



**Dr. Kevin B. Wamsley**  
President and Vice-Chancellor

# The First 100 Days

August – November 2021



# Introduction

The first 100 days of my tenure as President provided an opportunity to set a tone for leadership, while learning the historical and current context of Nipissing University from several different perspectives and assessing the expectations and aspirations of a wide variety of stakeholders, including on-campus personnel, alumni, and community members. During this period, it was important for me to build trust, credibility, and to share my style of communication and leadership traits to bring a profile to the position and within the communities of Nipissing University as its new leader. Over the course of more than three months, these meetings and events established the foundation for undertaking the new strategic planning process which will unfold in the spring of 2022.

This summary document is based on a set of assumptions and priorities, including strategies employed to achieve objectives for the first portion of my term as President:

1. To celebrate the arrival of a new President within the Nipissing community
2. To introduce the new President in ways that people come to know my values, priorities, and style of establishing meaningful relationships
3. To set the stage for Strategic Planning, advancing Nipissing U as one of Canada's best primarily undergraduate universities, one that is financially sustainable and both academically strong and socially responsible
4. To build upon the work of prior leadership teams, reinforcing the message that the President and the leadership team are the biggest supporters for students, faculty, and staff, while establishing a permanent and central presence for the University in North Bay and the surrounding regions.

To ensure that the first 100 days were successful and valuable, we developed a strong communications plan that supported the overarching objectives of presenting my profile, sharing values, outlook, and progress through this early period. We coordinated one-on-one meetings and other relationship-building activities with stakeholder groups. This included meeting with the majority of departments, schools, and/or clusters of units on campus and with a variety of off-campus groups.

We established a cross-functional Project Team to support the first 100 days, which included Abby Blaszczyk, Maggie Horsfield and Meghan Venasse.

Abby Blaszczyk created an activity calendar which centralized communications activities. She arranged numerous meetings and accompanied me to the majority of meetings, capturing comments, and coding the data collected. Maggie Horsfield and Meghan Venasse assisted with a social media communications plan, which included the platforms Twitter, Facebook, Instagram, and LinkedIn. As such, over the course of 100 days and beyond, we extensively promoted Nipissing University.



# Recurring Meetings

As a result of participating in community meetings, we established a slate of regular meetings with individuals and teams both on campus and in the North Bay region:

## Leadership Team Meetings

1. Executive: President, Provost & Vice-President Academic and Research, Vice-President Finance & Administration – weekly
2. President and the Provost & Vice-President Academic and Research – weekly
3. President, Vice-President Finance & Administration – weekly
4. President's Advisory Committee – biweekly:
  - President
  - Provost & Vice-President Academic and Research
  - Vice-President Finance & Administration
  - Assistant Vice-President, Students
  - Dean, Research and Graduate Studies
  - Dean, Faculty of Arts and Science
  - Dean, Faculty of Education and Professional Studies
  - Dean of Teaching
  - Registrar
  - Assistant Vice-President, Finance and Infrastructure
  - Director, HR
  - Director, Office of Indigenous Initiatives, Director, Advancement & External Relations
  - Manager, Communications
5. President, Director, Advancement & External Relations – weekly
6. President, President Nipissing University Faculty Association (NUFA) – monthly
7. President, Assistant Vice-President, Students and President, Nipissing University Black Association of Student Expression (NUBASE) - monthly
8. President, President, Nipissing University Student Union (NUSU) – monthly
9. President, Director, Office of Indigenous Initiatives – monthly
10. President, Chair, Board of Governors – biweekly
11. President's office – regularly
12. Caucus of Racialized Persons (CRP) – monthly

## External Regular Meetings

1. Canadore College – President monthly
2. Canadore College – Executive team monthly
3. North Bay Hospital – Executive team monthly
4. Mayor of North Bay – one-on-one monthly
5. City of North Bay – Executive team monthly

While the process of developing community relationships was fundamental to this initial period, these meetings also resulted in the collection of data for this report that will be presented in an overview format to the university community and the Board. At the same time, we have worked to establish a consistent means of communication with faculty and staff through both email, meetings, and social media.

Through these months of consultation, we have created the conditions for members of the community to get to know me, what is important to me, and the immediate priorities which are emerging: fiscal sustainability, university reputational promotion, and external relations. We reinforced Nipissing's reputation and aspirations as one of Canada's leading primarily undergraduate universities with select graduate programs, about to embark on an exciting Strategic Planning. This process will situate the institution as a university of the North with research that serves the region, one which provides opportunities for educated students to assume positions of community, economic, and social justice leadership, and an institution that provides rewarding opportunities for faculty, staff, and students alike. I believe that we have made a positive first impression by being accessible and visible, attending as many student, faculty, alumni, community, and post-secondary-related events as reasonably possible within the first 100 days.

