

NIPISSING UNIVERSITY BOARD OF GOVERNORS MEETING

OPEN SESSION

May 12, 2022

5:30 p.m. – Zoom Webinar

AGENDA

Zoom Connection for Observers: [Click Here](#)
Passcode: 126032

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 Nipissing First Nation Traditional Territory and the traditional territory of the Anishinabek. We respect and are grateful to be on these lands with all our relations.”

2. Declaration of Conflict of Interest

3. Use of Recording and/or Broadcasting Devices

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

4. Consent Agenda

- i. For Adoption
 - (a) Minutes of the March 10, 2022, Board of Governors Meeting (Open Session);
- ii. For Information Only
 - (a) Minutes from Meetings of the Board’s Standing Committees
 1. University Governance Committee – Minutes from April 11, 2022 (Open Session)
 2. Audit & Finance Committee – Minutes from April 11, 2022
 3. Audit & Finance Committee – Minutes from April 28, 2022
 4. Community Relations Committee – Minutes from April 11, 2022
 5. Fundraising Committee – Minutes from April 11, 2022
 - (b) Reports from Other Committees/Bodies
 1. Alumni Advisory Board

Resolution: *That the items included “for adoption” on the May 12, 2022, consent agenda for the Open Session of the Board of Governors meeting be approved as circulated, while the items included on the consent agenda “for information only” be received.*

5. Adoption of Regular Agenda

Resolution: *That the Board of Governors adopt the May 12, 2022, 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 (Interim)
- Vice-President, Finance & Administration

10. Board Committee Reports

- University Governance Committee – *John D'Agostino, Committee Chair*

Election of Board Officers – *Stuart Kidd, Board Vice-Chair*

Resolution: *That the Board of Governors accept the recommendation of the University Governance Committee to appoint Marianne Berube to the position of Board Chair for a one-year period effective July 1, 2022.*

Resolution: *That the Board of Governors accept the recommendation of the University Governance Committee to appoint Dave Smits to the position of Board Vice-Chair for a one-year period effective July 1, 2022.*

Resolution: *That the Board of Governors accept the recommendation of the University Governance Committee to appoint John D'Agostino to the position of Board Vice-Chair Pro Tem for a one-year period effective July 1, 2022.*

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

Resolution: *That the Board of Governors accepts the recommendation of the Audit & Finance Committee to approve the 2022/23 Nipissing University Ancillary Fees as presented.*

Resolution: *That the Board of Governors accepts the recommendation of the Audit & Finance Committee to approve the 2022/23 Nipissing University Student Union Ancillary Fees as presented.*

Resolution: *That the Board of Governors accepts the recommendation of the Audit & Finance Committee to approve the 2022-23 budget as presented.*

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

11. Board Representatives on Other Committees/Bodies

- Nipissing University Student Union
- Academic Senate

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

March 10, 2022

The Open Session of the regular Board of Governors meeting was held on Thursday, March 10, 2022, at 6:00 p.m. via Zoom Remote Conferencing.

Members Present: Marianne Berube, Board Chair

Veronica Afonso
Johanne Brousseau
Patti Carr
Fran Couchie
John D'Agostino
Hilary Earl
Cindy Karugia
Stuart Kidd
Judy Koziol
Gillian McCann
Joe McIntosh
Bobby Ray
Joe Sinicrope
Judy Smith
Dave Smits
Maurice Switzer
Stephen Tedesco
Rick Vanderlee
Roxana Vernescu
Kevin Wamsley
Kathy Wilcox

Regrets:

Paul Cook
Lisa Snider
Montana Taylor

Invited Guests:

Carole Richardson
Cheryl Sutton
Christine Dowdall (University Secretary)

Official Observers: Emily Wilson

**# of Zoom Webinar Observers/
Attendees:** 17

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

1. Call to Order/Land Acknowledgment

The meeting was called to order at 6:04 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.

Board members were reminded that the meeting was being conducted using the Zoom Webinar platform, and the Chair acknowledged that 16 individuals were signed into the meeting as 'attendees'. (This number fluctuated throughout the evening, with a maximum number of observer/attendees recorded at 17.) The list of names of the attendees was visible to Board members throughout the meeting.

4. Consent Agenda

The following items were included on the consent agenda:

- i. For Adoption
 - a) Minutes of the January 13, 2022, 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 February 14, 2022;
 2. Community Relations Committee – Minutes from February 14, 2022;
 3. Fundraising Committee – Minutes from February 14, 2022;
 4. Plant & Property Committee – Minutes from February 14, 2022.
 - b) Reports from Other Committees/Bodies:
 1. Nipissing University Alumni Advisory Board (NUAAB);
 2. Nipissing University Indigenous Council on Education (NUICE).

Resolution 2022-03-01: ***That the items included "for adoption" on the March 10, 2022, 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 Joe McIntosh; seconded by Judy Koziol.
Carried.*

5. Adoption of the Regular Agenda

Resolution 2022-03-02: ***That the Board of Governors adopt the March 10, 2022, Open Session regular agenda as circulated.***

*Moved by Johanne Brousseau; seconded by Veronica Afonso.
Carried.*

6. Chair's Remarks

The Chair welcomed new Board members Cindy Karugia and Joe Sinicrope to their first Nipissing University Board of Governors meeting. A warm welcome was also extended to Dr. Carole Richardson as the meeting was the first in her new role as Provost and Vice-President, Academic and Research (Interim).

The Chair spoke briefly about the governance training session that was conducted immediately prior to the evening's Board meeting. She noted that while the functioning of the Board has improved over the last couple of years, there continues to be room for improvement. She highlighted the improvements the Board has seen with regard to the data the University is now able to produce, stating that the information allows the Board to make more informed decisions.

7. Chancellor's Remarks

No remarks.

8. President's Remarks

The President provided an in-depth report which is appended to these minutes. He welcomed feedback from the Board and encouraged members to reach out should they wish to receive additional information on specific items or categories they feel are missing from the report.

The report highlighted several recent activities, including a February meeting with the Ministry of Colleges and Universities' (MCU) Postsecondary Finance and Information Management Branch where Nipissing was given the opportunity to speak to the inequitable allocation of government grants. The President reiterated his confidence in the University's financial ask and needs with respect to pandemic and ongoing base funding.

Dr. Wamsley spoke to the extensive work being done with the budget process and emphasized the comprehensive analysis of all expenditures being undertaken by the Offices of the Vice-President, Finance & Administration and Institutional Planning & Analysis. Comparators to other universities will be drawn on such expenditures as the costs of instruction, student services and athletics. This will better assist the University with future financial planning. A draft budget will be presented to both the Audit & Finance Committee and the full Board in the coming weeks and months.

Several questions were addressed, including when the institution expects to hear back about the government grant inequities the President highlighted in his report. The President responded that

given the upcoming provincial election, he is confident the University will hear back in the coming weeks.

Regarding the President's *First 100 Days* report that was distributed to Board members, a suggestion was made to share the document with the broader community. Dr. Wamsley noted he would be pleased to share the plan with anyone who had an interest.

9. Vice-Presidents' Remarks

The Provost and Vice-President, Academic & Research (PVPAR) (Interim) expressed her delight to be returning to campus in the interim role following her term as Dean and, more recently, an administrative leave. Dr. Richardson referred to the report submitted and welcomed questions. A request was made to include information on student retention in her reports going forward, and the PVPAR (Interim) agreed to provide further numbers in that area.

The Vice-President, Finance & Administration (VPFA) noted that her written report was included with the Board agenda. She spoke to the ongoing budget process her team is heavily engaged in, and she invited questions from the floor. None were put forward.

10. Board Committee Reports

- **University Governance Committee**

The committee did not meet in February; therefore, there was no report.

- **Audit & Finance Committee**

The Committee Chair highlighted several discussion points from the committee's last meeting, including further discussion on the Investment Policy. As a result of those discussions, the following resolution was put forward:

Resolution 2022-03-03: ***That the Board of Governors accepts the recommendation of the Audit & Finance Committee to approve the revisions to the Investment Policy as presented.***

*Moved by John D'Agostino; seconded by Fran Couchie.
Carried.*

Following the resolution, a suggestion was made to consider including a value statement to the Investment Policy. The VPFA acknowledged that she and her team have discussed this in the past, but given their current workload, it has not been a priority. It is their intention to revisit it in the future.

A request was made for a list of companies in which the University is invested. The Board Chair noted that this information is shared with the Audit & Finance Committee on an annual basis. After some discussion, it was agreed that the documentation will be shared with full Board.

Several other questions were addressed, particularly with respect to the projected deficit. The Committee Chair noted that the information concerning the projected deficit is not new information. A deficit was expected and indeed, a deficit is being forecasted. The budget will be the focus of critical discussions at the upcoming meetings of the Audit & Finance Committee.

- **Community Relations**

The Committee Chair reminded members of the upcoming 'Shoot for Change' anti-racism basketball game. She noted the minutes from the last committee meeting were included with the agenda, and she highlighted a lively brainstorming session that took place regarding how the Community Relations Committee can assist with the strategic planning process.

- **Fundraising Committee**

The minutes from the last meeting were included with the agenda. The Committee Chair welcomed questions; none were put forward.

- **Plant & Property Committee**

The Committee Chair highlighted two ongoing projects that were discussed at the February meeting: the Nursing Simulation Lab and the Centre for War Atrocities and Genocide. The minutes from the last meeting were included with the agenda.

11. Board Representatives on Other Committees/Bodies

Nipissing University Student Union

The NUSU President spoke to a number of recent activities, including a virtual spirit week, skiing and curling events, and an upcoming Academic Week that will be conducted in partnership with Academic Advising, the Dean of Arts and Science, the Dean of Education and Professional Studies, the Teaching Hub and Student Learning and Transitions. It was also noted that NUSU is currently hosting elections this month for the President, VP Finance and Administration and VP Student Life positions.

