2022 Budget	2020-2021 Budget	2021-2022 Budget	2020-2021 Budget	Variance	
Student Services	\$ 2,777,525	\$ 2,930,377	\$ 299,387	\$ 356,939	\$ 3,076,912	\$ 3,287,316	\$ (210,404)	-6%
Financial Aid	\$ 663,750	\$ 525,153	\$ 2,853,700	\$ 2,970,300	\$ 3,517,450	\$ 3,495,453	\$ 21,997	1%
TOTAL	\$ 3,441,275	\$ 3,455,530	\$ 3,153,087	\$ 3,327,239	\$ 6,594,362	\$ 6,782,769	-\$ 188,407	-3%

**NIPISSING UNIVERSITY
ATHLETICS**

	SALARIES		OPERATING		TOTAL BUDGET			
	2021-2022 Budget	2020-2021 Budget	2021-2022 Budget	2020-2021 Budget	2021-2022 Budget	2020-2021 Budget	Variance	
Basketball	\$ 221,813	\$ 223,620	\$ 133,660	\$ 181,925	\$ 355,473	\$ 405,545	\$ (50,072)	-12%
Hockey	\$ 267,206	\$ 291,524	\$ 209,900	\$ 269,925	\$ 477,106	\$ 561,449	\$ (84,343)	-15%
Soccer	\$ 77,000	\$ 88,800	\$ 64,005	\$ 95,685	\$ 141,005	\$ 184,485	\$ (43,480)	-24%
Volleyball	\$ 225,828	\$ 238,941	\$ 79,650	\$ 107,970	\$ 305,478	\$ 346,911	\$ (41,433)	-12%
Athletic Scholarships	\$ -	\$ -	\$ 375,860	\$ 413,500	\$ 375,860	\$ 413,500	\$ (37,640)	-9%
Other	\$ 432,979	\$ 580,085	\$ 274,650	\$ 260,560	\$ 707,629	\$ 840,645	\$ (133,016)	-16%
TOTAL	\$ 1,224,826	\$ 1,422,970	\$ 1,137,725	\$ 1,329,565	\$ 2,362,551	\$ 2,752,535	-\$ 389,984	-14%

NIPISSING UNIVERSITY

Ancillary Budget

2021 - 2022

DRAFT

Presented to:
Board of Governors
June 3, 2021



**NIPISSING UNIVERSITY
DRAFT ANCILLARY BUDGET**

	Budget 2021-2022	Budget 2020-2021	Variance		Notes
REVENUE					
Accommodation Fees	\$ 5,013,530	\$ 5,851,604	\$ (838,074)	-14%	1
Conference Services	\$ 81,100	\$ 380,482	\$ (299,382)	-79%	2
Other Revenues	\$ 45,000	\$ 47,041	\$ (2,041)	-4%	
TOTAL REVENUE	\$ 5,139,630	\$ 6,279,127	\$ (1,139,497)	-18%	
EXPENSES					
Salaries and Benefits	\$ 1,519,677	\$ 2,155,728	\$ (636,051)	-30%	3
Operating	\$ 1,283,502	\$ 1,725,391	\$ (441,889)	-26%	4
Principal & Interest on LTD	\$ 1,172,233	\$ 1,175,176	\$ (2,943)	0%	
TOTAL EXPENSES	\$ 3,975,412	\$ 5,056,295	\$ (1,080,883)	-21%	
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUE) FOR THE YEAR	\$ 1,164,218	\$ 1,222,832	\$ (58,614)	-5%	

- 1) Revenues are budgeted at approx. 80% capacity this year compared to prior year approved budget.
- 2) Anticipate some conference service revenues this year.
- 3) Salaries & Benefits are lower due to restructuring and savings in student wages due to lower occupancy.
- 4) Decrease due to lower occupancy and anticipated savings in various areas.

