

## NIPISSING UNIVERSITY BOARD OF GOVERNORS MEETING

### OPEN SESSION

November 19, 2021

3:30 p.m. – Live Stream

### AGENDA

**Observer Attendance:** Email [governors@nipissingu.ca](mailto:governors@nipissingu.ca) before 12:00 p.m. on November 19, 2021, for link information.

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

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

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

#### 2. Declaration of Conflict of Interest

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

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

#### 4. Consent Agenda

##### i. For Adoption

(a) Minutes of the September 16, 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 October 18, 2021

2. Audit & Finance Committee – Minutes from October 18, 2021

3. Community Relations Committee – Minutes from October 18, 2021

4. Fundraising Committee – Minutes from October 18, 2021

5. Plant & Property Committee – Minutes from October 18, 2021

(b) Reports from Other Committees/Bodies

1. Alumni Advisory Board

**Resolution:** *That the items included “for adoption” on the November 19, 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 November 19, 2021, Open Session regular agenda as circulated.*

**6. Chair's Remarks**

**7. Chancellor's Remarks**

**8. President's Remarks**

**9. Vice-President's Remarks**

- Provost and Vice President, Academic & Research
- Vice-President, Finance & Administration

**10. Board Committee Reports**

- University Governance Committee – John D'Agostino, Committee Chair  
– 2020-2021 Board Evaluation – Response Summary
- Audit & Finance Committee – *David Smits, Committee Chair*
- Community Relations Committee – *Patti Carr, Committee Chair*
- Fundraising Committee – *Bobby Ray, Committee Chair*
- Plant & Property Committee – *Joanne Laplante, Committee Chair*

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

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

**12. Question Period**

**13. Other Business**

**14. 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**

September 16, 2021

The Open Session of the regular Board of Governors meeting was held on Thursday, September 16, 2021, at 5:30 p.m. via Zoom Remote Conferencing.

**Members Present:** Marianne Berube, Board Chair  
Veronica Afonso  
Johanne Brousseau  
Patti Carr  
Paul Cook  
Fran Couchie  
Hilary Earl  
Stuart Kidd  
Judy Koziol  
Joanne Laplante  
Gillian McCann  
Joe McIntosh  
Bobby Ray  
Judy Smith  
Dave Smits  
Lisa Snider  
Rick Vanderlee  
Roxana Vernescu  
Kevin Wamsley  
Kathy Wilcox  
Emily Wilson

**Regrets:** John D'Agostino  
Stephen Tedesco

**Invited Guests:** Arja Vainio-Mattila  
Cheryl Sutton  
Renee Hacquard  
Maggie Daniel  
Tiffany Cecchetto  
Christine Dowdall (University Secretary)

**Official Observers:** Sarah Pecoskie-Schweir

**# of Live Stream Connections:** 14

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

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## 1. Call to Order/Land Acknowledgment

The meeting was called to order at 5:32 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.

Members were reminded that the meeting was being live streamed to observers.

## 4. Consent Agenda

The following items were included on the consent agenda:

- i. For Adoption
  - (a) Minutes of the June 3, 2021, Board of Governors Meeting (Open Session);
- ii. For Information Only
  - (a) Minutes from Meetings of the Board's Standing Committees:
    1. Audit & Finance Committee – Minutes from September 7, 2021;
  - (b) Reports from Other Committees/Bodies:
    1. Nipissing University Alumni Advisory Board (NUAAB).

Resolution 2021-09-01:      ***That the items included "for adoption" on the September 16, 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 Gillian McCann.  
Carried.*

## 5. Adoption of the Regular Agenda

Resolution 2021-09-02:      ***That the Board of Governors adopt the September 16, 2021, Open Session regular agenda as circulated.***

*Moved by Rick Vanderlee; seconded by Dave Smits.  
Carried.*

## 6. Chair's Remarks

The Board Chair welcomed members of the Board to a new academic year, and roundtable introductions were made.

The Chair provided a brief overview of the roles and responsibilities of a governor and noted that plans are underway for a Board retreat in November. Further information will be distributed in the coming weeks.

In response to a question regarding the agenda being focused on reporting rather than on strategic forward discussions, the Board Chair noted that the Board will continue to work towards improving the meeting structure as recommended in last year's training session, moving towards a more strategic-thinking governing body.

## 7. Presentation of Draft Audited Financial Statements

Tiffany Cecchetto, KPMG, provided a detailed review of the draft audited financial statements at the September 7, 2021, meeting of the Audit & Finance Committee. Noting that KPMG provided a clean opinion on the financial statements, Ms. Cecchetto conducted a high-level review for the full Board.

Several questions were addressed, including clarification around the donations revenue amount of \$81,000. Ms. Cecchetto stated that only the amount spent in-year from donations is recorded as revenue. Other donation revenues received but not yet spent are recorded as deferred contributions on the Statement of Financial Position. In response to a question regarding the overall financial health of the University, Ms. Cecchetto noted that from a cashflow and capital perspective, Nipissing University is in a stronger position when compared to other institutions in the same peer group. She spoke to the importance of sufficient working capital to support ongoing operations of the University. Ongoing deficits will continue to impact Nipissing's working capital which will in turn impact the institution's financial health.

Following the discussion, the following resolution was put forward:

Resolution 2021-09-03:        ***That the Board of Governors accept the recommendation of the Audit and Finance Committee to approve the Consolidated Audited Financial Statements for the year ended April 30, 2021, as presented.***

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

## 8. Chancellor's Remarks

The Chancellor expressed his excitement in supporting the Nipissing University Student Union at the upcoming grand opening of the Student Centre on September 17, 2021. He spoke to his commitment to building relationships with students and ensuring sustainable partnerships between the University and community members.

## 9. President's Remarks

The President spoke to the recent announcement that Nipissing University will recognize the National Day for Truth and Reconciliation on September 30 as an institutional holiday. As such, remote and in-person classes have been rescheduled and employees will not be required to report to work. Members of the University community are encouraged to honour the National Day for Truth and Reconciliation through personal reflection, education and awareness, and participation in a variety of events and programs available to the Lakers community.

Noting that a fulsome report will be appended to the meeting minutes, President Wamsley provided a summary of recent events including the welcoming of students and staff back to campus. He congratulated those who worked extensively to prepare the building and classrooms for both online and in-person learning. He highlighted a limited return of on-campus events, such as the Welcome Back Pow Wow and a 'Sports Talk' with Brock McGillis, the first male professional hockey player to openly come out as gay.

As the University continues to welcome more people back to campus, Dr. Wamsley asked for patience with the ever-changing COVID-19 environment.

- **Goals & Priorities**

President Wamsley spoke to his continued engagement with internal and external community members about the challenges, aspirations and opportunities at Nipissing University. These discussions will help provide a framework for the strategic planning process that is expected to begin in January 2022. This will be a major focus for the 2021-22 academic year.

In addition to the strategic plan, Dr. Wamsley highlighted a number of additional areas of focus, including addressing the deficit through government advocacy efforts, a heightened focus on international recruitment, an academic programming review, and the creation and implementation of a sustainability plan.

## 10. Vice-Presidents' Remarks

**The Provost and Vice-President, Academic & Research (PVPAR)** spoke to several highlights from her written report, including a brief overview of enrolment numbers which are trending slightly up when compared to last year. She noted that 61 Laurentian University students will be studying at Nipissing this fall, either as a transfer student or on a letter of permission. This collaboration with Laurentian allows these students to continue their studies in the North.

The PVPAR also spoke to the difficulties international students from India are facing amidst the COVID-19 pandemic travel restrictions. Until these students are able to attend classes in person, a number of them will be taking courses online as part of a special cohort. Once restrictions are lifted, Nipissing looks forward to welcoming these students to in-person learning.

Dr. Vainio-Mattila congratulated the many achievements of faculty members in terms of research funding announcements. She also noted that Nipissing University has been granted \$483,000 for the

“Transcultural Interdisciplinary Learning Experiences” (TILE) Global Skills Opportunity designed to enhance outbound mobility experiences for low-income, Indigenous and students with disabilities. The proposal was prepared by Dr. Pat Maher, Dr. Casey Phillips and Laura Solano-Moya.

A number of questions were raised, including a request for further information about the students from Laurentian. The PVPAR reported that the 61 students were from a variety of programs with most enrolled in Indigenous and environmental programs.

**The Vice-President, Finance & Administration (VPFA)** spoke to the ongoing administration of the mandatory COVID-19 vaccination policy, noting that any issues arising continue to be addressed.

The VPFA reviewed the recommended revisions to the Approval Authority Policy, noting the addition of clarifying language concerning approvals for the expenses submitted by Board members. Following a friendly amendment suggestion in the body of the policy that clarifies the fact that Academic Chairs do not have supervisory responsibilities, a resolution was put forward:

Resolution 2021-09-04:      ***That the Board of Governors accepts the recommendation of the Vice-President, Finance & Administration to approve the revisions to the Approval Authority Policy as presented.***

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

## 11. Board Committee Reports

- **Audit & Finance Committee**

The Committee Chair spoke to the importance of fulfilling the fiduciary responsibilities of the Board while allowing the University to focus on the future. He noted the implementation of semester-end closes that will review the consolidated numbers, performance and projections when compared to budget. In response to a question regarding ongoing stress testing of the University’s financials, the Committee Chair spoke to anticipated discussions at the Audit & Finance Committee level regarding the fluidity required to manage a wide variety of emergencies and situations.

- **Executive Committee**

The Board Chair noted several time sensitive items discussed at the Executive Committee, including the approval of a number of appointments to the Research Ethics Board and the documented support for the naming of the Dr. Muriel Sawyer Board Room at the NUSU Student Centre.

As the Joint Committee of the Board and Senate on Governance currently has one vacant position, the following resolution was made:

Resolution 2021-09-05:     ***That the Board of Governors accepts the recommendation of the Executive Committee to appoint Bobby Ray as a representative on the Joint Board/Senate Committee on Governance.***

*Moved by Stuart Kidd; seconded by Fran Couchie.  
Carried.*

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

### Nipissing University Student Union

The NUSU President spoke to a successful Orientation Week, highlighting a number of events and activities. He invited all faculty, staff and students to attend the virtual grand opening of the Nipissing University Student Union Student Centre on September 17, 2021, at 3:30 p.m.

### Academic Senate

Kathy Wilcox, one of the Board of Governors representatives on the Academic Senate, announced that following a joint orientation session with the Academic Senate and the Board of Governors on September 10, the Senate held the first meeting of the new school year. She congratulated the award and grant recipients that were announced in the Provost's report, and she thanked Board member Bobby Ray for his dedication as a former representative on the Senate.

## **13. Question Period**

A point of procedure request was made to have the Chair call for affirmative votes on resolutions before calling for negative votes. The Chair explained that due to the nature of the virtual meeting format, the University Secretary had advised that best practices for voting in such environments included calling for negative votes first, assuming that anyone who did not vote in the negative was, by default, voting in the affirmative. However, the Board Chair agreed to resume the practice of calling for affirmative votes first.

## **14. Other Business**

A request was received from the University's Pension and Benefits Advisory Committee to allow a presentation from one of their members to the Board regarding the University's pension plan. As this pertains to employee benefits matters, the request, including next steps, will be discussed in the Closed Session meeting.

## **15. Next Meeting/Adjournment**

The next Committee Day is scheduled for Monday, October 18, 2021.

The next Board meeting was originally scheduled for November 11; however, the date may be changed in order to combine the meeting with the Board retreat. Additional information will be distributed as soon as a date and time are confirmed.

Resolution 2021-09-06:     ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

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

Open session adjourned at 7:19 p.m.

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President & Vice-Chancellor/  
Secretary of the Board

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Board Chair

16 September 2021

Nipissing University Board of Governors

### **President's Report**

Thank you to members of the Board of Governors, to the Nipissing University community, and to alumni and members of the North Bay community for your warm welcome. I have been residing in North Bay for four weeks now and have been spending my time getting to know our campus and the city of North Bay and surrounding region.

Our priority as a university in the past few months has been preparing for our campus opening, welcoming back our faculty, staff, and students – welcoming our students to residence and to class, in whatever format that will be. I want to congratulate our staff for getting the campus ready physically and for creating the safest conditions possible for our Fall opening. We have been working very closely with the Province and with Public Health on our vaccination and testing policies and public meeting policies.

I am pleased to report, following my first departmental meeting this morning, that professors are reporting a certain energy from students in the classroom last week and this week – they are saying that students are engaged and speaking in class more than usual. There is also a limited return of cultural activities on campus. Our varsity teams are practicing and will start competing soon, and tomorrow we are co-hosting a welcome Pow Wow with Canadore College by the pond, and last night we hosted Brock McGillis, the first openly gay men's professional hockey player – we had an excellent turnout in our gym and online. It is a very compelling and inspiring story and I know that we will see some ripples of change on our campus from this presentation. All this to say that we are cautiously opening and are

doing our best as a community to meet the pandemic challenges as they come.

As stated in the Agenda, the Board is interested in my goals and priorities.

As President, I have been engaged and will continue to be engaged in a learning exercise for a period of three months. I have been addressing students whenever possible, including welcoming students and parents to move-in, meeting with NUSU, and addressing our student athletes before they begin their seasons to talk about values and expectations. I have been meeting with community leaders and campus members daily to talk about Nipissing, its challenges and opportunities, its aspirations. In addition to these meetings – probably 50-60 meetings to date. Abby has joined me for many of these meetings, taking notes, while Maggie and Abby in the office are collecting the data and charting it. In addition to providing me with a foundation of information on which to base my term, I trust that the information will also provide a point of departure for strategic planning. I anticipate that we will deliberate on the framework for organizing the strategic planning process beginning immediately after Christmas, so that we have a consultation template created and approved by the end of March. Following that we will engage in our planning process which I hope will be designed to encourage maximum participation with maximum efficiency so that we will not claim vast blocks of time from people's already busy calendars. I trust that we will have the 5-year Strategic Plan ready for approval before the end of the next fiscal in 2022.

This is not to suggest that the University will be sitting on its hands until the Strategic Plan is complete. On the contrary, we have short-term priorities to attend to which are our focus right now. As we know from our Board meetings, we have been running deficits for some time –

parts of these deficits are structural in nature and others have been caused by the pandemic and reflect both student choices and the inability to generate revenues because of the safety measures that we imposed upon our campus.

One of the major priorities for us is to address some of the structural issues caused by a shortage of government funding – on our base budget and on our Northern grant for a period of two years. We will be travelling to Queen's Park to raise these issues in a context that is outside of our normal lobbying exercises to increase funding for post-secondary education. We have been placed at a relative disadvantage and this needs to be addressed immediately. The tuition cuts and freezes are a broader issue that all universities in Ontario will be addressing with the government. Generally speaking, we must see a rise in tuition rates concomitant with rising fixed costs that are offset by increases in support to scholarships and bursaries.