Noting that this meeting represented the final Board meeting for the current Student Union Executive Team, the NUSU President expressed thanks to the Nipissing University Board of Governors for its dedication and commitment to the students.

Academic Senate

Items of interest from the last Senate meeting were highlighted, including the changing protocols of Covid and a note that the pandemic continues to have an impact on such things as scheduling and program delivery.

12. Question Period

Several requests were made for information, including contact information for the Committee Chairs and a glossary of common acronyms. The information will be distributed via the University Secretary.

13. Other Business

No other business.

14. Next Meeting/Adjournment

The next Committee Day is scheduled for Monday, April 11, 2022.

The next Board meeting is scheduled for Thursday, May 12, 2022.

Resolution 2021-03-04: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

*Moved by Patti Carr; seconded by Fran Couchie.
Carried.*

Open session adjourned at 7:08 p.m.

President & Vice-Chancellor/Secretary of the Board

Board Chair



President's Report - March 10, 2022

Winter Term

Completion of Reading Week, signalling halfway through the Winter Term. We have been challenged at times with respect to employees having Covid or cold symptoms and they have isolated or remained at home. Generally, we have not been placed in a compromising position this term. We successfully held courses online until January 30 and postponed intercollegiate athletics for the same period. Gradually we opened our public spaces, our Library, our recreation facilities and food service outlets. Although provincial changes with respect to masks and proof of vaccinations may be changing shortly, the university sector will continue with its vaccination mandates, proof of vaccination, and mask requirements. However, we will increase our gathering limits as appropriate.

And we are planning, tentatively, to host in-person Convocation ceremonies in June.

University Finances

As the Board Executive is aware, we met with the Minister in the Fall to discuss the unintended consequences of government policies on Nipissing University and the issue of equity with respect to government support for northern universities. Since then, we contacted the Ministry on several occasions and the Minister responded to offer a meeting to discuss further. Prior to the meeting, I met with Vic Fideli to review our financial picture and our asks from the government. He immediately texted the Minister and asked for a review of the Northern Grant. On February 15, we met with the Deputy Minister and members of the Finance department of the Ministry and presented more information about our fiscal 21-22 and the next budget for 22-23. We also spelled out, very clearly, opportunities for the government to provide permanent support for unfunded seats in Nursing, Education, and Graduate Studies. We also advocated strongly for a reassessment of the Northern Grant. Our ask to the government was a base funding request of \$7m and a minimum pandemic allotment of \$1.8m in one time funding. This past Friday, we sent our materials to the Minister's office.

As we move towards year end for 2021-22, we have implemented a spending freeze to the end of April on all discretionary funds to ensure the best possible outlook for year end.

We are currently working on the draft budget for 2022-23. In this budget round, we have introduced a model of integrated budgeting and planning. In this process, we have elevated the office of Institutional Planning to provide data and data analysis for all budget units to ensure clarity and accountability in the budgeting and spending processes. The senior



President's Report - March 10, 2022

executive team and members of the Finance office have held a series of budget meetings with each unit to carefully align budget requests and previous spending with the demands and costs of each unit. At the same time, we are implementing principled efficiencies within each unit, seeking to reorganize positions or workflow to eliminate all duplication and unwarranted spending.

In the coming months, the Office of the VP, Finance and Administration and the Office of Institutional Planning will be conducting a very comprehensive analysis on revenues and expenditures. This work will help to inform our Strategic Planning process, another step toward sustainability and financial accountability. We will draw comparisons to other universities on all costs such as the costs of instruction compared to tuition revenues, the costs of student services and intercollegiate athletics compared to our fees revenues, library costs, residences, maintenance, etc.

Revenue Generation

We have started the process of establishing revenue-generating units in ancillary services and extended learning and are in the early planning stages for the Campus Store and food services. We have hired a Manager of Extended Learning and will soon hire a coordinator. We have also posted for the position of Director of Ancillary Services. All of these positions are being posted with a mind to cost recovery in the first 12-18 months. We are currently working on projections for revenue generation in each of these areas.

Fundraising

Admittedly our work in fundraising has been significantly hampered by the pandemic. I am just starting to meet with potential donors and donor strategists. Our immediate donor targets will be towards the Nursing simulation lab, for Indigenous and Black student bursaries, and to ease the operating costs of intercollegiate athletics. Our long-term plans will unfold as we proceed into the strategic planning process.



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Canadore College

Our partnership work with CC is occurring across the board, as we seek alignment in our financial responsibilities and space needs. We are working on a combined survey of students, faculty, and staff for our long-term plan with food services. In the short term, the President of Canadore and I will visit the VP of Chartwell's to determine the short-term solution before the contract with that provider is completed.

Enrolment

We are in the heart of recruitment season: our recruiters are in-market generating applications, recruiting students in both domestic and international markets for 2022-23. Currently, those applications stand at an increase of 11.1% in UG compared to last year. I do note with caveats that international applications for 2022 have increased significantly but, at this point, these numbers are very difficult to accurately project to September. We will be hosting our March Break Open House on March 19th on campus and it will also be available virtually.

Academic All-Canadian

These are athletes who earn academic averages of 80+ % over the course of the academic year. This year I am pleased to report a total of 97 of our student-athletes earned this distinction.

Shoot for Change

The Nipissing University Black Association for Student Expression (NUBASE), in partnership with Lakers Basketball, will be hosting their first annual Shoot for Change Anti-Racism Basketball Game against Ontario Tech Ridgebacks at the R.J. Surtees Athletics Centre on March 11, 2022. Created by NUBASE Co-founder and President Taijon Eccleston-Graham, this event will assist in the creation of the first ever Nipissing University BIPOC Bursary for students at Nipissing University. We are proud to announce that the Nipissing University Alumni Advisory Board has pledged to match donations up to \$5000 to the BIPOC Bursary.

The Woman's game will take place at 5 p.m. followed by the Men's game at 8 p.m. For details on tickets, and more Information on how you can support this important initiative, please visit www.nipissingu.ca/shootforchange.



President's Report - March 10, 2022



NIPISSING UNIVERSITY BOARD OF GOVERNORS

UNIVERSITY GOVERNANCE COMMITTEE MEETING

OPEN SESSION

April 11, 2022

The Governance Committee met on Monday, April 11, 2022, 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
Kevin Wamsley
Cheryl Sutton (VPFA – non-voting)
Christine Dowdall (University Secretary – non-voting)

Regrets: Paul Cook
Hilary Earl
Judy Smith
Lisa Snider
Carole Richardson (PVPAR (Interim) – non-voting)
Sarah Pecoskie-Schweir (Student Observer – non-voting)

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

1. Welcome/Call to Order/Land Acknowledgement

The meeting was called to order at 9:06 a.m. The Committee Chair offered a traditional land acknowledgement.

2. Call for Conflicts of Interest

The Committee Chair called for any conflicts of interest; no such declarations were made.

3. Committee Chair's Opening Remarks

The Committee Chair noted that in response to a request for further discussion concerning agenda item #5 (Free Speech Policy – Review/Renewal), the item will be tabled until the next meeting of the University Governance Committee. It was noted there are minimum elements required of the policy as legislated by the Government of Ontario. Those requirements, together with information

regarding the Higher Education Quality Council of Ontario (HECQO, the organization responsible for collecting and analyzing annual Free Speech reports from post-secondary institutions), will be distributed to committee members for review.

4. Board Term Completions/Vacancies

The Ministry of Colleges and Universities has confirmed that the final LGIC vacancy on the Nipissing University Board of Governors will be filled in the coming days. Once the Order in Council is received, the external Board membership will be at capacity for the first time in several years.

Additionally, as Dr. Rick Vanderlee's first three-year term concludes on June 30, 2022, the nomination period is currently open for a faculty, non-Senator representative. Following the nomination period, an election will be held among the faculty at large.

5. Free Speech Policy – Review/Renewal

As per the Chair's opening remarks, this item has been tabled to the next meeting.

6. Annual Board Evaluation: Discussion

In contemplation of the year-end, a discussion was held concerning the annual board evaluation process. In order to improve response rate, the evaluation has been simplified over the past few years. While the simplification did improve the response rate, the open-ended survey has made it difficult to quantify the results. Several suggestions were raised, including introducing a hybrid method of quantitative and qualitative measures and anonymous submissions.

The University Secretary will compile a selection of past surveys and examples from other universities and circulate these to the committee for comment electronically.

7. Other Business

No other business.

The meeting adjourned at 9:25 a.m.

Recording Secretary

Chair of University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

April 11, 2022

The Audit and Finance Committee met on Monday, April 11, 2022, at 10:30 a.m. via Zoom remote conferencing.

Members Present: Dave Smits, Committee Chair
Marianne Berube
Fran Couchie
John D'Agostino
Stuart Kidd
Kevin Wamsley
Montana Taylor
Joe McIntosh (Student Observer – non-voting)
Cheryl Sutton (VPFA – non-voting)
Carole Richardson (PVPAR – non-voting)
Christine Dowdall (University Secretary – non-voting)

Regrets: Paul Cook
Hilary Earl
Stephen Tedesco

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

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

1. Call to Order/Traditional Land Acknowledgement

The meeting was called to order at 10:33 a.m. The Committee Chair offered a traditional land acknowledgement.

2. Call for Conflicts of Interest

The Committee Chair called for any conflicts of interest; no such declarations were made.