NIPISSING UNIVERSITY DRAFT ANCILLARY BUDGET

TOTAL BUDGET				
	Budget 2021- 2022	Budget 2020- 2021	Variance	
Residence - General	\$ (538,548)	\$ (776,305)	\$ 237,757	-31%
Chancellors House	\$ 1,333,917	\$ 1,584,412	\$ (250,495)	-16%
Founders House	\$ 793,682	\$ 941,989	\$ (148,307)	-16%
Townhouses	\$ 450,615	\$ 531,094	\$ (80,479)	-15%
Governors House	\$ 578,542	\$ 838,383	\$ (259,841)	-31%
Residence Programming	\$ (45,300)	\$ (55,471)	\$ 10,171	-18%
Residence - Dons	\$ (395,150)	\$ (397,320)	\$ 2,170	-1%
Off-Campus Living	\$ (3,865)	\$ (12,036)	\$ 8,171	-68%
Residence - Maintenance	\$ (1,011,396)	\$ (1,382,264)	\$ 370,868	-27%
Conference Services	\$ (3,257)	\$ (53,102)	\$ 49,845	-94%
Athletic Centre Store	\$ 4,200	\$ 3,098	\$ 1,102	36%
Athletic Centre Bar	\$ 778	\$ 354	\$ 424	120%
Total	\$ 1,164,218	\$ 1,222,832	\$ (58,614)	-5%

NIPISSING UNIVERSITY DRAFT ANCILLARY BUDGET

REVENUES				
	Budget 2021-2022	Budget 2020-2021	Variance	
Residence - General	\$ 352,760	\$ 423,085	\$ (70,325)	-17%
Chancellors House	\$ 1,961,475	\$ 2,216,100	\$ (254,625)	-11%
Founders House	\$ 990,540	\$ 1,122,775	\$ (132,235)	-12%
Townhouses	\$ 581,470	\$ 709,214	\$ (127,744)	-18%
Governors House	\$ 1,094,285	\$ 1,342,930	\$ (248,645)	-19%
Off-Campus Living	\$ 2,000	\$ 2,000	\$ -	0%
Residence - Maintenance	\$ 31,000	\$ 35,500	\$ (4,500)	-13%
Conference Services	\$ 81,100	\$ 380,482	\$ (299,382)	-79%
Athletic Centre Store	\$ 38,000	\$ 38,278	\$ (278)	-1%
Athletic Centre Bar	\$ 7,000	\$ 8,763	\$ (1,763)	-20%
Total	\$ 5,139,630	\$ 6,279,127	\$ (1,139,497)	-18%

NIPISSING UNIVERSITY DRAFT ANCILLARY BUDGET

SALARIES & BENEFITS				
	Budget 2021- 2022	Budget 2020- 2021	Variance	
Residence - General	\$ 570,860	\$ 897,620	\$ (326,760)	-36%
Chancellors House	\$ 19,260	\$ 22,000	\$ (2,740)	-12%
Founders House	\$ 24,075	\$ 19,800	\$ 4,275	22%
Townhouses	\$ 24,075	\$ 22,000	\$ 2,075	9%
Governors House	\$ 19,260	\$ 18,700	\$ 560	3%
Residence Programming	\$ 7,490	\$ 12,936	\$ (5,446)	-42%
Residence - Dons	\$ 379,850	\$ 374,000	\$ 5,850	2%
Off-Campus Living	\$ 4,815	\$ 12,936	\$ (8,121)	-63%
Residence - Maintenance	\$ 417,096	\$ 525,914	\$ (108,818)	-21%
Conference Services	\$ 42,629	\$ 236,649	\$ (194,020)	-82%
Athletic Centre Store	\$ 6,420	\$ 8,800	\$ (2,380)	-27%
Athletic Centre Bar	\$ 3,847	\$ 4,373	\$ (526)	-12%
Total	\$ 1,519,677	\$ 2,155,728	\$ (636,051)	-30%