# Consultations

The following illustrates the first four months of meetings in my calendar and the diverse groups of individuals and groups that we have consulted:

## August 2021

### Internal

- Dr. Arja Vainio-Mattila, Provost & VP Academic and Research
- First 100 days Team
- Nathan Colborne, Senate Speaker
- Tanya Lukin-Linklater, Director, Office of Indigenous Initiatives
- University Management Group (UMG)
- Stephen Tedesco, Director Institutional Planning and Analysis
- Rare Dementia Support Proposal
- Christine Dowdall, University Secretary
- Dr. Pat Maher, Dean of Teaching
- Sarah Taylor, Associate Registrar, Student Recruitment
- Dr. Casey Phillips, AVP, Students
- Nipissing University Black Association for Student Expression (NUBASE)
- Debra Iafrate, Registrar
- VPFA Team Meeting
- Dr. Gillian McCann (Board of Governors)
- Paul Cook, Chancellor
- Jade Nighbor – Manager, Digital Marketing
- Office of the President
- Renee Hacquard, AVP Finance & Infrastructure
- Cheryl Sutton, VPFA
- Meghan Venasse, Manager of Communications
- Campus Tour with Dave Drenth, Director of Facility Services
- Nipissing University Student Union Executive
- Executive Committee Meeting & Introduction
- OPSEU Executive
- Dr. Nancy Black, Executive Director, Library Services
- Nipissing University Faculty Association (NUFA)

### External

- Steve Orsini, COU
- Paul Davidson, Universities Canada
- Anthony Rota, MP
- Chief Scott McLeod, NFN

### COVID-related Meetings

- Covid Response Team
- Universities Canada (Vaccines on Campus)
- CCOU Meeting (Fall Reopening & Vaccines)
- UMG Meeting (Kevin Intro)
- CBC Interview (vaccines on campus)
- COU: Special Exec Heads Meeting

### Campus

- Senate Executive
- Provost Council
- High Impact Teaching Practices (Teaching Hub)
- NUSU Student Centre Tour
- Men's Basketball Team Drop-In
- Town Hall
- Residence Don End-of-Training BBQ
- Residence Move-in
- Lakers Locker Room Podcast

### Community

- NFN Golf Tournament (Gord Durnan, Len Gamache, Dr. Denyse Lafrance Horning)



# September 2021

## Internal

- Pre-Audit & Finance Committee meeting with Board Chair & Committee Chair
- Senate Executive Committee
- Executive Team Meeting x 4 (President, VFPA & PVPAR)
- Audit & Finance Committee
- Executive Committee
- Administrative Space discussion
- President's Advisory Committee
- COVID Response Team (x3)
- Sandy Landriault, Senate Secretary
- Board of Governors Orientation Session
- Joint Board & Senate Orientation Session
- Senate
- Pre-Senate meeting w. Senate Speaker & PVPAR
- Print Shop Tour
- Regular standing meetings with Board Chair
- Monthly meeting with NUBASE & Casey Phillips
- Dr. Sarah Winters, NUFA
- Romeo Fournier, Director, Indigenous Initiatives
- Pre-Board Meeting, Board Chair and A&F Chair
- Board of Governors Meeting
- President's Art and Cultural Advisory Committee
- Kevin & Joe McIntosh (NUSU)
- Nipissing University Alumni Advisory Board
- Dr. Pavlina Radia, Dean of Arts & Science
- Caucus of Racialized Persons (CRP) Introductory Meeting
- Cheryl Sutton, VPFA
- Board Chair – standing meeting
- Extended Learning Discussion
- Dr. Arja Vainio-Mattila, PVPAR
- Dr. Pavlina Radia, Dean of Arts & Science

## External

- MPP Vic Fedeli
- Mayor Al McDonald
- Police Chief Scott Tod
- Corina Moore, President & CEO, ONR
- George Burton, President, Canadore College
- 2021 National Building Reconciliation Forum, Universities Canada
- Chamber of Commerce (Peter Chirico & Rebecca McGlynn)
- Paul Heinrich, President & CEO, NBRHC
- COU: Special Exec Heads Meeting

## Athletics Team Meet & Greets

- Women's Basketball
- Cross Country
- Men's Soccer
- Men's Volleyball
- Women's Volleyball
- Nordic Ski