3. Budget/Sustainability Initiatives Update

The Vice-President, Finance and Administration (VPFA) provided a budget update, noting that while the University received a \$1 million grant from the Province for the 2022/23 year, we were notified that there will be no additional COVID-19 funding for 2021/22. Discussions around risk and what this

means for the University are ongoing. The VPFA anticipates a budget will be ready for approval by early May 2022.

The VPFA updated the Committee on the ongoing sustainability initiatives, highlighting the projected revenues and expense of each initiative within the 2022/23 budget. She spoke to the importance of international student recruitment and referred to the significant investments in marketing for both international and domestic recruitment. Work continues on all the sustainability initiatives, including the creation of new positions in Extended Learning and Micro-credentials, significant work around conference services, food services and the campus bookstore, and Ministry advocacy on behalf of Nipissing University.

Several questions were addressed, including how the current budget compares with last year. The VPFA noted the biggest variances in budget to actual were the decrease in international tuition and COVID expenses without government assistance. The 2022/23 budget reflects a more conservative budget with respect to international and tuition costs; however, due to those conservative projections, additional in-year savings have to be found. A question concerning supports for international students was raised, and the VPFA noted that the amount of support for international students remains proportionally higher than supports for domestic students. While it is expected that international recruitment will be the largest proportion of increased revenue, it will remain a small proportion of total tuition.

4. Tuition Update

The VPFA reported on the extension of the Provincial tuition freeze through 2022/23. The freeze is unfortunate, given that Nipissing University remains well below the average tuition levels within Ontario. The Executive Team continues to advocate on the University's behalf.

5. Year-to-Date Operating/Ancillary Results

The current projected deficit is \$3.2 million in Operating and Ancillary combined, similar to the projected amount presented at the February 2022 meeting of the Audit & Finance Committee. Nipissing University has been notified that we will not receive any additional Ministry funding or grants for fiscal year ending 2022. The AVP, Finance and Infrastructure highlighted the main variances in the results, including lower revenues due to international tuition not materializing and an increase in cybersecurity insurance costs. With accounting adjustments, it is estimated that the fully consolidated deficit will be approximately \$5 million which will have an impact on reserves.

6. Auditors for 2023 Fiscal Year (two-year renewal or tender services)

KPMG is in the final year of a first-term contract extension for audit services. The University has the option to extend the contract for an additional two years (covering fiscal years 2023 and 2024). Given the lack of resources in the Finance and Procurement Offices and the costs associated with the RFP process, the Committee agreed to a contract extension, assuming the quote for the contract extension is at a respectable rate.

7. Investment Discussion

Following several questions and comments concerning the University's investment portfolio that were posed at the March Board meeting, the VPFA spoke in greater detail about ESG investing (Environmental, Social and Governance). PH&N has indicated their willingness to attend a future meeting to participate in a fulsome discussion. A request has also been made to PH&N for a list of all investments for the Audit & Finance Committee to review.

8. Ancillary Fees Committee Update

The Assistant Vice-President, Students reviewed the Ancillary Fund Protocol, including the differences between essential and non-essential ancillary fees. Both the Nipissing University and the Nipissing University Student Union ancillary fees for 2022-23, as recommended by the Nipissing University Compulsory Ancillary Fees (NUCAF) Committee, were presented. Minor changes to non-essential fees and increases to both the Student Union and University fees were highlighted, including increases to recreation fees, Student Learning and Transitions and Student Counseling.

A question was raised about a 17% increase to the health and dental plan for students. The increase was directly related to the significant utilization of the plan by students, and the amount was successfully negotiated down to the 17% increase from a significantly larger increase originally proposed. It was noted that students have the opportunity to opt out of the plan with proof of other insurance.

Following discussion, two motions were put forward:

Motion: ***That the Audit and Finance Committee recommend to the Board of Governors that the 2022/23 Nipissing University Ancillary Fees be approved as presented.***

*Moved by Stuart Kidd; seconded by Montana Taylor.
Carried.*

Motion: ***That the Audit and Finance Committee recommend to the Board of Governors that the 2022/23 Nipissing University Student Union Ancillary Fees be approved as presented.***

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

9. Other Business

An additional meeting of the Audit & Finance Committee will be scheduled where the draft annual budget will be presented in detail. The meeting will be held prior to the May Board meeting. The date and time will be circulated to committee members as soon as possible.

Additional questions were addressed, specifically around budgeted bursaries and scholarships. The VPFA noted that the University's forecasts have typically been quite successful in this regard; however, the study-from-home model that stemmed from the COVID-19 pandemic resulted in

higher-than-anticipated averages for students coming directly out of high school and transfer students. As a result, our projections were off this year. It is anticipated that our forecasts for next year will be back on target.

The meeting adjourned at 11:35 a.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

April 28, 2022

The Audit and Finance Committee met on Thursday, April 28, 2022, at 8:30 a.m. via Zoom remote conferencing.

Members Present: Dave Smits, Committee Chair
Marianne Berube
Fran Couchie
John D'Agostino
Hilary Earl
Stuart Kidd
Kevin Wamsley
Montana Taylor
Stephen Tedesco
Joe McIntosh (Student Observer – non-voting)
Cheryl Sutton (VPFA – non-voting)
Christine Dowdall (University Secretary – non-voting)

Regrets: Paul Cook
Carole Richardson (PVPAR – non-voting)

Guests: Renée Hacquard (AVP, Finance & Infrastructure)
Bobby Ray
Maurice Switzer
Veronica Afonso
Judy Smith

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

1. Call to Order/Traditional Land Acknowledgement

The meeting was called to order at 8:34 a.m. The Committee Chair offered a traditional land acknowledgement.

2. Call for Conflicts of Interest

The Committee Chair called for any conflicts of interest; no such declarations were made.

3. 2022/23 Draft Budget

The President provided some preliminary remarks, and he highlighted the importance for institutions to balance their budgets. At the same time, he acknowledged that Nipissing University has not balanced the budget for the past eight years and that the budget that will be put forth for the Audit & Finance Committee's consideration today is another deficit budget. While noting that anything less than balanced is a disappointment, he explained that he is not entirely disappointed with the document that will be presented today. The draft budget, which includes investments for future revenue generation, allows for a projected deficit of approximately \$767,000 in the operating and ancillary funds combined, after transfers from reserves.

President Wamsley highlighted the significant challenges facing Nipissing University, including the continued tuition freeze, the inequitable distribution of the Northern Grant, the institution's unfunded seats, and the lack of additional funding for pandemic related costs this year. These challenges equate to approximately \$10 million in absent funding from the Ministry. The presented budget is a conservative and risk-adverse budget that accounts for modest increases to enrollment while assuming no additional funding from the government.

The President stressed the importance of evaluating and reconceiving what Nipissing University represents as a post-secondary institution. The shared responsibility of moving the University towards sustainability will be done through consultations with faculty, staff and students, before and during the strategic planning process. In summary, the President asked the Committee to support a deficit budget that represents a substantive turn to balanced budgets in the future.

Following the President's remarks, the Vice-President, Finance & Administration reviewed the budget package in detail. She highlighted grant and tuition revenue, noting that we remain under a tuition freeze with no indication of how long that will last. She provided a detailed overview of enrolment, speaking to the ongoing discussions around strategic enrolment management which include improvements in student retention rates.

The VPFA also reviewed expenses, including investments in Marketing and Communications to provide additional support to recruitment and an improved social media presence. Other investments have been made in international student recruitment and Education and Professional Studies to respond to increases in enrolment.

After transfers from internally restricted reserves, the proposed budget includes a combined deficit in the operating and ancillary funds of \$767,000 for 2022-23. The fully consolidated budget is projected at \$3.2 million, reduced to \$2.3 million with the use of internally restricted reserves.

Committee members asked many clarifying questions and provided several comments regarding the information presented. Committee members also commented that they appreciated the open and transparent conversation regarding the budget. In response to a question about our overall reserves, the Assistant Vice-President, Finance and Infrastructure noted that while we do project positive net assets, they are at this point minimal. The University's long-term debt remains healthy as mentioned in both the PwC and Treasury Board Audits.

A request was made for language changes to the document’s preamble to better match the tone of the President’s opening remarks to the committee. It was agreed that changes based on the discussion would be made prior to the presentation to the Board of Governors on May 12, 2022.

Following a robust discussion, a motion was put forward:

Motion: ***That the Audit and Finance Committee recommends to the Board of Governors that the 2022/23 Budget be approved as presented.***

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

4. Other Business

There was no further business.

The meeting adjourned at 10:15 a.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

COMMUNITY RELATIONS COMMITTEE MEETING

OPEN SESSION

April 11, 2022

The Community Relations Committee met on April 11, 2022, at 1:30 p.m. via Zoom remote conferencing.

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

Regrets: Paul Cook
Marianne Berube
Lisa Snider

Guests: Cristin Christopher, Director, Advancement & External Relations

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

1. Welcome

The meeting was called to order at 1:33 pm. The Committee Chair offered a traditional land acknowledgement.

2. Call for Conflicts of Interest – Committee Chair, Patti Carr

The Committee Chair called for any conflicts of interest; no such conflicts were declared.

3. External Relations Report – Cristin Christopher, Director, Advancement & External Relations

The Director, Advancement & External Relations shared a presentation that summarized the Nipissing University events that took place over the past several weeks. One such event was the Shoot for Change Basketball game, which was the first fundraising event held on campus since the COVID-19 pandemic began in March 2020. The event received tremendous support from both the Nipissing University and wider North Bay communities.

The Director also spoke to the events that took place as part of Research Month in March. She highlighted the NU360 Speaker Night that featured presentations by faculty members on their COVID-19-related research. Attendees included faculty, staff, students, members of City Council, staff from the City of North Bay and the wider community.