Another immediate priority is to increase the number of international students at Nipissing University. We rank as one of the bottom destinations for international students in Canada. A one-country institution does provide for global perspectives and understanding, which is a cornerstone to high quality education. A measured approach to international recruitment will diversify our campus and our city and it will help our annual revenues in the short term.

Another short-term priority is the creation of new academic programs, ones that support our current core programs and majors and fill a student demand. However, the runway for new programs, even if approved this year, could be another two years due to provincial processes of program approval – but we must get going and we are. We must also use our infrastructure to build more capacity in online learning and micro-credentialling and, generally, educational programs

that northern communities demand; these projects will be viewed as an augmentation of our core business and will be utilized to free up operational monies for departmental and program investments. Every university must do everything in its power to meet or exceed its budget targets, whether in periods of widespread investment or in periods of fiscal restraint and severe cuts. The Board requires and deserves a sustainability plan that very clearly outlines the steps the University will take to improve its financial position. This short-term plan will demonstrate the runway for achieving particular performance metrics. We will utilize our November meetings to have full discussions with the Board, specifically with respect to sustainability planning both short and long term.

It is my priority to elevate the reputation of Nipissing University as one of the leading primarily undergraduate institutions in the country. In so doing, we will also elevate the attention and engagement of our alumni who we will ask to support the University through donations, reputational support, and assisting our recruitment efforts. We must also immediately increase our presence in the community and that starts with me. We have many faculty and staff members whose work is already community-based and whose volunteer efforts are significant. Our narratives of academic quality and experience and community-building must be at the forefront, and I will be asking all of you for help.

Finally, it is my goal to turn the attention of major donors to Nipissing University to support scholarships, bursaries, academic chairs and academic funds, scientific equipment and technology. Our future requires that we build up our endowments and to create reserves for emergencies and whatever contingencies come our way.

NIPISSING UNIVERSITY BOARD OF GOVERNORS

UNIVERSITY GOVERNANCE COMMITTEE MEETING

OPEN SESSION

October 18, 2021

The Governance Committee met on Monday, October 18, 2021, at 9:00 a.m. via Zoom remote video conferencing.

Members present: John D’Agostino, Committee Chair  
Veronica Afonso  
Marianne Berube  
Stuart Kidd  
Judy Koziol  
Joe McIntosh  
Judy Smith  
Kevin Wamsley  
Sarah Pecoskie-Schweir (Student Observer – non-voting)  
Arja Vainio-Mattila (Provost – non-voting)  
Cheryl Sutton (VPFA – non-voting)  
Christine Dowdall (University Secretary – non-voting)

Regrets: Paul Cook  
Hilary Earl  
Lisa Snider

Guests: Casey Phillips, AVP Students

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

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## 1. Opening Remarks/Call for Conflicts of Interest

The meeting was called to order at 9:03 a.m. The Committee Chair called for any conflicts of interest. He personally disclosed a past professional working relationship with the Nipissing University Student Union (NUSU), which was determined not to be an actual conflict with his roll on the Nipissing Board of Governors. No further declarations were made.

## 2. Committee Chair’s Opening Remarks

- Good Governance Practices

The Committee Chair encouraged committee members to review the *Roberts Rules of Order – Newly Revised In Brief* book that was provided to each member of the Board. A “cheat-sheet”

document will also be circulated to Board members in an effort to provide them with a better understanding of meeting protocols and procedures.

In a continued effort to elevate the role of the Board of Governors, the Committee Chair recommended bringing in a university governance professional to speak to the Board about good governance practices. The committee agreed, highlighting the need to continue building on the similar training that was provided last year. The Committee Chair will attempt to arrange a guest speaker for an upcoming Board meeting with a preference for the November meeting, if possible.

### **3. Selection of Committee Vice-Chair**

The role of the Committee Vice-Chair was reviewed. Stuart Kidd agreed to assume the role for the current academic year.

### **4. Review of Committee Terms of Reference**

The committee terms of reference as outlined in the Board Bylaws were reviewed. There were no concerns expressed with the current terms.

### **5. Review of Annual Work Plan**

The draft annual work plan was reviewed. A suggestion was put forward to add space to the plan for a discussion regarding stipends for Board members. A discussion followed, and it was noted that few, if any, Ontario universities provide stipends to their volunteer Board members. Some institutions do not reimburse expenses either, although it has been Nipissing's practice to reimburse for approved travel and training expenses. As a result of the discussion, it was agreed that this topic will not be included on the work plan.

### **6. Results from 2021 Board Evaluation Survey**

Results from the 2021 Board Evaluation Survey were circulated electronically and in confidence prior to the meeting. Common observations included improvements to the procedural aspects of meetings as well as a focus on collegiality within meetings. A lengthy discussion took place and a summary highlighting the main themes will be shared with the full Board of Governors at the November Board meeting.

### **7. Board Recruitment**

- Update from University Governance Selection Sub Committee

Several responses were received to the University's call for applications to the Board of Governors. The Chair of the University Governance Committee and the Board Chair will be conducting a number of interviews this week to bring forward recommendations to the committee and, eventually, to the full Board. The Board currently has two LGIC vacancies, with two more LGIC appointees nearing the end of their first terms. The University Secretary

continues to follow-up on the status of those vacancies and the recommendations that have been put forward to the Province over the past 18 months.

#### **8. Other Business**

The Board Chair reminded committee members that the upcoming Board Retreat will be held on November 19 and 20, 2021, at the Nipissing University Student Centre. The November Board meeting will open the retreat, and additional details, including an agenda, will be forthcoming.

The meeting adjourned at 10:14 a.m.

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Recording Secretary

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Chair of University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

**AUDIT & FINANCE COMMITTEE MEETING**

**OPEN SESSION**

October 18, 2021

The Audit and Finance Committee met on Monday, October 18, 2021, at 10:30 a.m. via Zoom remote conferencing.

Members Present: Dave Smits, Committee Chair  
Marianne Berube  
Fran Couchie  
John D'Agostino  
Stuart Kidd  
Stephen Tedesco  
Kevin Wamsley  
Emily Wilson  
Joe McIntosh (Student Observer – non-voting)  
Arja Vainio-Mattila (Provost – non-voting)  
Cheryl Sutton (VPFA – non-voting)  
Christine Dowdall (University Secretary – non-voting)

Regrets: Hilary Earl  
Paul Cook

Guests: Renée Hacquard  
Debra Iafrate  
Casey Phillips

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

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

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

**2. Election of Committee Vice-Chair**

The role of the Committee Vice-Chair was reviewed. Stuart Kidd agreed to assume the role for the current academic year.

**3. Review of Annual Work Plan**

Following feedback from the Board, monitoring the in-year financial performance is an important task of the Board, and therefore, the Annual Work Plan has been updated to ensure that this continues to occur while providing additional focus on the sustainability plan work effort. The financial results will be

presented for each meeting and questions welcomed, but a more detailed review will occur at the end of each semester. Significant work on monitoring the financial sustainability work effort has been included on the annual work plan, and the work plan was accepted as presented.

#### **4. 2021-2022 Financials**

The Registrar provided a fall enrolment overview as of October 15, 2021. Nipissing University has seen a 2.4% increase in FTE when compared to last year, with strong enrollment in all areas. The recruitment cycle has begun for 2022, and notable declines in applicants straight from Ontario high schools have been seen across the sector. Trending increases have been seen in those applicants identified as mature students and those with prior post-secondary experience. Several clarifying questions were addressed.

The Assistant Vice-President, Finance and Infrastructure highlighted the operating and ancillary funds as at August 31, 2021. She noted that the funds are tracking as expected, apart from an increase in operating expenses due to an increase in insurance costs related to cybersecurity insurance.

#### **5. Semester Close as of August 31 Review**

The AVP, Finance and Infrastructure reviewed the semester close as of August 31, 2021. After adjustments for deferred contributions and transfers from reserves, the net impact to unrestricted net assets is a surplus of \$16,399,986. Of note, the use of reserves does not change the surplus or deficit amount.

The AVP also spoke to the statement of financial position as of August 31, 2021, with comparative figures as of April 30, 2021. Assets have increased due to billing of tuition, residence, and ancillary fees, while liabilities remain overall stable. She was pleased to highlight an increase in endowment net assets of \$106,000.

#### **6. Year-end Projections**

To date, the University is anticipating a total operating deficit of approximately \$2.2 million. This figure does not consider any positive financial results that may come from sustainability initiatives. As a result of the continuing travel restrictions due to COVID-19, we anticipate a total of 115 international students in the winter term, compared to the 200 students projected in the 2021-22 budget. This lower enrolment will result in an approximate \$900,000 shortfall in tuition revenues.

Other increases were seen in salaries and benefits, and there has been a significant increase in cybersecurity insurance costs. Occupancy costs are expected to decrease due to savings in shared services with Canadore, and there is a positive budget variance due to increased capacity in residences compared to budget. When adding \$2 million for accounting adjustments such as the amortization of capital assets and accruals for employee future benefits, the total consolidated deficit is projected at \$4.2 million. Work is ongoing to find efficiencies and maximize revenues in-year.

#### **7. Financial Sustainability Plan Update**

The Vice-President, Finance and Administration reviewed the major projects underway within the Financial Sustainability Plan. These include strategies focusing on the Strategic Enrollment Mandate (SEM), program development, student retention, continuing education/micro credentials, conference services, and

fundraising. The financial sustainability plan will include regular reporting on the net financial impacts of each strategy.

A fulsome discussion on sustainability will take place at the Board Retreat on November 19-20, 2021.

## **8. Other Business**

The Board Chair reminded committee members that the upcoming Board Retreat will be held on November 19 and 20, 2021, at the Nipissing University Student Centre. The retreat will open with the November Board meeting (originally scheduled for November 11). Additional details, including an agenda, will be forthcoming.

The meeting adjourned at 11:36 a.m.

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Recording Secretary

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Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

**COMMUNITY RELATIONS COMMITTEE MEETING**

**OPEN SESSION**

October 18, 2021

The Community Relations Committee met on October 18, 2021, at 1:30 p.m. via Zoom remote conferencing.

**Members Present:** Patti Carr, Committee Chair  
Veronica Alfonso  
Marianne Berube  
Johanne Brousseau  
Fran Couchie  
Gillian McCann  
Joe McIntosh  
Bobby Ray  
Maurice Switzer  
Kevin Wamsley  
Kathy Wilcox  
Cheryl Sutton (VPFA – non-voting)  
Arja Vainio-Mattila (Provost – non-voting)  
Sarah Pecoskie-Schweir (Student Observer – non-voting)  
Christine Dowdall (University Secretary – non-voting)

**Regrets:** Paul Cook, Chancellor  
Lisa Snider

**Guests:** Meghan Venasse  
Casey Phillips  
Abby Blaszczyk, Executive Assistant, Office of the President

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

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

The meeting was called to order at 1:33 pm. The Committee Chair called for any conflicts of interest; no such conflicts were declared.

The Committee Chair welcomed everyone to the first meeting of the year, stating that she is looking forward to the upcoming year and hoping for a continued lifting of the COVID-19 restrictions.

**2. Selection of a Committee Vice-Chair**

As outlined in the committee terms of reference, a Vice-Chair is to be selected for the committee at the first meeting of the year. As a result, Kathy Wilcox agreed to assume the position.

### **3. Review of Committee Terms of Reference**

The Chair reviewed the Terms of Reference with the committee and reminded everyone to mark the committee meeting dates in their calendars for the year.

### **4. Review of Annual Work Plan**

The draft Annual Work Plan was reviewed. The Chair encouraged committee members to bring forward ideas on community relations that could be explored by this group throughout the year. A suggestion was made to begin each committee meeting with a traditional land acknowledgement, and a question was posed regarding Nipissing University's plans with regard to reconciliation and fully engaging in the process of Indigenization. President Wamsley will address the topic of reconciliation under agenda item #5.

### **5. External Relations Update – Meghan Venasse, Manager, Communications**

- *Staffing Update*

A brief staffing update was provided. The University expects to post for the vacant Manager, Advancement position later this fall. In the meantime, duties have been temporarily reassigned within the department to ensure the continuity of work.

- *Good Neighbour Committee*

The Good Neighbour Committee expects to resume regular meetings now that some of the restrictions imposed by the COVID-19 pandemic are being lifted. The committee is made up of members from Nipissing University, Canadore College, the City of North Bay, the North Bay Fire Department, the Near North Landlords Association, the North Bay Police, and residents at large. The purpose of the committee is to improve communication, provide policy direction, and enhance relationships between students, the University, the College, the City of North Bay and the greater North Bay community.

- *Homecoming – November 8-12, 2021*

Nipissing University's Homecoming celebrations will be taking place November 8-12, 2021. The majority of events are virtual again this year and will include such things as a fireside chat with President Wamsley, a keynote address from alumnus and Paralympian Rob Shaw, and the livestreaming of Lakers varsity athletics games. The Nipissing University Alumni Advisory Board (NUAAB) is sponsoring celebration packages that will be provided to the first 700 registrants.

- *Recent community events, sponsorships and partnerships*

The Manager, Communications highlighted several events and activities that have taken place in recent weeks, including a talk with Brock McGillis, events associated with the National Day for Truth and Reconciliation, and a NUSU-organized clean-up of the Thibeault Terrace area in collaboration with Clean Green Beautiful.

On November 6, the University is hosting a virtual open house and providing prospective students with the opportunity to chat live with faculty and students. There will also be a guided virtual tour.

- *Giving Tuesday*

This year, the University will be participating in Giving Tuesday on November 30<sup>th</sup> by challenging Nipissing alumni to donate \$100. Giving Tuesday was created in response to Black Friday and Cyber Monday as a way to encourage individuals to give back. The University’s challenge to alumni will be a way for alumni to experience giving back to their alma mater, with funds raised going towards supporting scholarships, bursaries and awards. Board members are encouraged to participate and to share the challenge within their networks.

- *President Wamsley’s meetings in the community*

The President reported that he has met with a variety of stakeholders in the community since his arrival in August, and additional meetings are being scheduled. The strategic planning process for the University will aim to bring the community to the campus, recognizing myriad opportunities to engage the community through our continuing and extended education programs, children’s camps and other activities. The President stated that it is equally important for the University to have a presence in the community and the surrounding region as it is for the University to find ways to invite the community onto campus.

The President acknowledged that Reconciliation must be weaved throughout the strategic plan, and it will change the way the University is structured and how it operates. Systemic change will be required to move this forward, and the President is confident the University community is up to the challenge.