## Departmental Meetings

- Office of Indigenous Initiatives
- English Department
- CPHE Tour & meeting
- School of Business: Welcome Back Huddle
- Social Welfare and Social Development
- Student Development & Services Divisional Meeting
- Recruitment
- Arts & Science Faculty Council
- History Department
- Classical Studies and Modern Languages
- Biology & Chemistry Department

## Campus

- Orientation Week Opening Ceremonies (NUSU)
- Family Feud (NUSU Orientation Week)
- Welcome Back/Meet & Greet Coffee with the President
- Shine-o-Rama events
- SCAAPS Conference Welcome Remarks
- North Bay Pride
- Meet & Greet with Brock McGillis
- Welcome Back Pow Wow
- NUSU Student Centre Grand Opening
- Equity Centre Tour
- National Truth & Reconciliation Day (Candlelight Vigil)

## Community

- Interview with Matt Sookram
- Bay Today
- Amelia Rising: Virtual 'Take Back the Night' event
- OPP Auxiliary Program Launch
- Nipissing University Indigenous Council on Education (NUICE)
- Nipissing First Nation: National Truth & Reconciliation Day events
- North Bay Indigenous Friendship Centre: National Truth & Reconciliation Day events

In the early Fall term, I was pleased to meet with members of the women's soccer, hockey, and basketball teams, the men's basketball, volleyball, and soccer teams, and the cross country and Nordic ski teams. In these meetings I focused on the privileges and the responsibilities of varsity teams and athletes and the values upon which Nipissing University stands, including anti-racism, anti-sexual violence, and anti-bullying and the importance of providing non-violent assistance when fellow students are in need. Most importantly, we talked about the importance of academic success and self care. I presented gifts to the graduating athletes in Men's and Women's soccer and field hockey and attended most home athletics events during fall term.



# October 2021

## Internal

- Chancellor Cook
- Equity Centre
- Dr. Cindy Peltier
- Dr. Muriel Sawyer Dedication Ceremony
- Senate Executive
- Senate
- President's Advisory Committee
- Dr. Murat Tuncali
- Pre-Senate meeting w. Senate Speaker & PVPAR
- Fran Couchie, Board Member & NFN Representative
- Marianne Berube, Board Chair
- Dr. Larry Patriquin, Board of Governors Committee Day
- Caucus of Racialized Persons (CRP) Standing Meeting
- Regular standing meetings with Board Chair
- Monthly meeting with NUBASE & Casey Phillips
- Covid Response Team Meeting
- Canadian Association of Schools of Nursing pre-meeting
- School of Nursing Accreditation Visit
- President's Advisory Committee
- EDI Monthly Meeting
- Kevin & Joe McIntosh (NUSU)
- Cheryl Sutton, VPFA
- Dr. Arja Vainio-Mattila, PVPAR

## External

- EAB, Thomas Fringer
- Canadore College & Nipissing University Executive Teams
- Fire Chief Jason Whiteley
- City of North Bay & Nipissing University Executive Teams
- North Bay Metis Council
- COU Executive Heads
- North Bay Rotary Club

- Chief Pederson, Sudbury Police
- Algonquin Regiment Community Partners Luncheon
- Colonel Marc Lachapelle
- Dr. Dan Brant, Indigenous Reconciliation
- McConnell Foundation – Collective Action on Climate Change
- COU Council Meeting
- MPP Vic Fedeli
- Mayor Al McDonald
- MP Anthony Rota

## Departmental Meetings

- Religion and Cultures
- Computer Science and Mathematics
- Indigenous Studies
- Psychology
- External Relations
- Fine Arts & Performing Arts
- Child & Family Studies
- Sociology & Anthropology
- Psychology, Political Science & Economics
- Education and Professional Studies Faculty Council
- School of Business

## Community

- Community Clean-up with NUSU & Athletics
- Amelia Rising
- Chamber of Commerce After Hours event
- College Drive Property Meeting



# November 2021

## Internal

- Review of campus projects and plans
- Joint Committee on Governance
- Special University Governance Committee
- Executive Committee of the Board
- Special Board of Governors Meeting
- PVPAR Reappointment Committee
- Psychology Lab Tour
- Dr. Sarah Winters, NUFA
- Monthly meeting with NUBASE & Casey Phillips
- CFI Results Meeting
- Northern Centre for Youth Development Discussion
- Senate Executive, Pre-Senate, Senate
- Dr. Natalya Brown
- Kevin & Joe McIntosh (NUSU)
- Regular standing meetings with Board Chair
- Honorary Degrees Committee
- Social Work Departmental Meeting
- President's Advisory Committee
- Board Meeting
- Annual Board of Governors Retreat
- Dr. Veronika Williams
- Director of Nursing
- Equity Centre
- Gender Equality & Social Justice Departmental Meeting
- Nursing Departmental Meeting
- CRP Monthly Meeting
- Nipissing University/NUSU Executive Teams
- Cheryl Sutton, VPFA
- Dr. Arja Vainio-Mattila, PVPAR