The Lakers Women’s Hockey team earned a spot in the USports Women’s Hockey National championship in Charlottetown, PEI, where the team claimed the silver medal. There was extensive media coverage, and the North Bay community rallied their support behind the team. A welcome-home event was organized by the University where close to 100 people were in attendance, including the media.

Some of the upcoming events highlighted by the Director included the 3 Minute Thesis (3MT) Competition that is scheduled to take place virtually in May and the 2022 Homecoming and related Alumni Awards that will take place in Fall. It was also announced that planning is underway for in-person convocation ceremonies that are scheduled for the week of June 13-17, 2022. All Board Members are encouraged to attend convocation.

A question was raised concerning the lack of promotion of various athletic events and achievements on the main NU News webpage. It was noted that athletics information is posted on the Lakers Athletics website (www.nulakers.ca) and Lakers social media and is reshared by the main University social media accounts.

A suggestion was put forward to have the Board of Governors consider sponsoring and hosting a fundraising event in the Fall on an annual basis. The President explained that the return of organized events where the University community can engage with the local community is top of mind.

Other events that Board members highlighted (and expressed appreciation and praise for) included the Robotics Competition that was held at the Robert J. Surtees Athletic Centre and the Indigenous Student Graduation.

4. Other Business

No such other business.

The meeting was adjourned at 2:00 p.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

FUNDRAISING COMMITTEE MEETING

OPEN SESSION

April 11, 2022

The Fundraising Committee met on April 11, 2022, at 2:30 p.m. via Zoom remote conferencing.

Members present: Bobby Ray, Committee Chair
Joe Sinicrope
Lisa Snider
Montana Taylor
Rick Vanderlee
Kevin Wamsley
Kathy Wilcox
Cheryl Sutton (VPFA – non-voting)
Carole Richardson (PVPAR (Interim) – non-voting)
Christine Dowdall (University Secretary – non-voting)

Regrets: Marianne Berube
Paul Cook
Judy Smith
Stephen Tedesco
Emily Wilson (Student Observer – non-voting)

Guests: Cristin Christopher, Director, Advancement & External Relations

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

1. Call to Order/Traditional Land Acknowledgement

The meeting was called to order at 2:31 p.m. The Committee Chair offered a traditional land acknowledgement.

2. Call for Conflicts of Interest

The Committee Chair called for any conflicts of interest; no such declarations were made.

3. Advancement Report – *Cristin Christopher, Director, Advancement & External Relations*

- **Financial Summary**

The Director, Advancement & External Relations presented the financial summary for donations received. While the average donation is a lesser amount compared to last year’s average, total donations received are up. Several donors or potential donors have reached out to the Advancement Department to discuss planned giving over the past year.

The Director highlighted some individual donations, including a 2011 alum who donated \$10,000 to support Bachelor of Business Administration students undertaking experiential learning through the Sparrow Family Experiential Learning Centre and another alum whose \$100,000 bequest will support a student with a Ukrainian background.

The Director also spoke to the Advancement Department’s work with Dr. Mary Pat Sullivan in the School of Social Work to support a \$400,000 grant from the Hilary and Galen Weston Foundation.

The Director thanked the Nipissing University Alumni Advisory Board (NUAAB) for the \$80,500 in contributions received by the University this fiscal year, including their annual commitment to donate \$3,000 to the Student Food Bank.

- **Policy Review/Discussion**

Gift Acceptance Policy

Revisions to the Gift Acceptance Policy were presented at the February meeting of the Fundraising Committee. The changes to the policy were discussed in detail at that meeting, and a further suggestion was made to remove volunteers from the scope of the policy. The Director explained that the newest version has taken that suggestion into account.

Several questions were addressed, including why the University would not be required to seek the Committee’s input when determining whether or not to accept a gift under this policy. The policy outlines the delegation of authority for accepting or declining of a gift. If the President or the Executive Team believe that a gift may be controversial or may have liability concerns on behalf of the institution, the Board will be consulted for advice and possible direction.

The following motion was presented:

Motion: ***That the Fundraising Committee recommends the Board of Governors approves the revised Gift Acceptance Policy as presented.***

*Moved by Kathy Wilcox; seconded by Montana Taylor.
Carried.*

Naming of Campus Assets Policy

Changes to the Naming of Campus Assets Policy were also presented and discussed at length at the February meeting of the Committee. Several questions and suggestions were addressed at that time, and additional revisions to the policy were made as a result. The Director highlighted the additional changes, and the following motion was put forward:

Motion: ***That the Fundraising Committee recommends the Board of Governors approves the revised Naming of Campus Assets Policy as presented.***

*Moved by Montana Taylor; seconded by Lisa Snider.
Carried.*

A question was raised regarding the process for engaging in a conversation about renaming a campus asset and what threshold it would need to meet to be considered for discussion. The President noted that he would be involved in evaluating the level of concern and, at his discretion, he could raise the concern with the Executive Team and, if deemed appropriate, bring it forward to the Board of Governors for further discussion.

4. Other Business

There was a request that the Fundraising Summary Report be circulated in advance of the meetings going forward to allow Committee members an opportunity to review and digest the information in the report. The University will take the request under advisement.

The Director, Advancement & External Relations provided some brief updates on items included in the Committee’s annual work plan. This included the Annual Board Appeal, the timeline for the Comprehensive Campaign (which is currently being reviewed internally to align with the upcoming strategic planning process), and an update on alumni strategic priorities.

The meeting was adjourned at 3:00 p.m.



Recording Secretary

Committee Chair

Nipissing University Alumni Advisory Board Report

- The NUAAB has put out their call for nominations for the 2022 Alumni Awards. Please consider nominating an alumnus in one of the five categories:

- Rising Star Alumni Award
- Dr. James Jamieson Influential Alumni Award
- Distinguished Alumni Achievement Award
- Honorary Alumni Award
- Philanthropy Alumni Award

Nominations close June 1, 2022. Please email alumni@nipissingu.ca if you have questions or visit www.nipissingu.ca/alumniawards for more information.

- The NUAAB will be holding their annual retreat on May 14th at the new student centre to discuss their goals for the upcoming year and to engage with new members. This is the first in-person NUAAB gathering since the start of the pandemic.
- NUAAB is happy to report that a vote was made at the March general meeting to make an annual reoccurring donation to the NUSU Student Foodbank. The 2021/2022 donation was transferred last week and NUAAB is proud to continue to support the needs of Nipissing students.
- NUAAB President Lisa Snider and Dr. Wamsley met with 2021 Alumni Award winner Emily Gillespie last week in Toronto to discuss ways to engage and grow a Toronto Alumni Chapter. A similar meeting took place in Newfoundland with Dr. Wamsley and alumni there to discuss a potential Newfoundland Alumni Chapter. NUAAB is excited to support the expansion of alumni engagement nationally and one day internationally also.
- With convocation just around the corner NUAAB is working closely with the alumni office to create an increased presence at the event and to engage with new graduates. Plans include an expanded alumni activation zone within the reception area and a revamped alumni address. NUAAB is looking forward to the in-person event in June.

RESEARCH

Since the last meeting of the Board, researchers at NU received the following awards. Note that the competition for the SSHRC Institutional Grants was administered internally.

Award	Funder	Number	Total Value	Notified
Awards for Research, Scholarly and Creative Activities	Internal	6	\$40,700	March
SSHRC Institutional Grant (SIG)	SSHRC	5	\$71,000	March
Insight Grant	SSHRC	1	\$81,752	April
Research Tools & Instruments Grant	NSERC	1	\$28,000	April
Fellowship	CIHR	1	\$90,000	April
Undergraduate Student Research Award	NSERC	7	\$42,000	April

STUDENT DEVELOPMENT & SERVICES

Student Development & Services (SDS) continues to support students through face-to-face appointment opportunities while also offering services through virtual or alternative methods.

Athletics

Nipissing Lakers hosted their 29th annual Awards Gala on April 14th at the RJS Athletic Centre.

Student Intervention Services

Student Intervention Services has engaged effectively with students this academic year. There has been higher utilization of Student Retention Alert by faculty and staff. This has resulted in a 50% increase in referrals and a 71% increase in service utilization.

Student Learning and Transitions

New Student Orientation (NSO) will take place July 4th-8th this year.

Sexual Violence Prevention and Education

The Sexual Violence Prevention & Education Outreach team led its final academic year workshop on Monday, April 4th. The outreach team offered almost 50 training opportunities to the university community and had over 800 student participants.

The Action Against Gender-Based Violence committee is in the final stages of the Sexual Violence Prevention, Support and Response Policy three-year review.

International Initiatives

The International Initiatives Department is going to be renamed International Student Support starting this Fall. As part of that process, a new international student landing page will be created on our website.

VPFA's Report to the Board of Governors – May 2022

Cheryl Sutton, Vice-President, Finance & Administration

On April 1-3, 2022, we hosted approximately 550 guests at the Athletics Centre for the FIRST Robotics North Bay District Competition again this year. Participants came from various regions around the province and were excited to not only participate in the event but also see our beautiful campus. This event operated in a reduced capacity in order to mitigate risks associated with covid-19, and participants and volunteers alike were delighted to be competing again for the first time since 2019.

Conference Services is pleased to be hosting up to 850 Legion members on campus May 13-17, 2022, for the Royal Canadian Legion's Provincial Convention event. This event will also take place at the Athletics Centre and is proving to be an excellent opportunity for the university to foster relationships within the local community while also building the university's provincial profile.

Elections Ontario will be holding polling stations on campus in the coming months, starting with Advanced Polls running from May 19-28, 2022, at the Chancellors House Assembly Room. We'll see them back on campus again on Election Day, June 2, 2022, at the Founders House and Governors House Assembly Rooms.