Finally, President Wamsley reported that he and his Executive Team will also be focusing on addressing the need for additional support from the provincial and federal governments.

## **6. Other Business**

A suggestion was put forward to develop a quick fact sheet about Nipissing University that could be used to support Board members who would like to promote the University in the community. The fact sheet could include facts on economic impact, numbers of students and alumni, and other items of interest. The suggestion was well-received, and the Manager, Communications agreed to take it back to her team for consideration.

The Board Chair reminded committee members that the annual Board Retreat will be taking place on November 19 and 20. The event will begin with the November Board meeting in the afternoon on the 19<sup>th</sup>, and she encouraged all Board members to attend.

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

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Recording Secretary

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Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

**FUNDRAISING COMMITTEE MEETING**

**OPEN SESSION**

October 18, 2021

The Fundraising Committee met on October 18, 2021, at 2:30 p.m. via Zoom remote conferencing.

**Members present:** Bobby Ray, Committee Chair  
Marianne Berube  
Joanne Laplante  
Judy Smith  
Stephen Tedesco  
Rick Vanderlee  
Kevin Wamsley  
Emily Wilson  
Kathy Wilcox  
Joe McIntosh (non-voting)  
Cheryl Sutton (VPFA – non-voting)  
Arja Vainio-Mattila (Provost & VPAR– non-voting)  
Christine Dowdall (University Secretary – non-voting)

**Regrets:** Paul Cook  
Lisa Snider

**Guests:** Meghan Venasse, Manager, Communications  
Casey Phillips, AVP, Students  
Abby Blaszczyk, Executive Assistant, Office of the President

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

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

The meeting was called to order at 2:30 p.m. The Committee Chair called for any conflicts of interests; no such conflicts were declared.

**2. Selection of Committee Vice-Chair**

As outlined in the committee terms of reference, a Vice-Chair is to be selected for the committee at the first meeting of the year. As a result, Judy Smith agreed to assume the position.

**3. Review of Committee Terms of Reference**

The Chair encouraged everyone to review the Terms of Reference for the Fundraising Committee.

#### 4. Review of Annual Work Plan

The Chair referred members to the draft Annual Work Plan document that was included with the agenda. He asked if there were any comments/questions regarding the draft; there were not.

#### 5. Advancement Report – *Meghan Venasse, Manager, Communications*

- *Staffing Update*

A brief staffing update was provided. The University expects to post for the vacant Manager, Advancement position later this fall. In the meantime, duties have been temporarily reassigned within the department to ensure the continuity of work.

- *Financial Summary*

The Manager, Communications provided the Advancement Report. She shared a financial overview comparing last year's donations to the donations received this year, including donations to bursaries, awards, endowments and planned gifts.

- *Giving Tuesday*

The Manager noted that Nipissing University, led by the Advancement Department, will be participating in Giving Tuesday on November 30<sup>th</sup>. Giving Tuesday is a global movement that encourages giving and volunteering, and this year, Nipissing University alumni and community partners will be challenged to donate \$100 towards scholarships and bursaries at the University. Several ideas for ways to move forward with this challenge were provided, and the Advancement Department will take them into consideration when finalizing this year's plan. Board of Governors members are encouraged to share the Giving Tuesday challenge with their networks. The President stated that he is intent on developing a culture of philanthropy at the University, and the Giving Tuesday activity is one of many that will be taking place in the coming years.

The Manager, Communications provided a number of departmental highlights as well, including the department's migration to a new online fundraising platform called Raiser's Edge NXT, the work that has been going on behind the scenes for the upcoming Canadian Federation of University Women (CFUW) celebrations, plans for Homecoming 2021, and highlights from the September meeting of the Nipissing University Alumni Advisory Board (NUAAB).

In response to a question concerning training opportunities for staff and faculty with regard to fundraising, the President noted that the fundraising expertise should ideally be centrally located in the Advancement Department. In athletics, for example, the coaches should be focusing on coaching – not on seeking donations. That is a responsibility of the Advancement Department who, in this example, can loop the coaches in when their support is needed.

## 6. Other Business

The Board Chair reminded committee members that the annual Board Retreat will be taking place on November 19 and 20. The event will begin with the November Board meeting in the afternoon on the 19<sup>th</sup>, and she encouraged all Board members to attend.

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

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Recording Secretary

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Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

**PLANT & PROPERTY COMMITTEE MEETING**

**OPEN SESSION**

October 18, 2021

The Plant & Property Committee met on Monday, October 18, 2021, at 3:30 p.m. via Zoom Remote Conferencing.

Members present: Joanne Laplante, Chair  
Marianne Berube  
Patti Carr  
Judy Koziol  
Dave Smits  
Stephen Tedesco  
Maurice Switzer  
Kevin Wamsley  
Emily Wilson  
Joe McIntosh (non-voting)  
Cheryl Sutton (non-voting)  
Christine Dowdall, University Secretary (non-voting)

Regrets: Paul Cook  
Roxana Vernescu  
Arja Vainio-Mattila (non-voting)

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

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

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**1. Opening Remarks/Call for Conflicts of Interest**

The Committee Chair called the meeting to order at 3:31 p.m. She called for conflicts of interest regarding any of the agenda items; no such declarations were made.

**2. Selection of Committee Vice-Chair**

Judy Koziol agreed to serve as committee vice-chair for this academic year.

**3. Review of Committee Terms of Reference**

The committee terms of reference were reviewed. In response to a question about the Master Land Use Plan, the Director of Facilities agreed to speak to the plan in detail at a future meeting.

#### **4. Review of Annual Work Plan**

The draft Annual Work Plan was reviewed.

#### **5. Capital & Construction Update**

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

- **Student Centre**

The grand opening of the Nipissing University Student Centre occurred on September 17, 2021. With the exception of a few minor projects to address, including a small curb renovation for safe city transit, the building is otherwise considered complete.

- **Project List**

The Director of Facilities reviewed the annual list of projects, noting that the costs of the majority of the projects will be covered by funds from the Facilities Renewal Program (FRP).

- **FRP Funding**

Last year, the University was allocated almost \$1.65 million in Facilities Renewal Program funding, which was a significant increase over previous years. The Director reviewed the campus infrastructure projects for 2021-22, including mechanical and electrical projects, as well as renovations covered under the FRP.

#### **6. Operational Readiness Planning**

The University, under the guidance of the Operational Readiness Committee (ORC), has instituted a vaccination policy, requiring all staff, students and faculty to attest to their vaccination status and complete daily COVID-19 screening in order to access campus facilities. The committee continues to review best practices across the sector as pandemic restrictions change.

#### **7. Sidewalk Construction**

In response to a question posed by a Board member, the Director of Facility Services noted that future sidewalks within the City of North Bay will include improved sub-material and expansion joints to allow for better accessibility. He also spoke to ongoing work regarding safe passage between the North and South entrances to campus along College Drive.

In response to a question around where Nipissing stands with respect to environmental sustainability and greenhouse gas emissions, the Director noted that most of the institution's focus to date has been on energy consumption. Work is continuing toward further reduction, as per the five-year sustainability plan.

#### **8. Other Business**

No other business.

The meeting adjourned at 4:09 p.m.

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Recording Secretary

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Committee Chair

# NIPISSING

U N I V E R S I T Y



**Plant and Property - October 2021**

# Plant and Property Committee Meeting

## Capital and Construction

1. Student Centre Construction
2. Project List
3. FRP Funding
4. Operational Readiness Planning
5. Sidewalk Construction Standards



New Rooftop HVAC Unit

# Student Centre Construction



Grand Opening Event

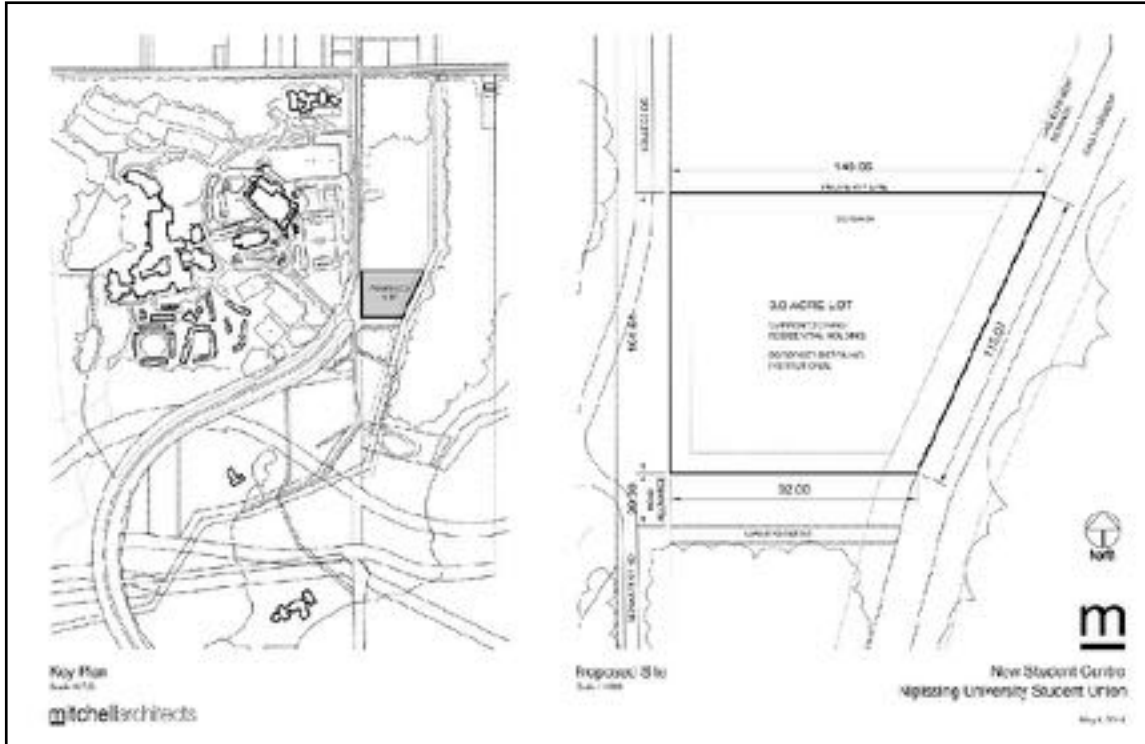
## NUSU Student Centre

### Project Description:

- Construction of a new 32,000 square foot building on the former Larocque farm property
- The project scope included site development, parking, and construction of the new facility
- Grand Opening Event held September 17th

# Student Centre Construction

## Project Status Update



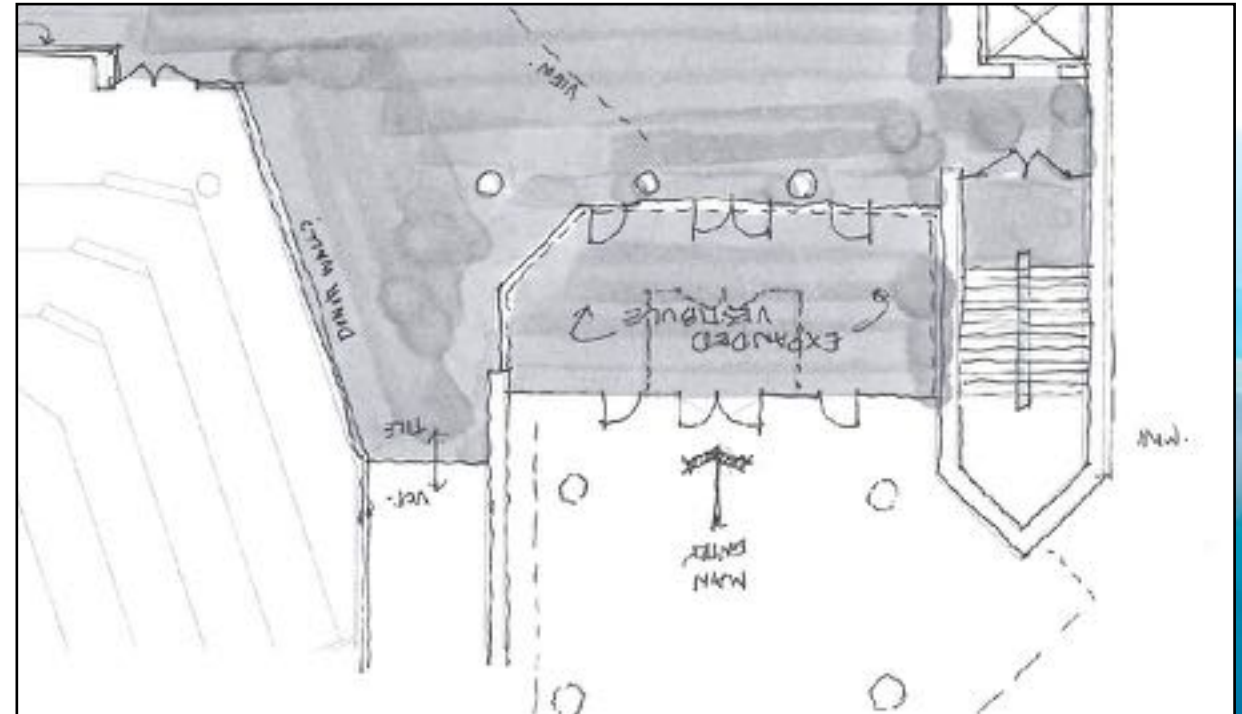
- Architect: Mitchell Jensen Architects
- Contractor: Kenalex Development LTD
- Funds: Construction contract awarded at \$13,780,620
- There are currently 65 change orders approved representing a 3.62% increase to the contract amount (only 1.55% with donations outside of contract)
- To date this is covered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