NIPISSING UNIVERSITY

DRAFT ANCILLARY BUDGET

OPERATING EXPENSES				
	Budget 2021- 2022	Budget 2020- 2021	Variance	
Residence - General	\$ 320,448	\$ 301,770	\$ 18,678	6%
Chancellors House	\$ 608,298	\$ 609,688	\$ (1,390)	0%
Founders House	\$ 172,783	\$ 160,986	\$ 11,797	7%
Townhouses	\$ 106,780	\$ 156,120	\$ (49,340)	-32%
Governors House	\$ 496,483	\$ 485,847	\$ 10,636	2%
Residence Programming	\$ 37,810	\$ 42,535	\$ (4,725)	-11%
Residence - Dons	\$ 15,300	\$ 23,320	\$ (8,020)	-34%
Off-Campus Living	\$ 1,050	\$ 1,100	\$ (50)	-5%
Residence - Maintenance	\$ 625,300	\$ 891,850	\$ (266,550)	-30%
Conference Services	\$ 41,728	\$ 196,935	\$ (155,207)	-79%
Athletic Centre Store	\$ 27,380	\$ 26,380	\$ 1,000	4%
Athletic Centre Bar	\$ 2,375	\$ 4,036	\$ (1,661)	-41%
Total	\$ 2,455,735	\$ 2,900,567	\$ (444,832)	-15%

BED RATES

	# of Beds	# of Beds Budgeted	2020/21 Bed Rate	2021/22 Bed Rate (No Change)
Chancellors House	406	325	6,525	6,525
Founders House	205	164	6,525	6,525
Townhouses	137	110	5,817	5,817
Governors House	226	181	6,525	6,525
TOTAL	974	779		

Included Fees:

Telephone	\$220.00
Programming Fee	\$75.00
Application Fee (Non-Refundable)	\$25.00
Technology Fee (Cable / Wireless)	\$195.00
Total	\$515.00

Re: Initial Questions re: EDI process

External

CRP



CRP NU

Wed, May 12, 11:38
AM (8 days ago)

to me, Arja, Senate, Board, Tanya, NUFA, Hall, Ontario, Equity, Cheryl, NU

Thank you for clarifying that the *RFP21-001* process has been fully halted, in your letter dated April 21, 2021. Caucus of Racialized Persons continues to hold the position expressed in our letter dated April 12, 2021.

~CRP

On Wed, Apr 21, 2021 at 4:20 PM Nipissing President <president@nipissingu.ca> wrote:

Good afternoon.

Please find attached a response to your letter dated April 12, 2021.

Thank you.

On Mon, Apr 12, 2021 at 4:08 PM CRP NU <crp.comms@gmail.com> wrote:
Please find attached CRP's response to the President and Provost's letter received on April 5, 2021.

On Mon, Apr 5, 2021 at 7:31 PM Nipissing President <president@nipissingu.ca> wrote:
Good evening.

Please find attached a response to the communication from Saturday, March 27, 2021.

Thank you.

On Sat, Mar 27, 2021 at 1:21 AM CRP NU <crp.comms@gmail.com> wrote:
Please find attached an initial set of questions from the Caucus of Racialized Persons, for the President and Provost (as per our letter dated March 18). Looking forward to receiving your responses in a timely fashion,
CRP

--

Office of the President
Nipissing University
North Bay, ON P1B 8L7
ph. 705.474.3450 x 428

May 13, 2021

Dear Nipissing University Board of Governors,

We are writing to express our concern about the recent shift to use a live feed to broadcast the meeting of the Board of Governors, instead of providing a Zoom link to public attendees. Given that transparency has been a key issue for the Board, we wanted to make you aware of how the shift to live broadcasting affects transparency.

We are requesting that this letter be provided to all members of the Board of Governors and that its receipt be entered into the record of the minutes of the next Board Meeting. As a public institution, the Board of Governors has a responsibility to conduct meetings in an open and transparent way, and Board Members have the responsibility to uphold the Board's public accountability duties and to ensure that the Board is operating according to their Bylaws.

Under normal, pre-pandemic circumstances, the open sessions of the Board were open to the public and public members would attend in-person (in the same room) alongside the Board. This is in keeping with the Board's own Bylaw, *XII. Meeting of the Board, Regular Meetings, 5.*, which reads "Meetings of the Board, including committee meetings, are normally open to the public to attend in person." At the start of the pandemic, members of the public were invited to join Board Meetings by requesting a Zoom link and joining the meeting directly. The ability to join the Zoom directly is a satisfactory substitute for the public being able to attend in person, however for recent meetings of the Board, the public were only provided with a link to a live broadcast of the meetings. While it might seem that providing a link to a live broadcast is the equivalent to allowing the public to attend through Zoom, it is not.