We are excited to see OPP groups returning to campus for events again this year. So far, we have hosted an auxiliary training session at the beautiful new Student Centre, and we have 2 more OPP groups returning in May/June for a training session and the OPP NCO Conference (an annual conference that hasn't been held since 2019 due to covid-19). We are happy to also be opening our summer accommodations to approximately 140 OPP officers to support these events this summer.

Nursing Simulation Lab – Project Update: The project tender package was posted for contractor review in late April with a closing date of May 17th. Interested parties attended mandatory site visits this past week to confirm the scope and physical area of the renovation. Tender results will be evaluated in the coming weeks.

NIPISSING UNIVERSITY

Policy Category:	General
Policy Number:	1.6.2018.B
Policy Name:	Election of Board Officers Policy
Responsible Department:	University Governance Committee of the Board of Governors
Original Approval Date:	May 2018
Approval Authority:	Board of Governors
Last Reviewed/Updated:	2022
Next Review Date:	2027

A. GENERAL

The Officers of the Nipissing University Board of Governors include the following three positions:

- Board Chair;
- Board Vice-Chair; and
- Board Vice-Chair Pro Tem.

These three positions are filled by election from amongst the non-constituent (external) members of the Board of Governors.

B. NOMINATION PROCESS

1. Call for Nominations

- (a) At least thirty (30) days prior to the annual meeting of the Board, the University Secretary, on behalf of the Chair of the University Governance Committee (UGC), shall notify Board members that preparations for the election of Board Officers is underway. All Board members shall be invited to submit nominations in confidence to the Chair of the UGC, via the University Secretary, for the positions of Chair, Vice-Chair and Vice-Chair Pro Tem.
- (b) The Chair of the UGC, in consultation with the Executive Committee and taking into consideration responses received following (a) above, shall contact nominated non-constituent members of the Board to determine if they will allow their name to stand for election to one of the officer positions.

2. Consideration of Nominations by the University Governance Committee

- (a) In a closed meeting of the UGC, the Chair of the UGC will present the names of those individuals who have agreed to stand for election. Where there is more than one non-constituent member of the Board who has agreed to allow his/her name to stand for a specific position, the UGC will deliberate on the merits of both members. If a member of the UGC is also one of the individuals whose names are being considered, the committee may ask the individual to excuse him/herself from the discussion.

- (b) The Chair of the UGC, on behalf of the committee, will present to the Board one nomination for Chair, one nomination for Vice-Chair, and one nomination for Vice-Chair Pro Tem. Such nominations shall be made in open session at the Board's annual meeting.

C. ELECTORAL PROCEDURES FOR BOARD OFFICERS

1. Election of Board Chair

- (a) In the open session of the Board's annual meeting, the Board Chair will invite the Chair or the Vice-Chair of the University Governance Committee (UGC) to announce the name of the individual being recommended for the position of Board Chair.
- (b) The Board Chair, or, in the event the Board Chair is standing for election, the Chair or the Vice-Chair of the UGC, requests verbal consent from the named individual.
- (c) Once the individual confirms his/her consent, a formal nomination is made on behalf of the UGC. The formal nomination will read as follows:

"That the Board of Governors accepts the recommendation of the University Governance Committee to appoint XXXXX to the position of Board Chair for a one year period effective July 1, 20XX."

- (d) The nomination shall be seconded from the floor and will be recorded in the minutes.
- (e) The nominated individual will be excused from the meeting.
- (f) A vote on the nomination is called for. The vote shall be by show of hands.
 - (i) If the majority vote is in favour of the nomination, the individual shall be declared elected to the position.
 - (ii) In the event the nomination is voted down, the UGC will be instructed to reconvene in order to reconsider its recommendation.
- (g) The nominee is invited to return to the meeting and the election result is announced.

2. Election of Board Vice-Chair and Board Vice-Chair Pro Tem

The elections of the Board Vice-Chair and the Board Vice-Chair Pro Tem follow the same procedure as that of the Board Chair.

Once an individual is elected, they become ineligible to contest any other elected position.

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- Approved by the Board of Governors on May 3, 2018 – Resolution #2018-05-06.
 - Reviewed and renewed by the Board of Governors on January 13, 2022 – Resolution #2022-01-03.

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

At the April 5th, 2022 meeting of Nipissing University's Compulsory Ancillary Fees Committee, the following Nipissing University Ancillary Fees for 2022/23 were approved for formal recommendation to the Board of Governors of Nipissing University.

Undergraduate and Part-Time Graduate Students per 3 credit course

Non - Essential Fees

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

Essential Fees

Student buildings

Athletics Complex	\$5.25
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Athletics and Recreation

Athletics Fee	\$21.00
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Health and Counselling

Health Services	\$2.40
Student Intervention Support	\$2.15
Counselling Support and Outreach	\$7.10

Student ID cards

Student ID Card	\$0.75
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Academic Support

Student Learning and Transition Support	\$4.90
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Career Services

Career Resources and Services	\$1.80
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Student Achievement and Records

Record of Student Development	\$1.60
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Campus Safety

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

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

Student Transit Passes * NORTH BAY ONLY

Bus Pass	\$214.45
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Full-Time Graduate Students per term

Non - Essential Fees

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

Essential Fees

Student buildings

Athletics Complex \$17.50

Athletics and Recreation

Athletics Fee \$70.00

Health and Counselling

Health Services \$8.00

Student Intervention Support \$7.16

Counselling Support and Outreach \$23.66

Student ID cards

Student ID Card \$2.50

Academic Support

Student Learning and Transition Support \$16.33

Career Services

Career Resources and Services \$6.00

Student Achievement and Records

Record of Student Development \$5.33

Campus Safety

Sexual Violence Education and Outreach \$7.17

Campus Programming and Initiatives

Student Initiatives Fund \$2.00

World University Service of Canada \$1.67

We, the Committee Members of Nipissing University's Compulsory Ancillary Fees Committee as named in the University's Compulsory Ancillary Fees Protocol Agreement, have participated in the review process and support the formal recommendation of the Compulsory Ancillary Fees Committee for the Nipissing University Ancillary Fees for 2022/23 as described above.

Representative

Name	Signature	Supported (Y/N)	Date
Dr. Casey Phillips			
Assistant Vice-President, Students, Nipissing University			
Renee Hacquard			
Representative, Administration, Nipissing University			
Dana Mackfall			
Representative, Administration, Nipissing University			
Joe McIntosh			
Representative, Nipissing University Student Union			
Montana Taylor			
Representative, Nipissing University Student Union			
Sarah Pecoskie-Schweir			
Representative, Nipissing University Student Union			

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

At the April 5th, 2022 meeting of Nipissing University's Compulsory Ancillary Fees Committee, the following Nipissing University Student Union Ancillary Fees for 2022/23 were approved for formal recommendation to the Board of Governors of Nipissing University.

Undergraduate and Part-Time Graduate Students per 3 credit course

Non-Essential Fees

NUSU Clubs and Groups Support	\$1.95
NUSU Campus Recreational Activities	\$0.80
NUSU Campus Safety Outreach and Wellbeing	\$0.60
NUSU Academic Peer Support	\$1.75

Essential Fees

Student buildings

NUSU Student Centre Fee	\$32.00
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Campus Programming and Initiatives

NUSU Membership	\$1.15
NUSU Orientation and Transition Support	\$0.75
NUSU Society Fee	\$0.55
NUSU - Canadian Federation of Students	\$1.82
NUSU Central Administrative Support	\$5.00
NUSU World University Service of Canada	\$0.50
NUSU Government Advocacy Fee	\$0.55
NUSU Awareness Campaigns and Initiatives	\$2.25
NUSU Programming and Services Fee	\$5.65

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

Student Health Plan	\$309.99
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Full-Time Graduate Students per term

Non - Essential Fees

NUSU Clubs and Groups Support	\$6.50
NUSU Campus Recreational Activities	\$2.67
NUSU Campus Safety Outreach and Wellbeing	\$2.00
NUSU Academic Peer Support	\$5.83

Essential Fees

Student buildings

NUSU Student Centre Fee	\$106.67
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Campus Programming and Initiatives

NUSU Membership	\$3.83
NUSU Orientation and Transition Support	\$2.50
NUSU Society Fee	\$1.83
NUSU - Canadian Federation of Students	\$6.07
NUSU Central Administrative Support	\$16.67
NUSU World University Service of Canada	\$1.67
NUSU Government Advocacy Fee	\$1.83
NUSU Awareness Campaigns and Initiatives	\$7.50
NUSU Programming and Services Fee	\$18.83

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

Student Health Plan	\$309.99
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We, the Committee Members of Nipissing University's Compulsory Ancillary Fees Committee as named in the University's Compulsory Ancillary Fees Protocol Agreement, have participated in the review process and support the formal recommendation of the Compulsory Ancillary Fees Committee for the Nipissing University Student Union Ancillary Fees for 2022/23 as described above.