## External

- Chief Scott Tod
- Canadore College & Nipissing University Executive Teams
- Dr. Graeme Moffatt
- Steve Dreany
- North Bay Regional Health Centre/Nipissing University Executive Teams
- Nipissing Secondary School Tour
- Kings Framing
- Canadian Federation for University Women (CFUW) 80th Anniversary

- North Bay Remembrance Day Ceremony
- Harriet Madigan & Sarah McGowan – Clean, Green, Beautiful
- Sol Mamakwa, NDP Kiiwetinoong
- Ministry of Colleges and Universities – meeting with Minister, Deputy Minister, ADM & Chief of Staff
- Scarborough Charter Signing
- Media Interviews (CTV & Nugget)
- Campus Bookstore Meeting
- COU Relationships Committee
- City of North Bay & Nipissing Executive Teams
- Mayor Al McDonald
- McConnell Foundation: Transformational Strategic Planning
- McConnell Foundation – Collective Climate Action Task Force

## Campus

- Baggattaway Cup
- Fall Open House
- Homecoming – Keynote Address with Rob Shaw
- Homecoming – Fireside Chat

## Advancement

- Dr. Dennis Mock
- Len Gamache
- Madam Helen Vari
- Dr. Tom Curry (d.litt)
- Dr. Gord Durnan (d.litt)
- Dr. Jack Lockhart (d.ed)
- Dr. Tom Hedican (d.litt)
- Giving Tuesday

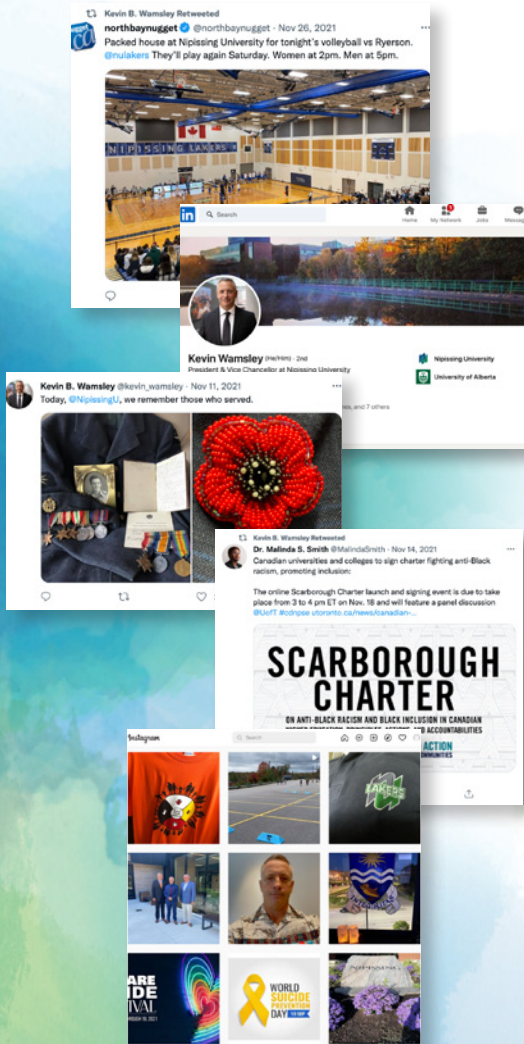
## Community

- WKP Gallery – NU Faculty Art Exhibit
- Louis Riel Flag Raising Ceremony
- Ribbon Cutting Ceremony (MNO Legacy Preservation Project)
- North Bay Santa Claus Parade
- Patty Chabert, MITACS
- Harriett Madigan, Clean Green Beautiful
- Dr. Gord Durnan (d.litt)
- Dr. Jack Lockhart (d.ed)



# Social Media

In addition to, and building upon, the fall series of meetings, we endeavoured to establish a significant presence for me on social media platforms including Twitter, Instagram, Facebook, and LinkedIn. As the first NU president to be active on social media, these personal channels were created to complement the content being posted through the university's main social media channels by offering me the opportunity to share my personal perspectives on life at NU. I utilized social media to provide first impressions of NU, to celebrate campus achievements, and to draw attention to the work of Nipissing professors and staff members, with a focus on drawing more national attention to the University. The following data highlights the extent of this social media work on my personal channels and the general responses.