# Project List

## Planning and Funding

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



## Facilities - Capital and Construction

### Future Plans

#### Budget Amount

	Capital	Funded (FRP or other)	Ancillary	Shared capital	Total	Asset	Status	Costs incurred to date	% complete	Over/under budget
<b>IMMEDIATE</b>										
Transformer Replacement and Infrastructure	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000	Campus	Underway	\$ 131,066	90%	On budget
A-Wing Roofing Replacement - PH1	\$ -	\$ 384,500	\$ -	\$ -	\$ 384,500	Education Centre	COMPLETE	\$ 404,850	100%	On budget
A-Wing Elevator	\$ -	\$ 56,177	\$ -	\$ -	\$ 56,177	Education Centre	COMPLETE	\$ 81,539	100%	Over Budget
TRC Roofing	\$ -	\$ -	\$ 45,000	\$ -	\$ 45,000	Townhouse Rez	COMPLETE	\$ 45,000	100%	On budget
Pond Rehabilitation- PHASE 1 Railings	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000	Education Centre	COMPLETE	\$ 23,918	100%	Under Budget
A-Wing Washroom Upgrade	\$ -	\$ 200,000	\$ -	\$ -	\$ 308,000	Education Centre	Underway	\$ 150,000	25%	On Budget
Nursing Sim Labs	\$ -	\$ 750,000	\$ -	\$ -	\$ 750,000	Education Centre	Underway	\$ 10,000	10%	TBD
Athletics Repairs and Upgrades	\$ -	\$ 125,000	\$ -	\$ -	\$ 125,000	Athletics	COMPLETE	\$ 128,188	100%	Over Budget
Fire Protection Panel Upgrades	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000	Education Centre	Deferred	\$ -	10%	TBD
Surtees Gym A Lighting retrofit	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000	Athletics	COMPLETE	\$ 13,500	100%	Under Budget
Access Control Doors	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	Education Centre	COMPLETE	\$ 10,000	100%	Under Budget
Student Centre	\$ -	\$ 13,858,195	\$ -	\$ -	\$ 13,858,195	Student Centre	Ongoing	\$ 13,780,119	99%	On budget

# FRP Funding

## Facility Renewal Program REVIEW

- The purpose of the Facilities Renewal Program is to assist postsecondary education institutions with renewing and modernizing their campuses through the repair and renovation of existing facilities and campus infrastructure.
- Previously allocated just over \$400k in the past few years
- 2020-21 AND 2021-22 Nipissing University has been allocated \$1,648,700
- The 20-21 funding program runs until September 30th while the 21-22 deadline is March 30th, 2022
- Examples of eligible items include:
  - repairs made to the fabric and structure of buildings;
  - repairs to building service equipment and electrical or mechanical systems, and built-in general academic support equipment;
  - alterations and renovations to existing space to improve the condition and efficiency of teaching and research functions

# FRP Funding

## Project Summary

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

## FRP - Campus Infrastructure



- 2021 - Main Campus Transformer Replacement - \$139,000 - End of Life
- 2021 - Outdoor Lighting - \$49,900 - Safety Improvement
- 2021 - Substation Metering - \$25,000 - Infrastructure Planning
- 2021 - Dam Repair and Railings - \$25,000 - Safety Compliance
- 2021 - A-Wing Elevator Repair - \$70,000 - Necessary Repair
- 2021 - Compactor - \$25,000 - End of Life
- 2022 - Relocation BPHE Portable - \$25,000 - Infrastructure Planning
- 2022 - Fire Annunciator Panel - \$250,000 - Safety Improvement
- 2022 - Substation Overhead Feed - \$40,000 - Infrastructure Planning



## FRP - Mechanical & Electrical

- 2021 - BPHE Piping Repairs - \$125,000 - Necessary Repair
- 2021 - HVAC #33 Replacement - \$250,000 - End of Life
- 2021 - H-Wing Mechanical Condenser - \$75,000 - End of Life
- 2021 - R-Wing Fire Panel Replacement - \$50,000 - Safety Improvement
- 2021 - ER Lighting Inverter - \$15,000 - Safety Compliance
- 2021 - Distribution Panel Replacement - \$350,000 - End of Life
- 2021 - Air Circuit Breakers - \$80,000 - End of Life
- 2021 - B-Wing Electrical Distribution Rack - \$80,000 - End of Life
- 2021 - Bell Room A/C Units - \$7,500 - Infrastructure Planning
- 2021 - Shipping and Receiving Heating - \$7,500 - Safety Improvement
- 2021 - HVAC #35 Replacement - \$110,000 - End of Life
- 2021 - Hot Water Boilers - \$30,000 - End of Life
- 2022 - Server Room Humidity Control - Necessary Repair
- 2022 - HVAC #64 Condensor Unit - End of Life



## FRP - Building Envelope

- 2021 - A-Wing Roofing - \$384,500 - End of Life
- 2021 - Monastery Exterior - \$10,000 - Infrastructure Planning
- 2022 - A-Wing Roofing Phase 2 - \$300,000 - End of Life
- 2022 - H-Wing Exterior - \$50,000 - Necessary Repair



## FRP - Renovation

- 2021 - Front Entrance - \$200,000 - Infrastructure Planning
- 2021 - Gender Neutral Washrooms - \$350,000 - Infrastructure Planning
- 2021 - Library Compact Shelving - \$25,000 - Workplace Effectiveness
- 2021 - Cafeteria Washrooms - \$12,500 - Workplace Effectiveness
- 2021 - Designated Substance Abatement - \$12,500 - Safety Improvement
- 2022 - Nursing Simulation Lab - \$750,000 - Program Requirement
- 2022 - A-Wing 1st & 2nd Floor Washrooms - \$310,000 - Necessary Repair



# A-Wing Roofing Replacement (Phase 2)

## Building Envelope - End of Life

### Project Description:

- Replace large section of roofing decking, insulation and membrane over the A-Wing portion of the Education Centre building.



# A-Wing Roofing Replacement (Phase 2)



## Project Status Update

- Architect: Mitchell Jensen Architects
- Contractor: TBD
- Funds: FRP Funds of \$300,000 reserved - estimate based on previous sections replaced

# Nursing Simulation Lab

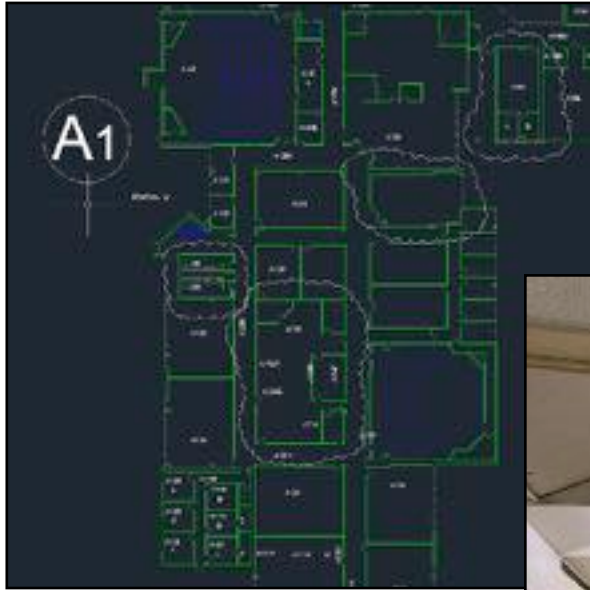
## Renovation - existing space

### Project Description:

- Renovate existing 1st floor A-Wing space (original portion of Education Centre)
- Approximately 5,000 sqft renovation
- Space involves dedicated 'Acute Care Adult and Paediatric Simulation Rooms', 'Immersive Simulation' Rooms to provide various environmental settings, tutorial rooms, and meeting spaces



# Nursing Simulation Lab



## Project Status Update

- Invitational RFP prepared for Architectural Services - 4 local firms invited
- Awarded end of September to Mitchell Jensen Architects based on highest evaluation score
- Evaluating program space needs and location
- Contractor: TBD based on future RFP
- Construction Cost: estimated based on cost per square foot to \$750,000

# Operational Readiness Planning

## Planning and Protocols

- 'Covid Response Team' and the 'Operational Readiness Committee' still functioning
- Campus Vaccination and Self Assessment Protocols (Impact on many 3rd party visitors)
- Campus Access review based on Provincial Step #3 status
- New Provincial requirements being delivered this week



# City Sidewalks

## Sidewalk Construction Standards

- City of North Bay, Senior Capital Project Engineer
- Future sidewalks include:
  - Expansion joints spaced farther apart with only saw cuts in-between
  - Better sub-materials preparation for minimal settlement.
  - City has a Municipality Accessibility Advisory committee for advising and adopting best practices including review of new projects
  - McKeown getting a new sidewalk from Gormanville to Cartier St in near future WITH new multi-use paved path - ref: Active Transport



The background features a soft, abstract watercolor wash in shades of light blue, teal, and pale green, set against a white background. The colors are blended and feathered, creating a gentle, ethereal atmosphere. The word "End" is centered in a clean, black, sans-serif font.

End



### **Alumni Report to BOG**

The NUAAB met in September to kick off the 2021/2022 academic year. We have made some updates to our Terms of Reference in an effort to use committees more effectively and efficiently. We approved our budget for the year and continue to work on our strategic plan set out in 2019.

With the help of the Marketing department, we have just relaunched our improved and upgraded webpages. The goal was to make navigating alumni services and information easier for alumni. The much-needed overhaul has been well received with alumni. Have a visit to see the new look! [www.nipissingu.ca/alumni](http://www.nipissingu.ca/alumni).

We are thrilled to be announcing the 2021 Alumni Award winners in the coming weeks. These 5 individuals are exemplary alumni who are doing amazing things in their communities and in their lives. We cannot wait for you to meet them. Stay tuned for a future announcement in early December.

November is Career Month, and the NU Café has lots going on. Join the network to view the Office Hours tab with a listing of all the events for alumni, students, industry partners, staff, and faculty of the University.

As usual, our platform will match individuals monthly. The next round of introductions will take place November 16<sup>th</sup>. The hub is always accepting new members. Join today! [www.nipissingu.ca/nucafe](http://www.nipissingu.ca/nucafe).

## Provost's Report to the Board of Governors – November 19, 2021

Arja Vainio-Mattila, PVPAR

### Enrolment Update

<b>Enrolment - FTE</b>	<b>2020</b>	<b>2021</b>	<b>Change</b>
Undergraduate	1,484.16	1,485.35	+0.08%
B. Education	448.73	501.21	+11.7%
Graduate Studies	180.60	186.30	+3.15%
Continuing Education*	23.08	27.80	+20.47%
<b>TOTAL</b>	<b>2,136.57</b>	<b>2,200.67</b>	<b>+3%</b>

As of October 22, 2021

*\*Continuing Education consists of Additional Qualification courses for Teachers, Indigenous Classroom Assistant Diploma Program, Indigenous Teacher Certificate Program & Teacher of Indigenous as a Second Language.*

<b>Enrolment - Headcount</b>	<b>2020</b>	<b>2021</b>	<b>Change</b>
Undergraduate	4,092	4,129	+0.9%
B. Ed	790	887	+12.28%
Graduate Studies	182	187	+2.75%
Continuing Education**	109	102	-6.42% **
<b>TOTAL</b>	<b>5,173</b>	<b>5,305</b>	<b>+2.55%</b>

As of October 22, 2021

*\*\*Overall headcount in Continuing Education is down, however, overall FTE is up because there has been an increase in enrolment for the Indigenous Classroom Assistant Diploma Program, which has a higher FTE*

<b>Admissions</b>	<b>2020</b>	<b>2021</b>	<b>Change</b>
Undergraduate	111	146	+31%
B.Ed	220	273	+24%
Graduate Studies	3	8	+166%
<b>TOTAL</b>	<b>333</b>	<b>427</b>	<b>+28.2%</b>

As of October 22, 2021

- Together with Canadore College, Nipissing is joining a number of other PSE institutions to offer tuition and ancillary waivers to students who have been taken into care at some point during their pre-adult life. This will be offered to five students annually.

### Academic Programmes

- New pathway agreement launched
  - OPP-University Auxiliary Direct Entry
- Programmes under development:
  - BSc Environmental Science is at internal Senate Committee stage, with BA Environmental Studies soon to follow
  - Undergraduate degrees in Health, and Kinesiology: Letter of Intent to be submitted
  - Several Post-Baccs (2 year diplomas) in early stages of development
- CASN completed its virtual on-site review of the School of Nursing and its academic programmes

### School of Graduate Studies

- SGS presented an online Graduate Studies Funding Webinar on October 12th as part of the Recruitment Team's Grad Fair.
- There was an Post-Graduate Information Day on October 27th. Admissions, SGS, and the Graduate Program Coordinators presented sessions throughout the day to recruit new students.
- We've been given our same funding allotment as last year for Ontario Graduate Scholarships (13) and the Queen Elizabeth II Graduate Scholarship in Science and Technology (1).
- We've been given our same funding allotment as last year for the Canada Graduate Scholarships - Masters: CIHR (1), NSERC (1), SSHRC (3).
- The Graduate Studies Committee is working to clarify our policies and regulations related to the Oral Defence Examination process.

### Research

- CFI Funded Projects: Initial meetings with researchers and architects have taken place. The following two projects are moving forward with anticipated builds starting in the 2022:
  - CWAG - \$302,160
  - Youth Development in Sport (CPHE) - \$153,933
- Canada Research Chair (CRC) in Climate and Environmental Change application has been submitted to the CRC Secretariat. We anticipate a decision by April 2022. In addition, an affiliated JELF-CFI application "The provision of clean water in Boreal Canada under threat from compounding landscape disturbance" was submitted to support the new CRC position (\$344,984).
- Grant Submissions – 7 submitted, 3 upcoming submissions
- Successfully entered, and are operating in, Stage 3 of Research Recovery, conducting face-to-face research with human participants
- Awaiting applications for internal CFI – JELF proposals – total remaining allocation - \$ \$316,146
- Awaiting applications for Awards in Support of Research, Scholarly, and/or Creative Activities
- Awaiting applications for SSHRC Institutional Grants (SIG) proposals for the internal competition

## Library

- Weekly visits from the St. John's Ambulance Therapy Dogs programs have resumed in the library. These visits are much appreciated by the students.
- Library staff members are looking forward to expanding library hours of operation into evenings and weekends.

## Student Development Services

- Student Intervention Services will be moving forward with Launching the new Mental Strength Campaign in November in tandem with Movember. The goal is to strengthen the awareness of men's mental health and encouraging men to reach out for support if needed.
- Residence has expanded guest privileges to allow students who live at residence to visit friends at other residence complexes. This is to ensure that we continue to prioritize the safety of the residence community by ensuring guests are among those confirmed to be fully vaccinated.
- Work to develop a new Peer Support Service for students with mental health concerns is underway. Much progress has been made in the development of the service framework, policies, and external training partnerships (CMHA, OPDI, Canadore). We are currently recruiting and interviewing student employees who will be trained to provide these services.
- SCS and SIS have been working closely with Lakers Athletics to provide suicide awareness and prevention training to all Athletes through safeTALK.
- Over the course of Reading Week Nipissing University in partnership with Vocantas attempted to contact all undergraduate and consecutive education students to discover where students were looking for additional support.
- The interactive voice response calls proactively connected students with existing support services and resources in key identified areas that contribute to student success. The campaign aimed to ensure students are aware of the services and resources available to support success and how to access them.
- Over the course of the campaign there were 1,925 referrals provided to students, in addition to 87 requests for an in-person follow-up call with the Student Success Coordinator.
- In September and October, 185 students participated in workshops and training opportunities provided by the Sexual Violence Prevention and Education (SVPE).
- The Lakers community celebrated International Pronouns Day (October 20<sup>th</sup>) to create awareness and action towards making our campus a safe(r) space for all. Gender pronoun buttons, designed by Nipissing BFA graduate Jasper, were distributed by mail, picked up in B210, and at our table in the NUSU Student Centre on Wednesday. No buttons remain!
- SVPE collaborated with the Teaching Hub to collate and distribute gender-inclusive teaching resources for faculty and Human Resources to encourage staff and faculty to participate in two training opportunities provided by SVPE, Gender 101 and Brining in the Bystander (next week).