Representative

Name	Signature	Supported (Y/N)	Date
Dr. Casey Phillips	_____	_____	_____
Assistant Vice-President, Students, Nipissing University	_____	_____	_____
Renee Hacquard	_____	_____	_____
Representative, Administration, Nipissing University	_____	_____	_____
Dana Mackfall	_____	_____	_____
Representative, Administration, Nipissing University	_____	_____	_____
Joe McIntosh	_____	_____	_____
Representative, Nipissing University Student Union	_____	_____	_____
Montana Taylor	_____	_____	_____
Representative, Nipissing University Student Union	_____	_____	_____
Sarah Pecoskie-Schweir	_____	_____	_____
Representative, Nipissing University Student Union	_____	_____	_____

Undergraduate and Part-Time Graduate Students per 3 credit course 2021-2022

Non-Essential Fees		
Equity Centre	\$0.20	
Student Development Fund	\$0.20	
eSports	\$0.50	
Arts and Culture Initiatives	\$1.00	
NUSU Membership	\$1.00	ReClassify as Essential, Increase by \$0.15
NUSU Clubs and Groups Support	\$1.67	Increase by \$0.28
NUSU First Year Orientation and Transition Support	\$0.65	ReClassify as Essential, Rename, Increase by \$0.10
NUSU Campus Recreational Activities	\$0.70	Increase by \$0.10
NUSU Campus Safety Outreach and Awareness Campaigns	\$1.50	Rename, Decrease by \$0.90
TOTAL	\$7.42	
Nipissing Total	\$1.90	
NUSU Total	\$5.52	

Essential Fees

Student buildings		
Athletics Complex	\$5.25	
NUSU Student Centre Fee	\$32.00	
Athletics and Recreation		
Athletics Fee	\$20.00	Increase by \$1.00
Health and Counselling		
Health Services	\$2.40	
Student Intervention Support	\$2.10	Increase by \$0.05
Counselling Support and Outreach	\$6.60	Increase by \$0.50
NUSU General Health and Wellness Initiatives	\$2.00	Discontinue Fee
Students ID Cards		
Student ID Card	\$0.75	
Academic Support		
Student Learning & Transition Support	\$4.85	Increase by \$0.05
NUSU Academic Peer Support	\$1.50	ReClassify as Non-Essential, Increase of \$0.25
Career Services		
Career Resources and Services	\$1.80	
Student Achievement and Records		
Record of Student Development	\$1.60	
Campus Safety		
Sexual Violence Education and Outreach	\$2.15	
Campus Programming and Initiatives		
Student Initiatives Fund	\$0.60	
World University Service of Canada	\$0.50	
NUSU Society Fee	\$0.50	Increase of \$0.05
NUSU - Canadian Federation of Students	\$1.76	Increase of \$0.06
NUSU Central Administrative Support	\$4.25	Increase of \$0.75
NUSU World University Service of Canada	\$0.50	
NUSU Government Advocacy Fee	\$0.50	Increase of \$0.05
NUSU Awareness Campaigns and Initiatives	\$2.00	Increase of \$0.25
NUSU Programming and Services Fee	\$4.75	Increase of \$0.90
TOTAL	\$98.36	
Nipissing Total	\$48.60	
NUSU Total	\$49.76	

GRAND TOTAL	\$105.78
Nipissing GRAND TOTAL	\$50.50
NUSU GRAND TOTAL	\$55.28

Health and Dental Plan (Charged once in F/W Term)		
Student Health Plan	\$265.23	Increase of \$44.76
Student Transit Passes * NORTH BAY ONLY (Charged once in F/W term)		
Bus Pass	\$208.20	Increase of \$6.25

Undergraduate and Part-Time Graduate Students per 3 credit course 2022-2023

Non-Essential Fees	
Equity Centre	\$0.20
Student Development Fund	\$0.20
eSports	\$0.50
Arts and Culture Initiatives	\$1.00
NUSU Clubs and Groups Support	\$1.95
NUSU Campus Recreational Activities	\$0.80
NUSU Campus Safety Outreach and Awareness Campaigns	\$0.60
NUSU Academic Peer Support	\$1.75
TOTAL	\$7.00
Nipissing Total	\$1.90
NUSU Total	\$5.10

Essential Fees

Student buildings	
Athletics Complex	\$5.25
NUSU Student Centre Fee	\$32.00
Athletics and Recreation	
Athletics Fee	\$21.00
Health and Counselling	
Health Services	\$2.40
Student Intervention Support	\$2.15
Counselling Support and Outreach	\$7.10
Students ID Cards	
Student ID Card	\$0.75
Academic Support	
Student Learning & Transition Support	\$4.90
Career Services	
Career Resources and Services	\$1.80
Student Achievement and Records	
Record of Student Development	\$1.60
Campus Safety	
Sexual Violence Education and Outreach	\$2.15
Campus Programming and Initiatives	
Student Initiatives Fund	\$0.60
World University Service of Canada	\$0.50
NUSU Society Fee	\$0.55
NUSU - Canadian Federation of Students	\$1.82
NUSU Central Administrative Support	\$5.00
NUSU World University Service of Canada	\$0.50
NUSU Government Advocacy Fee	\$0.55
NUSU Awareness Campaigns and Initiatives	\$2.25
NUSU Programming and Services Fee	\$5.65
NUSU Membership	\$1.15
NUSU Orientation and Transition Support	\$0.75
TOTAL	\$100.42
Nipissing Total	\$50.20
NUSU Total	\$50.22

GRAND TOTAL	\$107.42	\$1.64
Nipissing GRAND TOTAL	\$52.10	\$1.60
NUSU GRAND TOTAL	\$55.32	\$0.04

Health and Dental Plan (Charged once in F/W Term)		
Student Health Plan	\$309.99	\$44.76
Student Transit Passes * NORTH BAY ONLY (Charged once in F/W term)		
Bus Pass	\$214.45	\$6.25

Full-Time Graduate Students per term 2021-2022

Non-Essential Fees		
Equity Centre	\$0.67	
Student Development Fund	\$0.67	
eSports	\$1.67	
Arts and Culture Initiatives	\$3.33	
NUSU Membership	\$3.33	ReClassify as Essential, Increase by \$0.50
NUSU Clubs and Groups Support	\$5.57	Increase by \$0.93
NUSU First Year Orientation and Transition Support	\$2.17	ReClassify as Essential, Rename, Increase by \$0.33
NUSU Campus Recreational Activities	\$2.33	Increase by \$0.33
NUSU Campus Safety Outreach and Awareness Campaigns	\$5.00	Rename, Decrease by \$3.00
TOTAL	\$24.73	
Nipissing Total	\$6.33	
NUSU Total	\$18.40	

Essential Fees		
Student buildings		
Athletics Complex	\$17.50	
NUSU Student Centre Fee	\$106.67	
Athletics and Recreation		
Athletics Fee	\$66.67	Increase by \$3.33
Health and Counselling		
Health Services	\$8.00	
Student Intervention Support	\$7.00	Increase by \$0.16
Counselling Support and Outreach	\$22.00	Increase by \$1.66
NUSU General Health and Wellness Initiatives	\$6.67	Discontinue Fee
Students ID Cards		
Student ID Card	\$2.50	
Academic Support		
Student Learning & Transition Support	\$16.17	Increase by \$0.16
NUSU Academic Peer Support	\$5.00	ReClassify as Non-Essential, Increase of \$0.83
Career Services		
Career Resources and Services	\$6.00	
Student Achievement and Records		
Record of Student Development	\$5.33	
Campus Safety		
Sexual Violence Education and Outreach	\$7.17	
Campus Programming and Initiatives		
Student Initiatives Fund	\$2.00	
World University Service of Canada	\$1.67	
NUSU Society Fee	\$1.67	Increase of \$0.16
NUSU - Canadian Federation of Students	\$5.87	Increase of \$0.20
NUSU Central Administrative Support	\$14.17	Increase of \$2.50
NUSU World University Service of Canada	\$1.67	
NUSU Government Advocacy Fee	\$1.67	Increase of \$0.16
NUSU Awareness Campaigns and Initiatives	\$6.67	Increase of \$0.83
NUSU Programming and Services Fee	\$15.83	Increase of \$3.00
TOTAL	\$327.87	
Nipissing Total	\$162.00	
NUSU Total	\$165.87	
GRAND TOTAL	\$352.60	
Nipissing GRAND TOTAL	\$168.33	
NUSU GRAND TOTAL	\$184.27	

Health and Dental Plan (Charged once in F/W Term)
 Student Health Plan \$265.23 Increase of \$44.76

Full-Time Graduate Students per term 2022-2023

Non-Essential Fees		
Equity Centre	\$0.67	
Student Development Fund	\$0.67	
eSports	\$1.67	
Arts and Culture Initiatives	\$3.33	
NUSU Clubs and Groups Support	\$6.50	
NUSU Campus Recreational Activities	\$2.67	
NUSU Campus Safety Outreach and Awareness Campaigns	\$2.00	
NUSU Academic Peer Support	\$5.83	
TOTAL	\$23.33	(\$1.40)
Nipissing Total	\$6.33	\$0.00
NUSU Total	\$17.00	(\$1.40)

Essential Fees		
Student buildings		
Athletics Complex	\$17.50	
NUSU Student Centre Fee	\$106.67	
Athletics and Recreation		
Athletics Fee	\$70.00	
Health and Counselling		
Health Services	\$8.00	
Student Intervention Support	\$7.16	
Counselling Support and Outreach	\$23.66	
Students ID Cards		
Student ID Card	\$2.50	
Academic Support		
Student Learning & Transition Support	\$16.33	
Career Services		
Career Resources and Services	\$6.00	
Student Achievement and Records		
Record of Student Development	\$5.33	
Campus Safety		
Sexual Violence Education and Outreach	\$7.17	
Campus Programming and Initiatives		
Student Initiatives Fund	\$2.00	
World University Service of Canada	\$1.67	
NUSU Society Fee	\$1.83	
NUSU - Canadian Federation of Students	\$6.07	
NUSU Central Administrative Support	\$16.67	
NUSU World University Service of Canada	\$1.67	
NUSU Government Advocacy Fee	\$1.83	
NUSU Awareness Campaigns and Initiatives	\$7.50	
NUSU Programming and Services Fee	\$18.83	
NUSU Membership	\$3.83	
NUSU Orientation and Transition Support	\$2.50	
TOTAL	\$334.72	\$6.85
Nipissing Total	\$167.32	\$5.32
NUSU Total	\$167.40	\$1.53
GRAND TOTAL	\$358.05	\$5.45
Nipissing GRAND TOTAL	\$173.65	\$5.32
NUSU GRAND TOTAL	\$184.40	\$0.13