The first issue with the live broadcast is that it prevents public members in attendance from being seen by the Board. There could be 5 public members or 100 attending the live broadcast and the Board wouldn't know. The Board should be able to see who is in attendance, so that they can see if the issues they are discussing have drawn the attention of stakeholders. It is also a matter of transparency for the public attendees to see who else is in attendance.

The second issue is that the Board should be able to hear from public stakeholders. The live broadcast prevents any possible contribution from outside of the Board. There is no mechanism available through the live broadcast to allow for a public attendee to be recognized to speak, nor does it provide the option for a public attendee to request an opportunity to speak. The move to live broadcasting effectively puts a giant, silent wall around the meeting and keeps the public out. This goes against the Board's own Bylaws which requires that public members be able to attend in person.

Attending the May 6th Board of Governors' meeting through live broadcast was a concerning and silencing experience. The Board needs to be aware of how the shift to live broadcasting appears from the outside and needs to work to address not only the direct issues of transparency identified in

this letter, but also to address the perception and the message this decision has sent your public stakeholders.

As you are aware, the Board of Governors at Laurentian University is currently under attack for their lack of transparency. Their case should make it incredibly clear just how vital transparency is in the proper functioning and health of an institution.

It would be worth further examining how Senate's current processes allows for full and unimpeded access to their meetings, even during the pandemic. Senate makes their agenda, full supporting documentation, and the Zoom meeting link openly available. During Senate meetings guests can be recognized by the Speaker of Senate to speak, and all attendees are present and visible to one another. As an institution that relies on a bicameral governance structure, both sides of the house must do everything they can to increase mutual transparency and greater communication.

Our hope is that in drawing your attention to these issues of transparency that you will work to rectify them. We encourage you to return to inviting the public to attend Board meetings through Zoom and to making them as open and accessible as possible.

Sincerely,

Amanda Burk

Susan Srigley

Sarah Winters

Laurie Kruk

Sal Renshaw

Reade Davis

Tim Sibbald

Ping Zou

Nathan Colborne

Natalya Brown

Rob Breton

Dean Hay

Alison Schinkel-Ivy

Aaron Kociolek

David Tabachnick

Todd Horton

Cameron McFarlane

Graydon Raymer

Andrew Ackerman

Manuel Litalien

Lanyan Chen

Kristin Lucas

Rod Carley

Gyllian Phillips

Tzvetalin Vassilev

Darren Campbell

Anahit Armenakyan

Carly Dokis

David Borman

Larry Patriquin

Nathan Kozuskanich

NIPISSING UNIVERSITY BOARD OF GOVERNORS

MEETING DATES

2021-22

Board meetings:	Thursday, September 16 Thursday, November 11 Thursday, January 13 Thursday, March 10 Thursday, May 12 Thursday, June 9
Committee Meetings: (Normally on Mondays)	Tuesday, September 7 (Audit & Finance only) Monday, October 18 Monday, December 13 Monday, February 14 Monday, April 11 Monday, May 30
Executive Committee Meetings:	Tuesday, September 7 Monday, November 1 Monday, January 3 Monday, February 28 Monday, May 2 Tuesday, May 31

Additional committee meetings may be called as necessary.

Other important dates: TBD – Board Retreat
Friday, September 10, 2021 – Board/Senate Orientation*
June 14-18, 2022 – Convocation

Academic Senate: July 9
August 13
September 10
October 8
November 12
December 10
January 14
February 11
March 11
April 8
May 13
May 27