# **Internationalization Plan for Nipissing University: 2021-2026**

**(or Year 1 Post-Pandemic to Year 5 Post Pandemic)**

## **International Team:**

Ms. Kayla Fitzsimmons, International Academic Advisor  
Ms. Courtney Hughes, Study Abroad Coordinator  
Ms. Debra lafrate, Registrar  
Mr. Yves Kalala, Manager, International Student Supports and Community Liaison  
Dr. Casey Phillips, AVP Students  
Ms. Laura Solano Moya, Manager, International Recruitment and Admissions  
Dr. Arja Vainio-Mattila, Provost, VP Academic & Research, Chair

## **Internationalization Committee:**

Dr. John Allison  
Dr. Hilary Earl  
Dr. Ali Hatef  
Ms. Debra lafrate  
Dr. Pat Maher  
Dr. Karey McCullough  
Mr Chris Piekarski  
Dr. Casey Phillips  
Ms. Laura Solano Moya  
Dr. Sarah Winters  
Dr. Arja Vainio-Mattila, Chair

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## Abbreviations

<b>CEA</b>	<b>Co-ordinator, Education Abroad (NU)</b>
<b>CUSC</b>	<b>Canadian University Survey Consortium</b>
<b>EduCanada</b>	<b>Official Canadian government portal for study in Canada information</b>
<b>ICEF</b>	<b>International Consultants for Education and Fairs</b>
<b>IAA</b>	<b>International Academic Advisor (NU)</b>
<b>IDP</b>	<b>International Development Project Education is an international student recruitment agency</b>
<b>IRCC</b>	<b>Immigration, Refugees, and Citizenship Canada</b>
<b>MIRA</b>	<b>Manager, International Recruitment and Admissions (NU)</b>
<b>MISSCL</b>	<b>Manager, International Student Support and Community Liaison (NU)</b>
<b>MSM</b>	<b>M Square Media is an international student recruitment agency</b>
<b>NBDMC</b>	<b>North Bay District Multicultural Centre</b>
<b>NBLIP</b>	<b>North Bay Local Immigration Partnership</b>
<b>PHAC</b>	<b>Public Health Agency Canada</b>
<b>RNIP</b>	<b>Rural Northern Immigration Project</b>
<b>SMA3</b>	<b>Strategic Mandate Agreement</b>
<b>TNE</b>	<b>Transnational Education</b>
<b>UHIP</b>	<b>University Health Insurance Plan</b>

## Goals in Summary

***The goal of international recruitment (aligned with SEM planning) is that 10% of the enrolment be international students from diverse places of origin, studying in diverse programmes.***

### **Goals for International Recruitment (short term)**

1. Improve the international presence and navigation in our website. Build a digital and robust online presence (digital marketing outside of the website).
2. Increase the number of international students to 300 by 2022-2023.
3. Increase the number of recruitment agents to improve our worldwide presence, to attract students from different markets, and to avoid the risk of overreliance on enrolments by students from one or two specific source countries.
4. Continue to carefully build Nipissing's international reputation ensuring that we can compete with our peer institutions in Ontario and beyond (investing in marketing materials).

### **Goals for International Recruitment (long term)**

1. Increase sustainable and diversified recruitment of highly qualified students to 10% of the total student population.
2. Grow transnational education opportunities (i.e. offshore partnerships, branch campuses, franchises) to make the Nipissing brand well-known and respected in important international markets and with key audiences.
3. Develop international alumni relations to enhance financial giving and ambassadorial representation.
4. Establish a long-term business plan to support international recruitment.

***The goal of international student supports is to ensure that international students have the same excellent student experience at Nipissing University as domestic students***

### **Goals for International Student Supports (short term)**

1. Engage and provide students with tools to navigate COVID-19 as international students.
2. Design a comprehensive new international student orientation.
3. Create opportunities for international students to engage with the Nipissing and North Bay community.
4. Establish initiatives that will make Nipissing and North Bay a welcoming and inclusive community.

### **Goals for International Student Supports (long term)**

1. Establish a strong reputation in international student supports.
2. Extend student support systems into the North Bay community through initiatives such as a host programme.
3. Establish a long term business plan that will ensure the financial sustainability for international student support.

***The goal of internationalizing curriculum is to help Nipissing students develop critical perspectives that enable them to understand and articulate their place in the world.***

**Goals for Internationalization of Curriculum (short term)**

1. Articulate and promote international/global learning for students.
2. Identify courses that engage with international/global perspectives through source materials.

**Goals for Internationalization of Curriculum (Long Term)**

1. Develop international/global credential/badge for students to describe the learning they have done in the area.
2. Develop learning opportunities that encourage students to engage with global issues.

***The goal of international student mobility is to make international experiential learning affordable to all of our students.***

**Goals for Student Mobility (short term)**

1. Increase mobility to 50 outbound students and create more balance with international partners.
2. Increase mobility to 50 inbound students from diverse places of origin.
3. Develop strong recruitment materials for both inbound and outbound students, including a clear indication of the opportunities that exist for students in all our academic programs.
4. Increase capacity to recruit first year students for international mobility.

**Goals for Student Mobility (long term)**

1. Increase mobility to 75+ outbound/inbound students.
2. Develop funding/scholarship opportunities for students who desire to take advantage of international mobility opportunities.
3. Increase partnerships in Europe and South America, as these are areas that students express most interest in.
4. Collaborate with Deans' offices and/or faculty to create more and better articulated pathways for students based on programs, highlighting unique opportunities abroad that fit with their area of interest and in their discipline.
5. Establish a long-term business plan to financially support international student mobility.

***The goal of international faculty mobility is that this activity is facilitated and supported.***

**Goals for Faculty Mobility (short term)**

1. Survey faculty about their international experiences and aspirations.

**Goals for Faculty Mobility (long term)**

1. Establish an infrastructure to support faculty mobility.
2. Establish a long term business plan to financially support international faculty mobility.

***The goal of internationalization of research is to better understand and document Nipissing's current international research context and to create an infrastructure for supporting existing and new international research initiatives (widely defined).***

**Goals for Internationalization of Research, Scholarship, and Creative activities (Research) (short term)**

1. Define international research and its guiding principles.
2. Implement an institutional survey to gather pertinent data.
3. Establish a searchable database of international research.
4. Monitor the internationalization of research activities.
5. Add an additional category for international efforts, research, and otherwise to annual reports.
6. Deploy and direct the Assistant Dean of Research to report on international funding applications and opportunities.

**Goals for Internationalization of Research (long term)**

1. Create a clear policy and establish clear goals for internationalization of research.
2. Catalogue, analyze, and publicize/make available Nipissing's international activities.
3. Provide financial support for international research and scholarship.
4. Create university structures that foster the internationalization of research.
5. Establish a long term business plan to financially support international research and scholarship.
6. Recognize and celebrate international research efforts.
7. Integrate internationalization of research to Nipissing's institutional identity.
8. Preserve and transmit institutional memory pertaining to international research.

Why is Nipissing University engaging in a plan of internationalization? Internationalization in the higher education context is often paired down to a discussion of financial implications of international student recruitment, an ethically suspect approach to funding Canadian higher education by recruiting higher fee-paying international students. While the financial imperative is important to recognize within current funding frameworks, there are many other reasons to engage internationally.

The Province of Ontario has frozen tuition and is encouraging universities to generate revenue by any means possible, including through increases to international student enrolment (as well as through micro-credentials and adult education). In the Strategic Mandate Agreement 3 (SMA 3) agreement with the Province of Ontario, Nipissing University makes the commitment to embark on a systemic internationalization process. Although steps have been taken, such as creating positions to support internationalization, this document/plan represents the first stage of formalizing goals for the internationalization of the university. Nipissing's SMA3 focuses on the recruitment of international students. It also refers to international students in terms of the skills and competencies they will achieve in their programs, their contribution to regional economic goals, and their role in our programs.

Diversity, in and of itself, is reason enough for a university such as Nipissing that has few international students, to engage with internationalization. In a recent Canadian University Survey Consortium survey (CUSC Middle-Year Student Survey 2017), 60% of those students surveyed, identify the ability to interact with people from backgrounds different from their own as the main life skill learned at a university. These students ranked diversity as the most important life skill learned at university.

Increasing numbers of international students at Nipissing University also aligns with sustainability goals of North Bay and its region. Nipissing University plays an active role in the North Bay Local Immigration Partnership, participating both on its Board and on a sub-committee on international students. North Bay, like Nipissing University, is also working toward becoming a welcoming community establishing appropriate services and supports for non-residents and international students and their families moving into the area.

Internationalization involves the recruitment of students and the resulting imperative to provide these students an excellent university experience, as well as student mobility, faculty research, and the internationalization of curriculum. In other words, internationalization is the responsibility of all at Nipissing. A diverse student body engaging with learning that involves a diversity of source material and accessing services, as well as extracurricular activities while preparing for life post-graduation, puts an onus on everyone to consider how best to support internationalization.

Much of this plan is predicated on the world moving toward a post-pandemic context for global human mobility. The brightest crystal balls, focusing on widespread vaccinations and strong public health measures, predict some return to travel in the 2021-2022 academic year. This plan does not attempt to explain what internationalization might look like without the ability to travel.

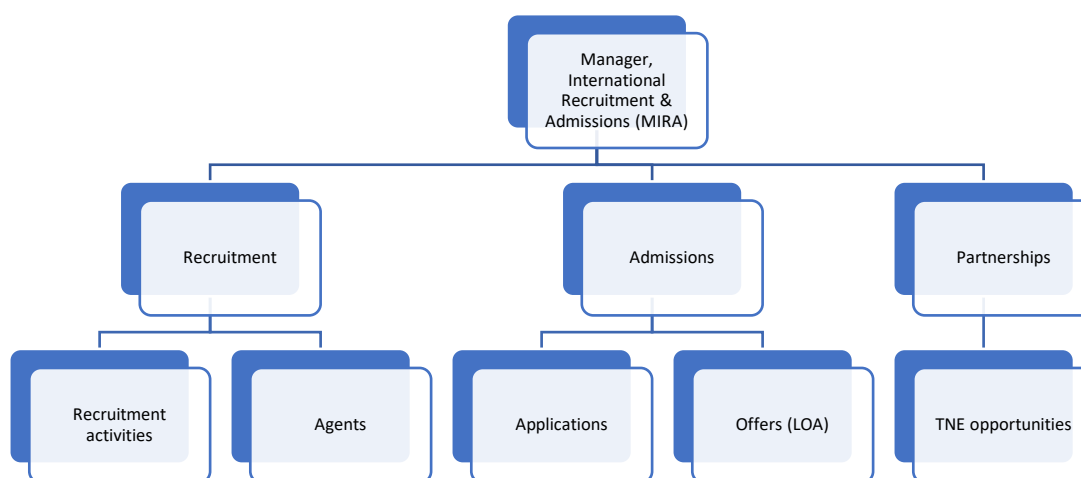
While this plan describes goals in the short term (1-2 years) and the long term (3 -5 years), it also needs to be seen in connection with other plans and conversations at Nipissing, perhaps most importantly the Strategic Enrolment Plan, the Strategic Research Plan, and the Sustainability Plan. All these plans and processes promote conversations that lead us to better articulate the resources needed to achieve our goals, and to understand the next steps we need to take. Ultimately, by internationalizing, Nipissing University and its students will have a greater impact on the worlds in which we live.

## II International Student Recruitment

Nipissing University has the fewest number of international students of all Ontario universities, representing less than 1% of student enrollment. **The goal (aligned with SEM planning) is to increase international student enrolment to 10% of our total student body. The aim is to recruit international students from diverse places of origin, with diverse programmatic interests.**

Currently, international student recruitment is the main responsibility of the Manager of International Recruitment and Admissions who reports to the Provost. The Manager of Recruitment and Admissions has been in place since August 2020.

Figure 1. Areas of responsibility for the Manager of International Recruitment & Admissions



### Enrollment:

Since 2018, International enrolments at Nipissing University have increased from 35 students in 2018 to 68 in 2020. Compared with peer institutions, international students make up a relatively small proportion of Nipissing’s student body. Most of our international students come from India (50%), Nigeria (10%), China (7%), the United States (6%), Iran (4%), Vietnam (4%), and Uganda (2%).

### Agents:

Since 2018, NU has worked with M Square Media (MSM) who has been building the Nipissing brand by attracting new students and agents from India and the Subcontinent, the largest market and source of International students globally.

In December 2020, we signed agreements with two of the biggest recruitment agencies worldwide, IDP and Appy Board and we are currently in the process of adding 20 new agents to our list. Our aim is to create a presence in different markets including in Latin America, Africa, and Southeast Asia.

### Recruitment in 2020-2021

**Virtual Fairs:** Since last Fall we have attended twelve virtual fairs in Africa, Europe, Middle East, East Asia, Central Asia, and Latin America. All of them organized by EduCanada’s program Study in Canada Fairs with the support of the Trade Commissioners. Trade Commissioners are staff members at Canadian

embassies/high commissioners with responsibility, among other things, for developing relationships between Canadian higher education and the sector in the country in which they serve.

**Agents Virtual Fairs:** We will be attending ICEF fairs in the 2021 Fall semester to add more quality and certified agents to our network for some of key, emerging and developing markets.

**Webinars:** We regularly hold webinars for agents and students to promote our programs and Nipissing's brand, as well as promoting the advantages of studying in Northern Ontario.

**Goals for International Recruitment: Growing Gradually (short term)**

1. Improve the international presence and navigation capabilities of our website. Build a digital and robust online presence (digital marketing outside of the website).
2. Increase the number of international students to 300 by 2022-2023.
3. Increase the number of agents order to attract students from different markets and avoid the risk of overreliance on enrolments from one or two.
4. Continue to carefully build Nipissing's international reputation, ensuring that we can compete with peer institutions in Ontario and beyond (invest in marketing materials).