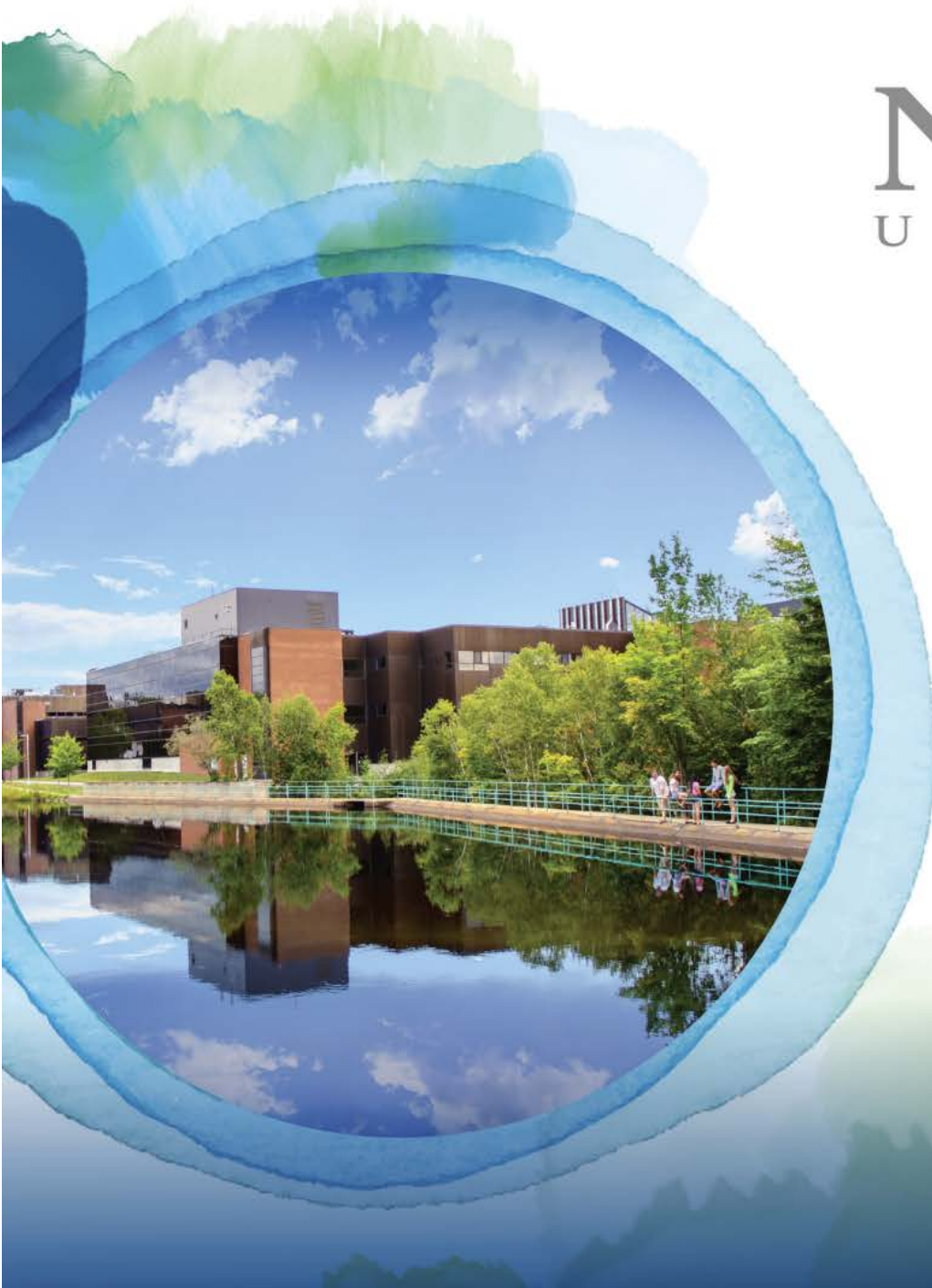
Health and Dental Plan (Charged once in F/W Term)
 Student Health Plan \$309.99 \$44.76

NIPISSING UNIVERSITY

Budget Report 2022 – 2023

DRAFT

Presented to:
Board of Governors
May 12, 2022



PREAMBLE

A number of factors come to bear on the 2022-23 budget, some relating to historical factors, policy decisions, funding sources and market shifts, and others relating to the formation of a new University strategy which is based upon the foundations of transparency, the assumption of particular fiscal responsibilities, the creation of alternative forms of revenue, program decisions, long term sustainability, and strategic planning.

The necessary point of departure for the Board of Governors and the University is a balanced budget, year in and out, and to ensure that Nipissing University is not only surviving but thriving 25 years from now. Nipissing University has not balanced its budget in eight years. A number of factors have influenced this issue and continue to have a residual impact on University revenues. The Province of Ontario's corridor model of funding has not always served Nipissing well. The University is underfunded by approximately \$1.5 million annually due to unfunded seats and a freeze on seat allotment. In 2019, the Province cut tuition by 10%. Following that cut, 2022-23 will be the third consecutive year that the Province has frozen tuition rates. The annual cost to Nipissing University, not compounded, is approximately \$3 million. The Province has not evenly distributed its Northern Grant in support of the special cost challenges facing the Northern universities. Indeed, when combined with additional funding received by other Northern universities, Nipissing University has received, in our estimation, roughly \$3.3M less annually than its fair share.

At the same time, we recognize that Nipissing University bears responsibility for revenue generation; in many respects, the University has not fulfilled its responsibility for establishing and developing alternative forms of revenue that are common streams at other universities. For example, Nipissing has resisted recruiting even modest percentages of international students during an era when the majority of universities in Canada secured significant tuition revenues from international students. These revenues cannot be generated overnight.

The University's endowments remain at a relatively minimal level of approximately \$12m, which provides limited offsets to operational expenses. The donation levels of both major donors and small gifts from donors and alumni remain at very low levels. Due to the significant reductions to resources over the past eight years, various units are suffering from a staff shortage in areas particular to generating forms of revenue, while failing to invest significantly in academic programs and program development.

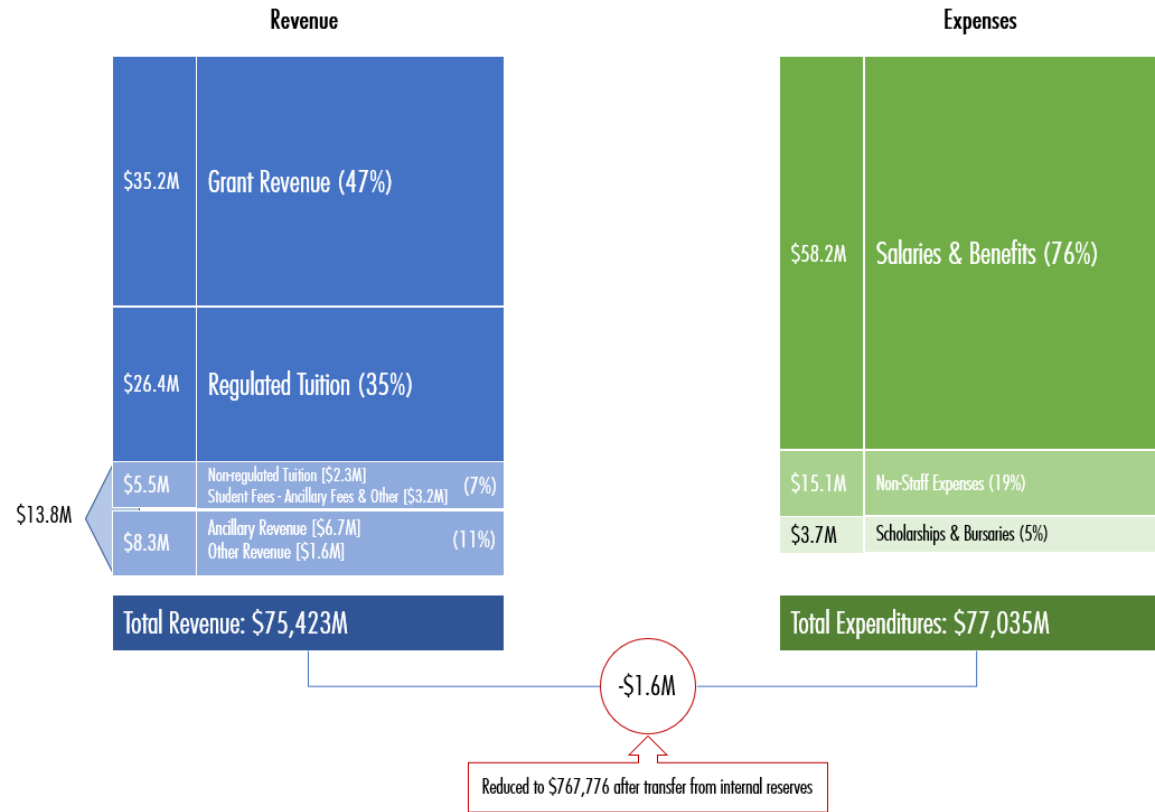
To exacerbate a particularly challenging fiscal environment, the pandemic has wreaked havoc on the University's costs and revenue generation simultaneously. In 2020-21, the Province provided \$2.9M of support to offset the effects of the pandemic, of which \$450,000 was deferred to 2021-22. In 2021-22, our increased costs and revenue shortfalls exceeded the deferred grant by over \$3M. For the 2022-23 fiscal, the Province has offered one-time payments to the Northern universities of only \$1M. This lack of pandemic cost support has a significant bearing on our 2022-23 budget.