* Date tentative










NIPISSING UNIVERSITY BOARD OF GOVERNORS

Calendar of Meetings/Events

2021 - 2022

~ DRAFT ~

Jul-21							Aug-21							Sep-21							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
					1	2	3	1	2	3	4	5	6	7				1	2	3	4
4	5	6	7	8	9	10	8	9	10	11	12	13	14	5	6	7	8	9	10	11	
11	12	13	14	15	16	17	15	16	17	18	19	20	21	12	13	14	15	16	17	18	
18	19	20	21	22	23	24	22	23	24	25	26	27	28	19	20	21	22	23	24	25	
25	26	27	28	29	30	31	29	30	31					26	27	28	29	30			
Oct-21							Nov-21							Dec-21							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	Su	Mo	T	W	T	F	S	
					1	2		1	2	3	4	5	6				1	2	3	4	
3	4	5	6	7	8	9	7	8	9	10	11	12	13	5	6	7	8	9	10	11	
10	11	12	13	14	15	16	14	15	16	17	18	19	20	12	13	14	15	16	17	18	
17	18	19	20	21	22	23	21	22	23	24	25	26	27	19	20	21	22	23	24	25	
24	25	26	27	28	29	30	28	29	30					26	27	28	29	30	31		
31																					
Jan-22							Feb-22							Mar-22							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
						1			1	2	3	4	5				1	2	3	4	5
2	3	4	5	6	7	8	6	7	8	9	10	11	12	6	7	8	9	10	11	12	
9	10	11	12	13	14	15	13	14	15	16	17	18	19	13	14	15	16	17	18	19	
16	17	18	19	20	21	22	20	21	22	23	24	25	26	20	21	22	23	24	25	26	
23	24	25	26	27	28	29	27	28						27	28	29	30	31			
30	31																				
Apr-22							May-22							Jun-22							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
					1	2	1	2	3	4	5	6	7				1	2	3	4	
3	4	5	6	7	8	9	8	9	10	11	12	13	14	5	6	7	8	9	10	11	
10	11	12	13	14	15	16	15	16	17	18	19	20	21	12	13	14	15	16	17	18	
17	18	19	20	21	22	23	22	23	24	25	26	27	28	19	20	21	22	23	24	25	
24	25	26	27	28	29	30	29	30	31					26	27	28	29	30	31		

-  Board Meeting
-  Meetings of Standing Committee
-  Meetings of the Executive Committee
-  Audit & Finance Committee/Executive Committee Only
-  Hold for Convocation (dates TBD)
-  Senate Meetings
-  Stat Holiday
-  Annual Retreat - Date TBD
-  Joint Orientation/Senate meeting (To be confirmed)

Nipissing University Board of Governors

Committee Preferences

Name: _____

Board members are asked to serve on at least one (often two) Board standing committee(s). In some instances, committee assignments are defined by the Board Bylaws. While all other committee assignments will be made by the Officers of the Board, an attempt will be made to take individual preferences into consideration where possible.

Please rank, in order of preference, the committees you are most interested in serving on in the upcoming year:

- _____ **University Governance Committee** is responsible to the Board for general governance issues, including Board evaluation, selection of new members and committee membership. (Mondays, 9:00 a.m.)
- _____ **Audit and Finance Committee** is responsible to the Board for developing and presenting general policies and recommendations on all financial matters. (Mondays, 10:30 a.m.; note first meeting of the year may be on a Tuesday)
- _____ **Community Relations Committee** is responsible to the Board for setting policy that will guide the administration in the areas of public relations, community affairs, alumni liaisons, communications strategies, intergovernmental affairs, media relations and reputational matters. (Mondays, 1:30 p.m.)
- _____ **Fundraising Committee** is responsible to the Board for developing plans and policies that will foster and support a philanthropic culture at the Board, across the University and throughout the community that will help to produce fund raising success. (Mondays, 2:30 p.m.)
- _____ **Plant and Property Committee** is responsible to the Board for developing and recommending policies and making other recommendations related to campus plant and property. (Mondays, 3:30 p.m.)
-

There are several other bodies or committees throughout the University that require representation from non-constituent Board members. Please indicate if you would be interested in sitting on one of the following committees:

- _____ **Academic Senate** (meets monthly)
- _____ **Academic Quality Assurance and Planning Committee (Senate sub-committee)**
- _____ **Honorary Degrees (Senate sub-committee)**
- _____ **Nipissing University Alumni Advisory Board**
- _____ **Teacher Education Advisory Committee**
- _____ **Annual Staff Awards for Exceptional Performance and/or Service**
- _____ **Joint Board/Senate Committee on Governance**
- _____ **Nipissing University Indigenous Council for Education (NUICE)**

*** Please return this form to the University Secretary at governors@nipissingu.ca.*