**Goals for International Recruitment: Growing Gradually (Long term)**

1. Increase sustainable and diversified recruitment of highly qualified students to 10% of the total student population.
2. Grow opportunities for transnational education (i.e. offshore partnerships, branch campuses, franchises). To make the Nipissing brand well-known and respected in important international markets and with key audiences
3. Develop international alumni relations to enhance financial giving and ambassadorial representation.
4. Establish a long-term business plan to financially support international recruitment.

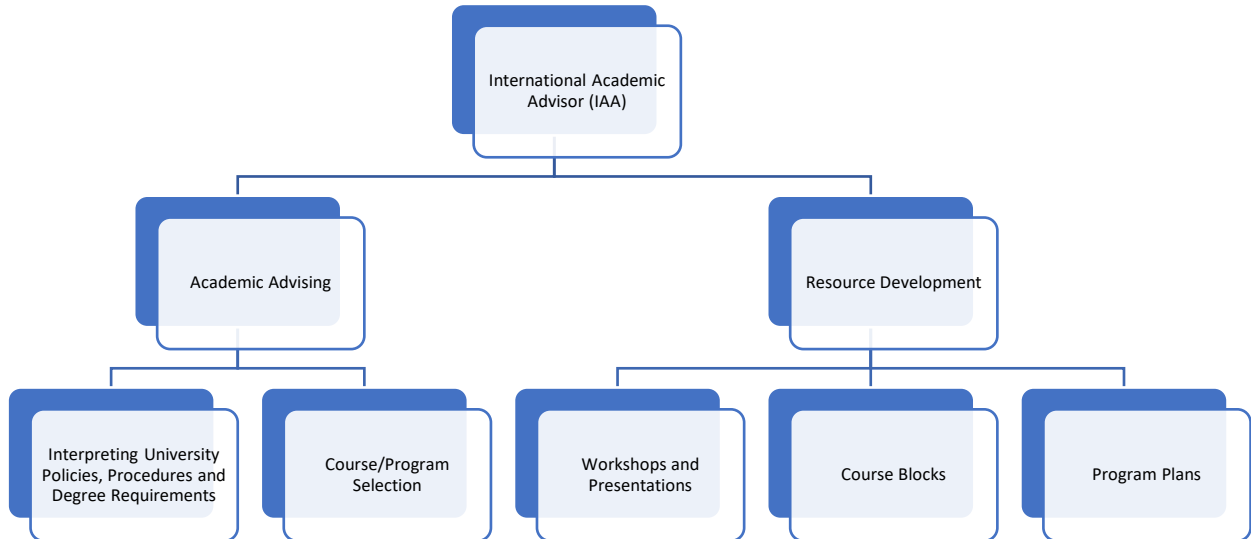
### III International Student Supports

As a relatively new institution, Nipissing University has focused its internationalization efforts on student exchange and travel, and to a certain extent support for international travel for individual faculty. In 2003-2004, the university decided to expand its internationalization efforts and created a new position to support it. The "International Officer" position was housed in the offices of Student Services. The job of the Officer was to facilitate international travel for students and faculty, recruit international students, and to establish MOU's between Nipissing University and other "international" universities to facilitate student exchange. The position as such was eliminated in 2015/16, and has evolved into new positions to support internationalization more broadly.

Nipissing University has established two positions to support international students. In March 2021, Nipissing hired its inaugural Manager of International Student Support and Community Liaison, who works within the office of the AVP Students. This position is focused on connecting international students with our existing support programmes in-house, to facilitate the integration of international students in the North Bay community through connections with community supports (e.g. housing, employment etc.) and anti-racism work. And in September of 2020, an International Academic Advisor was hired to work with other Academic Advisors in the Office of the Registrar to support international

students and help with decisions regarding their academic programme. **The goal of these new positions is to ensure that international students have the same excellent student experience at Nipissing University as domestic students** (as reflected in rankings).

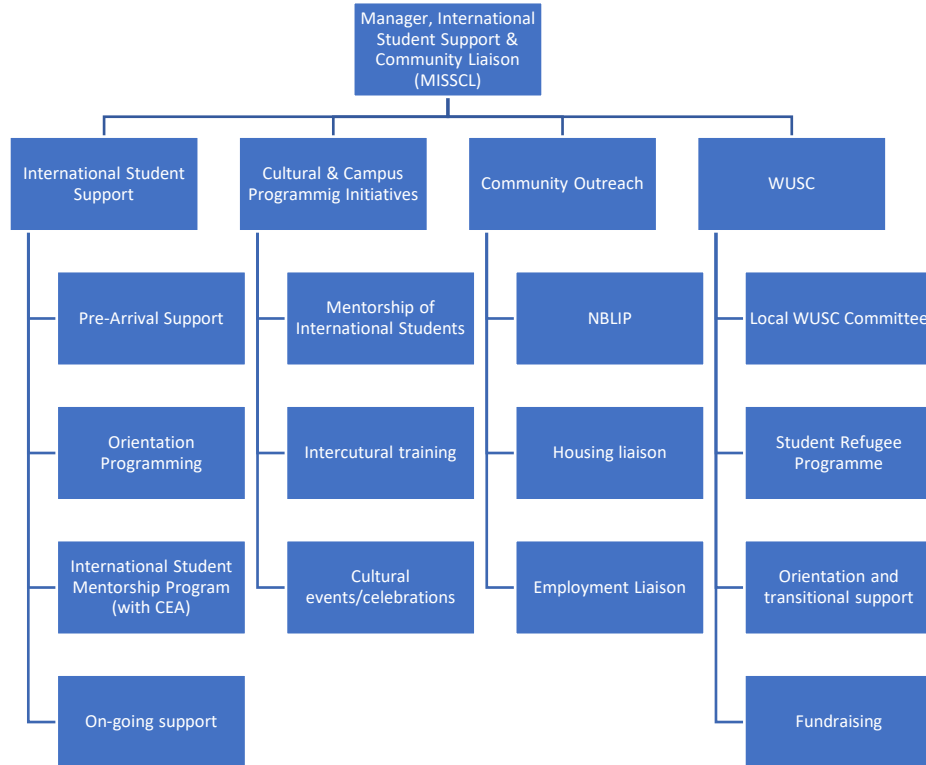
Figure 2. Areas of responsibility for the International Academic Advisor



The International Academic Advisor (IAA) connects with new and current international degree-seeking and exchange students at Nipissing University to ensure that they are familiar with their program structure, how to register for and attend courses, and how to successfully progress through their program to graduation, while considering students' academic requirements, goals, interests, and prior education. The IAA provides support to domestic students who are hoping to internationalize their degree by participating in an international exchange programs, by helping them plan their course selections over the length of their degree to ensure that degree requirements are met. Finally, the IAA makes referrals to additional supports at the University to help students meet their academic requirements and goals, promote retention, and improve the overall student experience.

Resources that have been developed to aid in academic success for international students include electronic guides and course blocking on the registration system, program planning guides for easy navigation of program requirements. When courses resume on campus, we plan to offer regular presentations to international students in-person.

Figure 3. Areas of Responsibility for the Manager of International Student Support and Community Liaison



The Manager of International Student Support and Community Liaison (MISSCL) reports to the Assistant Vice-President, Students and has been in place only since March 1, 2021. The MISSCL is responsible for providing support, programming, and orientation to international students in order to enhance their academic, personal, and social experiences.

As a part of the Division of Student Development and Services (SDS), MISSCL serves as the first contact for international students seeking information on the services and programs available within the SDS. MISSCL works collaboratively with the SDS teams to plan, implement, and evaluate programming and resources that support the transition, retention, and success of international students at Nipissing University.

### **Pre-arrival Support**

Upon acceptance, international students are assisted by MISSCL with guidance for their immigration documentation per the rules and regulations set by the Immigration, Refugees and Citizenship Canada (IRCC) in their preparation to travel to Canada and then North Bay. Ongoing support provides answers to questions on travel plans, airport pick-up upon arrival, enrollment in the University Health Insurance Plan (UHIP), and secure on and off-campus housing.

Due to the pandemic, the MISSCL works closely with Residence Life Services to accommodate the quarantine of incoming on and off-campus students in Founders House. Some students have been accommodated longer after quarantine as they wait to move into their permanent place of Residence. This has been possible because of the lower number of students currently living in our residence buildings as most of the students are studying from home.

With a potential return to campus in the Fall of 2021, there will be a need to secure a place for international students to quarantine upon their arrival/return to Canada if residence is full. The MISSCL is negotiating with local hotels for quarantine arrangements for the 2021/2022 academic year as part of the COVID-19 Readiness Plan that will need to be approved by the Public Health Agency of Canada (PHAC). The challenge of not knowing the direction that the government will take regarding international restrictions is impacting the finalization of agreements with hotels on a timeline for arrival and the number of international students for the Fall start.

### **Orientation, Transition & Retention**

During pre-covid days, most of Nipissing's international students would arrive on campus in mid-August. The Lakers International Orientation (3 -5 days of programming) provides first-year international students with informative workshops and activities to prepare for course enrollment, Canadian classroom environment, resources for campus life, and North Bay. For example, workshops presented during orientation include "Academic Integrity", "Culture Shock", "Immigration and Visas", "Winter 101", and "Mental Health & Wellness". Orientation for international students should be regarded as ongoing throughout their first year to ensure a successful transition to North Bay and Nipissing. We are currently designing a comprehensive new international student orientation curriculum that will comprise of "Welcome" and transition programs that support all student needs.

The success of international students is not only based on their experiences on campus, but also in the larger North Bay community. So far, most currently enrolled international students live off-campus. MISSCL is building connections with the North Bay community in order for North Bay to be more welcoming to international students. MISSCL will work with the North Bay and District Multicultural Centre (NBDMC) and the Local Immigration Partnership (LIP) to educate and sensitize the North Bay community to better engage with international students and their families. In the past, Nipissing University and the NBDMC collaborated with community partners to organize events such as the International Food Festival that brought together North Bay residents, international students, and other immigrants to celebrate culture through food. MISSCL will work towards recreating these events to provide international students with an opportunity for cultural exchange with our domestic students and the North Bay community.

Targeted support for international students is aimed at preparing students to succeed during their time at Nipissing and after they graduate. The MISSCL works closely with the Student Learning and Transitions team to provide more career sessions targeted at international students to create more familiarity with the Canadian labour market. There is a growing number of international students who remain in North Bay or Canada after graduation. MISSCL will seek to build a relationship with North Bay employers through the North Bay and District Chamber of Commerce, Rural and Northern Immigration Pilot (RNIP) Program, and other employment agencies/programs to advocate and facilitate a smooth transition of international graduates into the Canadian labour force. The MISSCL will also work with the Alumni Office to better connect and engage with international student graduates.

### **EFL support**

It remains a concern that international students in North Bay have limited access to English as a Foreign Language training. We are currently exploring the possibility of collaborating with Canadore College to

deliver language/EFL support. We also need to discuss the possibility of making ENGL1551 and ENGL1552 exempt from the low enrollment cancellation threshold of 15 for CASBU courses

#### **Goals for International Student Supports (short term)**

1. Engage and provide students with tools to navigate COVID-19 as international students.
2. Design a comprehensive new international student orientation.
3. Create opportunities for international students to engage with the Nipissing and North Bay community.
  - Virtual/in-person international student café talks, international cooking class, potlucks...
  - International Development Week, International Education Week ...
4. Establish initiatives that will make Nipissing and North Bay a welcoming and inclusive community.

#### **Goals for International Student Supports (long term)**

1. Establish a strong reputation in international student supports.
2. Extend student support system in the North Bay community through initiatives such as a host programme.
3. Establish a long-term business plan to support international student support.

## IV Internationalization of Curriculum

The internationalization of the curriculum incorporates international, intercultural, and/or global dimensions into the learning outcomes, content, teaching methods, and assessments of course offerings (Leask, B. (2015). *Internationalizing the curriculum*. London: Routledge). ***The goal of internationalizing curriculum is to help Nipissing students develop critical perspectives that enable them to understand and articulate their place in the world.***

Many courses at Nipissing University already have significantly “internationalized” curriculum. We offer travel courses, international placements, and programmes that have explicitly international themes (see Appendix A for examples). Many other courses include international/global perspectives through curriculum, and source materials such as literature and films. Some disciplines purposefully engage with including perspectives outside the “canon” of the discipline. It is suggested that more could be done to indicate to students which courses are internationally themed and how to access them.

Nipissing University does not have an articulated credential/badge on international/global learning. This could comprise of combinations of exchange and placement experiences, language studies, and studies of content with focus on the international/global.

#### **Goals for Internationalization of Curriculum (short term)**

1. Articulate and promote international/global learning for students.
2. Identify courses that engage with international/global perspectives through source materials and disseminate to students.

#### **Goals for Internationalization of Curriculum (long term)**

1. Develop international/global credential/badge for students to describe the learning they have done in the area.
2. Develop scholarships to support international/global learning.

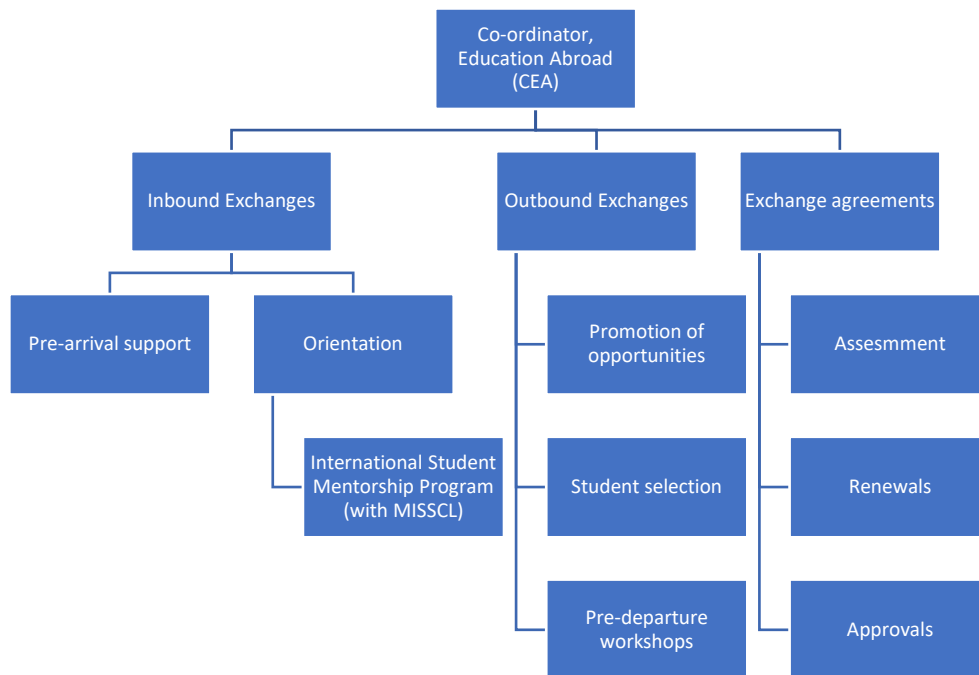
## V International Mobility

### Student Mobility (Inbound & Outbound)

International student mobility is the responsibility of the Co-ordinator, Education Abroad (CEA) who reports to the Manager, International Recruitment and Admissions.