## Twitter

Followers: **1065**

Nipissing Specific Retweets: **211**

Community Retweets (Canadore, Public Health, Univ. Canada, etc): **66**

Independent Tweets: **65**

Quote Tweets: **26**

Independent Likes (not from retweets): **1890**

Independent Retweets (not from retweets): **249**

### Tweets with the biggest engagement:

- Athletics
- Tweets with images/media included
- Tweets pertaining to specific dates (trans awareness, Remembrance Day, suicide prevention, etc.)



## Instagram

Followers: **474**

Instagram Posts: **60**

Instagram Videos: **3**

Likes: **1416**

Comments: **55**

### Posts with the most engagement:

- Photos with people (i.e. Board of Governors GT shot)
- Campus scenery
- Personal shots (i.e. Remembrance day shot)



## LinkedIn

Connections: **551**

Posts: **40**

Views: **44,528**



## Facebook

Friends: **475**

Posts: **71**

Social media has introduced me to the local and broader communities, provided me with the opportunity to share my priorities for Nipissing U, and to raise the profile of the University within the community and among universities. I look forward to continuing to increase engagement on these platforms in the months ahead.

## Summary Comments

Over the course of months since my arrival in August 2021, I am overwhelmed and heartened by the welcome extended to me by the on-campus and off-campus communities. I am very impressed by the campus infrastructure, particularly by the classroom facilities, the study spaces, residences, and the recreational facilities and landscape available for use. Additionally, I am impressed by the range of services and supports that are available for students, given the size of the university. The reception from faculty and staff has been very positive; although the pandemic has challenged everyone in many aspects of their jobs and longstanding cuts have also been a negative influence, there is a remarkable sense of optimism for the potential of the University to thrive in the future, given the right planning, staffing, and resource distribution.

There are so many gifted, hard-working faculty and staff members who are extremely proud of Nipissing University and its commitment to serving students and for its mission of creating and disseminating knowledge. I am very impressed by student leadership on campus both by the Student Union and by individuals who are excelling in the classroom and in the broader community. Organizations like the Nipissing University Black Association for Student Expression (NUBASE) and the Equity Centre have contributed exceptionally through on-campus and off-campus initiatives. In brief, people have been very kind and supportive and are very eager to participate in activities which ensure the success of Nipissing University. It is evident that Nipissing University has fallen behind other universities in Canada with respect to its action plans towards Indigenization and a strategic focus towards equity, diversity, and inclusion. A necessary and sustainable organizational culture change will benefit the entire university, as we seek to dismantle racism, fulfill commitments to Truth and Reconciliation and to the Scarborough Charter, with equity and inclusion at the core of the university's vision for the future.

Community partners are eager to move forward with projects and to maintain an active and supportive relationship with the University. These include the Nipissing First Nation, the Métis Community Council, Friendship Centre, Sexual Violence Support Centre, North Bay Regional Health Centre, North Bay Police, North Bay Fire Department, North Bay Mayor's Office, and City Council. The Nipissing alumni are also prepared for a new phase in engaging with the University, whether through events or fundraising initiatives. I must prioritize these relationships in the future to realize the potential of being an active partner supporting the region and its people. There is also a significant group of donors that have contributed extensively but appear ready to support the University's strategic projects and fundraising campaign. Fundraising has emerged as a top priority.

Prior to my arrival, I did not comprehend the extensive infrastructural connections between Canadore College and Nipissing University. A series of meetings with Canadore College has reset that relationship and it shows

much promise towards more congeniality in matters of finance, services, and space. It is a priority to legally formalize such relationships and to work together on projects of mutual interest and to create levels of transparency that can only increase goodwill between the institutions. Canadore and Nipissing must work together to ensure the success and long-term sustainability of both parties.

Resource development must be a priority for Nipissing University to properly support academic programs and services and to create a sustainable faculty and staff complement. A model of integrated budgeting and planning is crucial to preparing for the future to ensure that resources are distributed strategically and according to a long-term plan. This will enable us to build a strong university based on its traditionally successful programs and to support the academic aspirations which define its future. Equity, diversity, and inclusion must be interwoven through all aspects of university operations, leadership, and resource allocations to meet the requirements of offering the highest quality of education delivered through a most-rewarding workplace, where all students, faculty and staff members, alike, not only feel welcome but take ownership, responsibility, and great pride in all aspects of their participation in university life.

**Through its upcoming strategic planning process, and through a reset of many of its internal and external relationships, Nipissing University is poised to take the next step towards becoming one of Canada's finest primarily undergraduate universities, a university of the north which serves as a beacon of leadership, knowledge creation and dissemination, and of opportunity for the entire region.**