Typically, pre-COVID, each academic year we would welcome anywhere from 30-50 inbound exchange students and send out anywhere from 15-25 outbound student. The biggest barrier to participation in exchanges is financial. Our **goal is to make international experiential learning affordable to all our students.**

Figure 4. Areas of Responsibility for the Co-ordinator, Education Abroad



Like all Canadian Post Secondary institutions, Nipissing University has a better record of receiving international students in mobility programmes than sending Canadian students out. This is a problem because exchange agreements are generally predicated on reciprocity. In the short term, Nipissing

University should concentrate on increasing outbound student numbers by focusing on partners who send us the most students. To increase inbound mobility, the immediate focus should be on on-line recruitment from partners who have traditionally sent fewer students than allowed by the agreement.

We are currently in the process of rebranding the Education Aboard program to better educate our students and international partners about the program and to address barriers for students to participate. In 2020 we were awarded \$22,500 from the Student Outbound Mobility Program through CBIE for this work. The rebranding involves surveying students to determine real or perceived barriers when considering participating in an exchange. This information will be used to inform the development of recruitment material/strategies to address assumptions students have. We are also increasing recruitment events to include presentations, hallway pop-up booths, and student-led class presentations. We have learned that students who engage with the programme in the first year are more likely to participate in an exchange. We need to get into more first year classes to talk about the program. We also need to provide marketing material to Residence Life as most of the students in residence are in their first year.

#### **Goals for Student Mobility (short term)**

1. Increase mobility to 50 outbound students and create more balance with international partners.
2. Increase mobility to 50 inbound students from diverse places of origin.
3. Develop strong recruitment materials for both inbound and outbound students, including a clear indication of the opportunities that exist for students in all our academic programs.
4. Increase capacity to recruit first year students for international mobility.

#### **Goals for Student Mobility (long term)**

1. Increase mobility to 75+ outbound/inbound students.
2. Develop funding/scholarship opportunities for students who desire to take advantage of international mobility opportunities.
3. Increase partnerships in Europe and South America, as these are areas that students express most interest in.
4. Collaborate with Deans' offices and/or faculty to create more and better articulated pathways for students based on programs, highlighting unique opportunities abroad that fit with their area of interest and ~~in~~ their discipline.
5. Establish a long term business plan to financially support international student mobility

In addition to these goals, we should see if there are opportunities for nursing students as their program currently leaves no room for an exchange, as nursing students commonly reach out wanting to participate. Ensure that all opportunities meet the professional designation requirements as well as liability and insurance coverage requirements for participation.

#### **Faculty Mobility (Inbound & Outbound)**

Faculty mobility is usually instigated by the individual faculty member and often related to their research and/or research partnerships. Occasionally opportunities arise for faculty mobility in the context of

programme development, such as has been the case with the Karelia University of Applied Sciences in Finland. **The goal of international faculty mobility is that this activity is facilitated and supported.**

As an institution, Nipissing University needs to gain a better understanding of existing international partnerships developed and maintained by faculty including research, visiting scholar programmes, post-doc relationships, and sabbaticals.

We also have the opportunity to take better advantage of networks such as UArctic, Erasmus. Nipissing University can facilitate information gathering and diffusion on such opportunities.

#### **Goals for Faculty Mobility (short term)**

1. Carry out a faculty survey of international experiences and aspirations.

#### **Goals for Faculty Mobility (long term)**

1. Establish an infrastructure to support faculty mobility.
2. Establish a long-term business plan to support international faculty mobility

## VI Internationalization of Research, Scholarship, and Creative Activity

### **History of Internationalization of Research and where we are today**

Currently, a number of faculty at Nipissing University are involved in international partnerships, projects and research, and graduate and postgraduate supervision. With the exception of the Mathematics Department, most of these international activities are undertaken by individual faculty (see examples in Appendix B).

The current Strategic Research Plan (SRP) (2020-2025) does not identify the internationalization of research as a goal. Underlying the SRP is the recognition that Nipissing University is situated on the traditional territory of the Anishinabek peoples of Nipissing First Nation and within the lands protected by the Robinson Huron Treaty of 1850. As such, Nipissing University is committed to encouraging quality research relevant to Indigenous methodologies, ontologies, and experiences, as well as in relation to national and international research.

The primary objectives of the Nipissing University SRP are:

1. To **identify, influence, support, grow, and oversee** Nipissing University's leadership role in research areas relevant to the regional community, especially regarding our Indigenous and regional partners, and that have a national, international, and global impact.
2. To **invest in research infrastructures** central to the development and promotion of ground-breaking, quality research and research methodologies.
3. To **develop research infrastructures** that support and promote interdisciplinary collaboration and research.
4. To **create research infrastructure** designed to include students in research programs and to enhance research training of all students.

The definition of "international research" at Nipissing University should take into consideration Article 26 of the CA. Examples of definitions of internationalization are profiled at:

[https://warwick.ac.uk/fac/cross\\_fac/globalpeople2/he\\_institutions/profiling/](https://warwick.ac.uk/fac/cross_fac/globalpeople2/he_institutions/profiling/) Definitions of internationalization include rationales/purposes such as enhancing the quality of education and making meaningful contributions to society.

Most of the international research, networking, and partnerships have been undertaken by individuals, as an institution we don't have a good overview of the totality of this effort. **The goal of internationalizing research is to better understand and document Nipissing's current international research context and to create an infrastructure for supporting existing and new international research initiatives (widely defined).**

#### **Goals of Internationalization of Research, Scholarship, and Creative Activity (short term)**

1. Define international research and its guiding principles.  
Create a *working* definition of "international research" at Nipissing. A definition might include a set of indicators that encompass the variety of disciplines under active research at the institution. It should also reflect the multiple modes of research and types of outputs that characterize international research.
2. Implement an institutional survey to gather pertinent data. The survey should determine the following information:
  - **Determine** faculty international research interests and needs.
  - **Determine** principal investigator/collaboration on international research grants.
  - **Determine** individual international research outputs (books, edited collections, journals, art, curations, and any other type of creative or scholarly output as enumerated in our Collective Agreement.
  - **List** collaborations with international colleagues.
  - **List** collaborations with international programs.
  - **Enumerate** collaborations with international institutions/think tanks/non-university affiliations.
3. Establish a searchable database of international research at Nipissing.
4. Routine monitoring of internationalization activities. The **Research Office** should regularly review best practices in international research mobilization and assess Nipissing's progress in mobilizing international research activities. Research Office should also keep an updated-annually inventory of international research initiatives.
5. Add an additional category for international efforts, research, and otherwise to annual reports. "International research" as a category would need to be bargained. Currently it is up to individual faculty members to determine what research activities they do and do not highlight in their annual report.
6. **Deploy and direct** the Assistant Dean of Research to report on international funding applications and opportunities.

#### **Goals of Internationalization of Research, Scholarship, and Creative Activity (long term)**

1. Create a clear policy and establish clear goals for internationalization of research. This might include standards for international research collaboration. Such standards should be modelled after well- established norms that consider a wide spectrum of values, best practices, and laws.
2. Catalogue, analyze, and publicize/make available Nipissing's international activities. Knowing the extent of our international collaborations will facilitate knowing our strengths and weaknesses and help us to identify opportunities for growth. Taking inventory and making that inventory available to the NU community and beyond will demonstrate that the university is an important player in the international landscape and is committed to making an international/global impact.
3. Provide financial support for international research and scholarship (long term goal). If Nipissing is committed to the internationalization of research, it should commit to making seed money available to faculty to encourage collaborations that are strategically important to Nipissing's intentions to promote international research. The seed money might best be spent on raising Nipissing's national and international profile by hosting workshops and conferences in the summer months when facilities are relatively unused.
4. Create university structures that foster internationalization of research. Nipissing should create the infrastructure to support faculty initiatives for international research and study, this might include the following initiatives in the Research Office:
  - a. **House** all international Research initiatives in the Research Office
  - b. **Offer** seminars and workshops as well as one-on-one mentorship for faculty members interested in pursuing and maintaining international research collaborations
  - c. **Develop** public spaces that celebrate international research and/or house international conferences/workshops. When planning physical environments, develop spaces and opportunities so students and researchers can exchange ideas outside the classroom. Such spaces would make a clear statement on the importance of celebrating innovative thinking, open culture, and global exchange of knowledge.
5. Establish a long-term business plan to support international research and scholarship. Allocate a percentage of the university gross budget to support international partnerships and research, actively pursue funding from government and non-governmental agency, and private donors. Tap into the potential for international research and cooperation in partnership with Nipissing alumni.
6. Recognize and celebrate international research efforts Give tangible evidence to faculty that international engagement is a valued activity. Incorporate criteria that recognize international activities in the evaluation of research, teaching, and service in tenure and promotion. Create an award for international research and engagement.
7. Integrate internationalization of research to the institutional identity. Raise the profile of international research and demonstrate that it is an essential endeavour at the University. Communicate the university's vision of internationalization, both internally and externally. Develop academic units (including research centres such as the Centre for War Atrocities and genocide) with a global/international focus and brand internationalization as part of the Nipissing identity. A long-term goal might be to a "Nipissing University" in the Philippines or India or other strategic or research partnerships and grants with other institutions. Regionally, partnering with

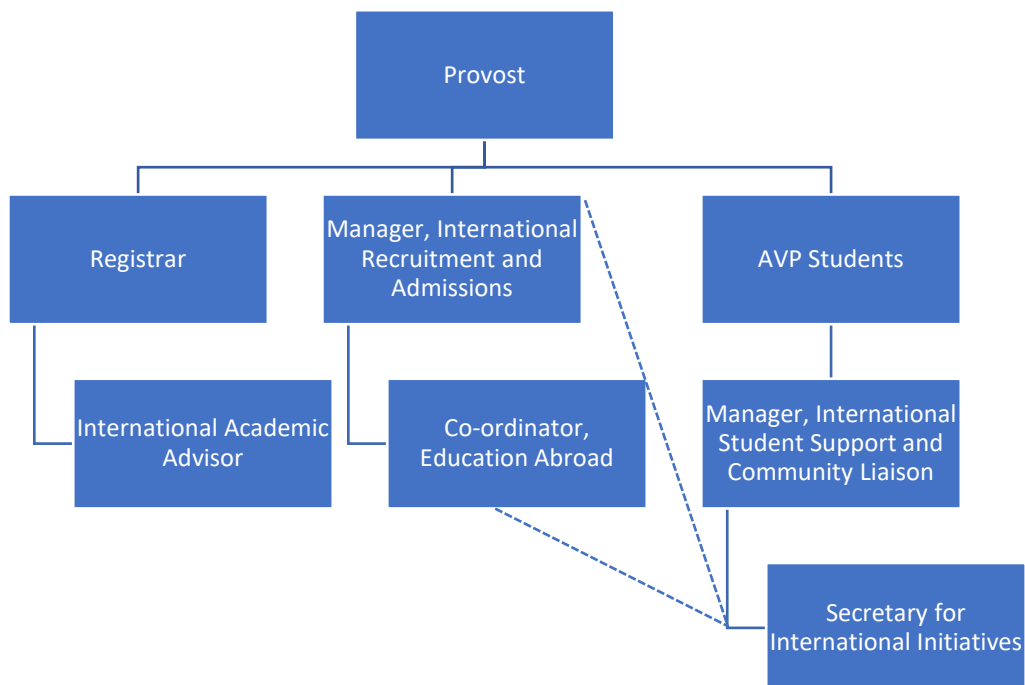
the North Bay Library or Chamber of Commerce to create research partnerships with departments/programs/people.

8. Preserve and transmit institutional memory pertaining to international research. Future strategies and action should take into consideration the historic evolution of various structures, strategies, and lines of action (or inaction), as they pertain to research internationalization. Document processes and decisions. Institutional memory is critical to organizational effectiveness and all efforts should be made to not only preserve it but also to make it available to all stakeholders involved in the process of research internationalization.

## VII Operational

### Organization

While “Nipissing International” will remain decentralized, the leadership of international initiatives will reside with the Provost. The Secretary for international initiatives will provide support to the Manager of International Student Support and Community Liaison, Manager of International Recruitment and Admissions, and, when required, International Student Advising.



### Funding

It is expected that internationalization plan will contribute substantially to Nipissing University’s sustainability plan. The following is proposed as a framework to guide maximum impact of generated revenue. It should be noted that international alumni work will be funded through the “Recruitment, Marketing & Partnerships” portfolio, and WUSC support is included in the International Student Support. The initial investment to restart international activities was \$1000K from restricted funds. Repayment of these funds is expected from the revenue described below.

Recruitment goal achieved	Expected revenue	Recruitment, Marketing & Partnerships	Intl. Student Support	Student Mobility	Faculty Mobility & Intl. research	Int. of curriculum	Operational Budget
100	\$2 mill	40% \$800K	10% \$200K				50% \$1000K
200	\$4 mill	30% \$1200K	5% \$200K	5% \$200K	5% \$200K	5% \$200K	50% \$2000K
300	\$6 mill	15% \$900K	5% \$300K	5% \$300K	3% \$180K	2% \$120K	70% \$4200K
400	\$8 mill	15% \$1200K	5% \$400K	5% \$400K	3% \$240K	2% \$160K	70% \$5600K
500	\$10 mill	15% \$1500K	5% \$500K	5% \$500K	4% \$400K	1% \$100K	70% \$7000K

Appendix A Mapping of existing international opportunities

Programs:

- Degrees
  - Bachelor of Business Administration (International Business Concentration)
- Post-Baccalaureate Certificates (open to International Students only)
  - Human Resource Management
  - General Management
- Post-Baccalaureate Diplomas (open to International Students only)
  - Business Administration
  - Finance
  - Human Resource Management
  - International Business
  - Marketing
- Minors
  - French
  - International Business
  - Spanish

#### **Certificates:**

- Certificate of Bilingualism
- Certificate in Peace and Violence Prevention Studies
- iLEAD Business Experience Certificate
- Certificate in the Study of War, Atrocity, and Genocide (WAG)

#### **International Placements and Experiential Learning:**

- Aboriginal Leadership
  - [LEAD 3147](#) International or First Nations Placement
- Administrative Studies
  - [ADMN 3146](#) International Study Exchange Project (iLEAD) (Jamaica, Germany, Armenia)
  - [ADMN 3336](#) Special Project (iLEAD)
  - [ADMN 4165](#) Intercultural Academic Internship (iLEAD)
- Biology
  - [BIOL 4506](#) Special Topics in Applied Ecology (Galapagos)
- Classical Studies
  - [CLAS 3415](#) Fieldwork in Classical Archaeology (Balkans)
- Fine Arts
  - [FAVA 2507](#) Art Abroad
- History
  - [HIST 3005](#) History Travel Course (War Path Study Tour)
  - [HIST 3806](#) Experiential Learning Course I
  - HIST 3807 Experiential Learning Course II
- Physical and Health Education
  - [PHED 4606](#) International Experience (for students already on exchange)

#### **Courses with explicitly International Themes and Content:**

- Aboriginal Leadership

- [LEAD 3127](#) Comparative Indigenous Leadership in a Globalized World
- Administrative Studies
  - [ADMN 2706](#) Introduction to Intercultural Management
  - [ADMN 4206](#) International Management
- Economics
  - [ECON 3127](#) International Financial Management
  - [ECON 3226](#) International Economics
- Film
  - [FILM 2006](#) World Cinema
  - [FILM 2215](#) Spanish/Latin American Film
- French
  - [FREN 2107](#) Histoire générale des littératures et des cultures d'expression française
  - [FREN 2206](#) La littérature canadienne-française
  - [FREN 2207](#) La littérature française pour la jeunesse
  - [FREN 2707](#) Culture française
  - [FREN 3307](#) Communication d'affaires
- Gender Equality and Social Justice
  - [GEND 2187](#) International Human Rights
  - [GEND 3026](#) Women and World Religions
  - [GEND 3036](#) Global Social Movements
  - [GEND 3217](#) Gender, Globalization and Human Rights
  - [GEND 3207](#) The United Nations and the Responsibility to Protect
- Geography
  - [GEOG 2136](#) Cultural Geography
  - [GEOG 3076](#) Regional Geography of Africa
  - [GEOG 3136](#) Global Economic Geographies
  - [GEOG 3237](#) Global Environmental History
  - [GEOG 3306](#) Population Geography
  - [GEOG 3356](#) Introduction to International Development
  - [GEOG 3606](#) A Geography of Europe
  - [GEOG 3706](#) A Geography of Russia and the Eurasian Republics
  - [GEOG 3707](#) A Geography of Eastern Europe
  - [GEOG 4317](#) Issues in Global Economics Geographies
- History
  - [HIST 2626](#) Restraining the Hounds of War: Just Wars, International Law, and Human Rights in Modern International History
- Marketing
  - [MKTG 3417](#) International Marketing
- Political Science
  - [POLI 1007](#) Globalization and Global Citizenship
  - [POLI 2306](#) The Origins of International Relations
  - [POLI 2316](#) Negotiating International Agreements
  - [POLI 2707](#) Canada and the World
  - [POLI 3256](#) Multiculturalism in Canada and the World
- Religions and Cultures
  - [RLCT 2046](#) Global Spiritualities: Religious Traditions in the Contemporary World
  - [RLCT 2146](#) World Religions: Eastern Traditions

- [RLCT 2147](#) World Religions: Western Traditions
- Social Welfare and Social Development
  - [SWLF 3296](#) Globalization and Social Inequalities
  - [SWLF 3426](#) Race, Ethnicity, and Social Welfare
- Social Work
  - [SWRK 4456](#) International Social Work
- Sociology
  - [SOC1 3057](#) Demography: Introduction to Population Studies
  - [SOC1 3256](#) Globalization and Development
- Spanish
  - [ESPA 2215](#) Spanish/Latin American Film
  - [ESPA 2306](#) Evolution and Revolution
  - [ESPA 2705](#) Introduction to Hispanic Culture & Civilization
  - [ESPA 2706](#) Cultures of Spain
  - [ESPA 2707](#) Latin American Culture
  - [ESPA 3006](#) Hispanic Literary Studies I
  - [ESPA 3007](#) Hispanic Literary Studies II

#### Language Courses:

- Classical Studies
  - [CLAS 1106](#) Introductory Latin I
  - [CLAS 1107](#) Introductory Latin II
  - [CLAS 2116](#) Intermediate Latin I: Advanced Latin Grammar
  - [CLAS 2117](#) Intermediate Latin II: Introduction to Latin Literature
  - [CLAS 3136](#) Advanced Latin Studies
- English
  - [ENGL 1551](#) Language & Written Communication: English 2<sup>nd</sup> Language I
  - [ENGL 1552](#) Language & Written Communication: English 2<sup>nd</sup> Language II
- French
  - [FREN 1106](#) Introductory French I
  - [FREN 1107](#) Introductory French II
  - [FREN 2006](#) Français intermédiaire
  - [FREN 2007](#) Français intermédiaire II
  - [FREN 3006](#) Français avancé I
  - [FREN 3007](#) Français avancé II
  - [FREN 3016](#) La traduction vers le français : une introduction
  - [FREN 3106](#) Grammaire appliquée du français oral et écrit I
  - [FREN 3107](#) Grammaire appliquée du français oral et écrit II
  - [FREN 3207](#) Composition française
  - [FREN 3407](#) Expression orale et l'art dramatique français
- Spanish
  - [ESPA 1005](#) Introductory Spanish
  - [ESPA 2005](#) Intermediate Spanish
  - [ESPA 3016](#) Advanced Spanish Language

## Appendix B Summary of known departmental and individual international partnerships, projects and research, and supervisions

- The **Mathematics Department** hosts an annual Topology workshop, which welcomes scholars from countries around the world. In 2013, 27 countries were represented at the workshop. The proceedings of this workshop are published jointly with **Auburn University in Alabama**.
- Individual **Mathematicians** have research collaborations with scholars in the **United States, Japan Mexico, Russia, Slovenia, Czech Republic, and Poland**.
- Logan Hahn (**Mathematics**) is supervising a PhD student in **Mexico**.
- John Kovacs (**Geography**), has a research partnership with a university in **Australia**
- Odwa Atari (**Geography**) has a Carnegie African Diaspora fellowship that supports a research partnership with a colleague at Makerere University, **Uganda**
- Mary Pat Sullivan (**Social Work**), is supervising a post-doctoral student from the **United Kingdom** and she has a research partnership with a colleague in **the UK**
- Steve Connor (**History**) has an experiential learning, research, and teaching partnership with Robert Catsberg of the Welberg Memorial Association, Netherlands. Connor is also co-authoring a book on popular culture and the Vietnam War with Harriet Earle, from Sheffield Hallam University, UK.
- Nathan Kozuskanich (**History**), assistant editor of the John Dickinson Writings Project, University of Kentucky, supported by the **National Endowment of the Humanities (US), US National Archives, and the State of Delaware**
- Hilary Earl (**History**) has a research partnership with Zev Weiss, founder of the Holocaust Educational Foundation, **Northwestern University, Evanston, Illinois**
- John Allison (**Education**) taught Bachelor and Master courses in the Faculty of Educational Sciences at the Universität Bielefeld, Bielefeld, **Germany** as a visiting professor in Spring 2019 and has an ongoing research partnership with faculty there.

## Appendix C Partnership Models

### **PARTNERSHIP MODELS (TRANSNATIONAL EDUCATION PROGRAMS):**

- 1- **ACREDITATION PROGRAMS:** Study a NU program at a partner institution: All these programs are based on an accreditation model where NU works with partner institutions to deliver NU programs in the partner's home country.
- 2- **ARTICULATION PROGRAMS:** Transfer credits towards a degree at NU. Articulation agreements allow students from partner-institutions to seamlessly transfer the credits earned at their home institutions for further studies at NU.
- 3- **PATHWAYS PROGRAMS:** NU partners with high schools, English language schools, and colleges, both inside Canada and overseas. These linkages create new pathways for qualified students to complete their preparatory studies and then transfer smoothly to further studies at NU.
- 4- **EXCHANGE/VISITING STUDENTS:** Visiting Students are students who are currently enrolled in a program of study at another university, and who want to apply for admission to complete NU courses for transfer credits back to their home institutions. In addition, to meet relevant NU course and program requirements, they must meet NU ELP requirements. All courses are counted towards university credits at their home institution, based on the agreement between NU and the partner institution

**VPFA's Report to the Board of Governors – November 19, 2021**

Cheryl Sutton, Vice-President, Finance & Administration

- Giving Tuesday is on November 30, 2021. This year's campaign will benefit scholarships, bursaries and awards. You will receive additional details soon. Please consider contributing to this worthy cause.
- As of October 29, 2021, all individuals attending our campus in person are required to provide proof that they are fully vaccinated by uploading vaccination receipts using the Nipissing Safe App. Receipts are now being reviewed and reminders have been sent to those individuals who have not yet uploaded their receipts. Any Individuals who attend the North Bay campus without first providing the required proof of vaccination status using the Nipissing Safe App will be required to disclose their vaccination status during the pre-entry screening process.
- The Human Resources Department and Student Services continue to process exemption and accommodation requests as they are received.
- The Administration Team has partnered with the Registrar in a review of our Admissions systems and processes with the goal of improving efficiencies in this area.
- On October 21, we made changes to our Purchasing Card processing which enables cardholders to upload supporting receipts directly to their purchasing card statement in the software resulting in a more streamlined process with a significant time savings.

## **RESPONSE SUMMARY**

### **NIPISSING UNIVERSITY BOARD OF GOVERNORS – EVALUATION 2020-21**

For the 2020-2021 annual Board of Governors evaluation, an open-ended format was used once again. To assist members, the following introduction was provided:

Please tell us about your experience as a member of the Nipissing University Board of Governors for 2020-2021. While all comments are welcome, the following ideas might help to form your response:

- Board procedures and operations (e.g. Are the number and length of Board meetings appropriate? Are meetings run effectively? Are the Board packages fulsome and productive? etc.);
- Effectiveness of the Board (e.g. What are the major strengths of the Board? How could we improve the overall effectiveness of the Board? etc.)
- Self-evaluation (e.g. Do you feel encouraged to actively contributed to the Board? Do you feel appreciated for your contributions?)
- As we look ahead, what should the Board concentrate on?

NOTE: Surveys are to be returned to the University Secretary at [governors@nipissingu.ca](mailto:governors@nipissingu.ca). Anonymous feedback will not be considered; however, all comments will be unattributed and treated in confidence when sharing the results with the University Governance Committee and the Board Executive.

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#### **Summary of Responses**

There were thirteen (13) responses received, including nine from non-constituent members and four from constituent members.

While the survey provided some guiding questions to assist Board members, all comments were welcomed. Overall, the majority of comments concerning Board procedures were positive, while there were some comments demonstrating opposing views concerning effectiveness. Several recommendations for improvement or regarding the future direction of the Board were provided.

The following comments are direct excerpts from the responses received and represent common themes:

#### **Procedures, Operations and Effectiveness:**

- Length of meetings are acceptable, number of meetings appropriate (special meetings called as required).
- Most meetings go very smoothly, and discussion is (mostly) respectful.
- The packages and materials are sent out in advance of the meeting and provide the necessary information to participate effectively.
- Communication in my opinion is very strong including the distribution of agendas, minutes, reminders, announcements, etc.
- The culture and tone of meetings feels punitive, passive, and dis-organized. There is also a sense of urgency to end meetings rather than the encouragement of fulsome healthy debate.
- The board chair does a great job at running the meetings and does her best to keep the discussion going and ensure appropriate conduct is in order.

### Identified Challenges:

- A majority of members on the Board do not contribute verbally and constructively in terms of identifying, challenging and understanding primary fiduciary issues. As well, knowledge of the role, purpose, and governance structure is limited.
- Always great to have conversation, feedback and new ideas, but the tone of how it is delivered needs serious work.
- It will take some time to transform the Board into a discussion-based group. There is so much hesitancy by Board members to speak, whether that is from lack of understanding about the issues or whether it is for other reasons is not clear to me.
- Others need to share their voices.

### Suggestions Going Forward:

- Calendar e-invites for all Board and Committee meetings should be sent to Board members as early in each fiscal year to minimize conflicting appointments
- Moving forward, the board must be stronger with its fiscal responsibilities.
- The board has to look at our efforts to bring the budget into balance.
- The Board needs to concentrate on revenue generation opportunities for the future. It is the only way Nipissing is going to survive.
- Our commitment to Indigenous education is strong and should continue. As Canada and Canadians continue the work to reconciliation, I would like to see Nipissing faculty and students lead the way.
- The Board is quite large and accordingly, meetings tend to be lengthy as a result. I suggest creating new procedural rules which would limit the number and frequency of questions / follow up questions and comments by Board Members to one or two questions on point and one or two follow up questions.
- On-going Board training is important.
- The governance training in the fall was particularly useful and was referenced many times throughout the past year. There may be opportunity to further implement some of these best practice guidelines.
- We need to hear the successes and many exciting endeavors happening here, but it is equally important to hear the challenges.
- Members who do not understand an issue or want clarification on something should be encouraged to talk to staff prior to the meetings
- It is important that as a Board we have trust and confidence in each other - all working for the best interests of the University.
- A "cheat sheet" (quick reference) summary of Robert's Rules of Order should be provided to all incoming Board members so they can properly/more efficiently utilize the rules within the parameters required by Roberts Rules of Order.
- There were some instances of tension and unnecessary conflict this past year. I believe such behaviours should be monitored and guided to ensure positive outcomes and productivity.

### General Comments:

- New Board members should have a mandatory orientation session to allow them to quickly familiarize themselves with the operating rules; the legislative authority for the rules; and the Board representation dynamics.
- Recommend having the board set up with a shared drive or a file sharing portal of some sort that is administered by the Secretary and bypasses the need for board members to save and manage several documents sent via email.
- I personally lack a sufficient understanding of broad university affairs. Perhaps we could be provided recommended readings, webinars, etc.

- With our new president coming in I am feeling optimistic about Nipissing's future. It is my hope that the culture of the board can develop into one that encourages open communication, transparency, responsiveness to community and respect for all members.
- As we look ahead and welcome our new President, I would like to concentrate on how the university can grow i.e. new or expanded program opportunities. As a board member, I am interested in knowing how this works e.g. funding, market analysis.
- The board should concentrate on how to keep the University afloat and viable.
- There is a good mix of internal and external stakeholders which allows for broad perspectives and insights.
- The Board should continue to, or more regularly, measure progress against documents such as a risk register, strategic plan, president's goals, committee work plans, etc.
- Because the non-constituent members of the board are on average from outside of the university sector, they might be best positioned to help brainstorm bold and alternative sources of revenue required to sustain modern day post-secondary institutions.