In short, the university sector is a partnership. The Province must create the conditions for responsible budget management and fiscal sustainability. We find ourselves challenged by tuition freezes (\$3M), an unfair allocation of the Northern Grant (\$3.3M), unfunded seats (\$1.5M), and a lack of support for real pandemic costs (\$2M), resulting in a combined negative affect of approximately \$9.8M.

At the same time, Nipissing University is travelling uphill to energize and establish its potential in international student recruitment, ancillary services, donations, alumni support, and the reconfiguration of its academic structures and programs through the strategic planning process. Both partners must contribute extensively to long term sustainability, or the University will not meet its requirement to balance its operational and consolidated budgets.

Fortunately, Nipissing University does not have significant long-term debt and unmanageable costs of borrowing, nor does it have an aging infrastructure. The 2022-23 budget demonstrates the long-term residual impacts of government policies, the unintended consequences of those policies, and specific University decisions which have rendered the University's capacity for generating alternative revenues extremely limited. However, this budget, albeit a deficit budget, demonstrates a more hopeful scenario for the present and the future. A deficit of any kind is unacceptable. However, Nipissing University cannot move the Province to effect meaningful change within and beyond its boundaries in one year. The deficit reflects the limitations imposed by the Province, but it also reflects new investments in revenue generating activities and meaningful policy and program changes on campus. The deficit is posted in a risk-averse, conservative manner insofar as both domestic and international enrollment has been advanced at conservative levels and the projections for alternative revenues are conservative. It does not consider that the Northern Grant funding, corridor funding, or any other form of financial support may be coming from the Province. We strongly believe, given our experience of the 2021-22 fiscal year, that we must be conservative in our enrollment projections and in our estimation of Provincial support to present a responsible budget.

In our estimation, this budget is a turn towards mobilizing alternative forms of revenue; it is a turn towards balancing the budget.



The core financial challenge influencing the budget is the reality that under the current government’s regulations, 82% of the University’s revenue is subject to 0% inflation increases. The remaining 18% of revenue is sourced from ancillary revenues and non-regulated tuition such as international tuition. In order to cover the structural deficit, non-fixed revenue must grow by over 12%. Alternatively, we would need to find an additional 2.2% in expense savings.

In order to meet the rate of inflation in expenses for future budget years, our non-fixed revenue will need to continue to grow by over 12% per year under the current government regulations. This is why it is imperative that we continue working on our sustainability strategies.

EXECUTIVE SUMMARY

The 2022-23 Budget is built on the foundation of the results of 2021-22, which are projected to be \$3.2M deficit in the combined Operating and Ancillary budgets, as well as a fully consolidated deficit of \$5M after accounting adjustments. During the 2021-22 fiscal year, Nipissing University received \$450,000 of pandemic relief from the Province (deferred from the one-time grant of \$2.9M received in 2020-21 fiscal year). The \$3.2M deficit is wholly attributable to the COVID-19 pandemic. Shortfalls in international enrolment and ancillary revenues coupled with increased expenses resulted in a deficit in excess of budget.

The 2022-23 Budget anticipates a \$1,429,232 deficit in the combined Operating and Ancillary results, reduced to a deficit of \$767,776 after transfers from internally restricted reserves. The fully consolidated deficit is projected at \$3.2M, reduced to \$2.3M with the use of internally restricted reserves. This budget will continue to erode our net assets. Our unrestricted net assets will be negative at the end of fiscal 2022. This budget will continue to have a negative impact on unrestricted net assets as well as internally restricted net assets. Our expendable reserves at the end of 2022-23 are projected to be approximately \$3M.

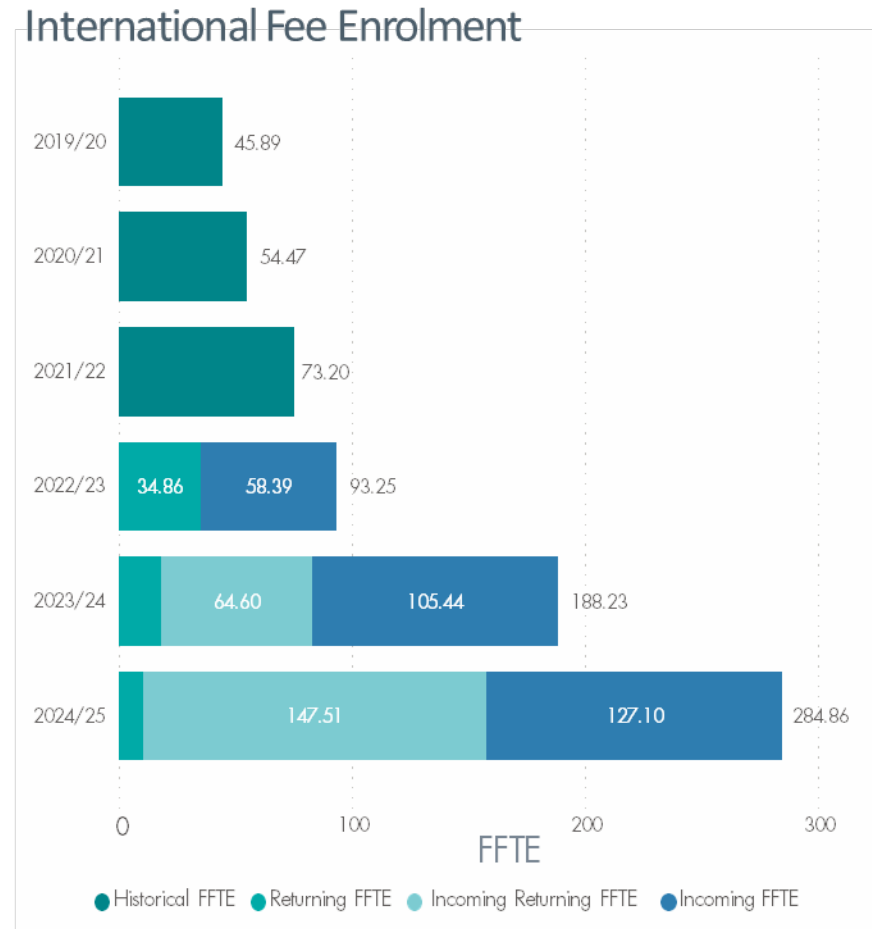
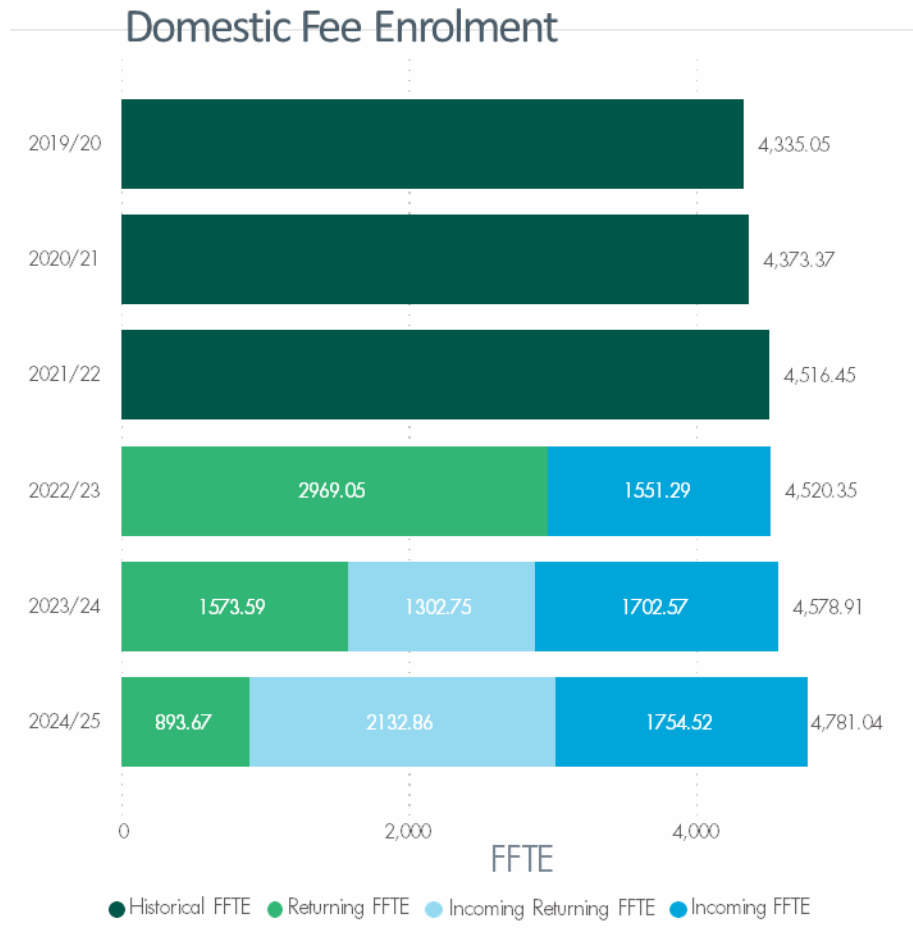
Enrolment

The majority of operating revenue is enrolment driven and is comprised of provincial grants and tuition fees. During the life of SMA3, the proportion of grant funding related to enrolment will decline with an increased emphasis on funding that is allocated based on KPIs (performance-based funding). Due to the impact of the pandemic, performance-based funding has been decoupled until 2023 providing Nipissing with an opportunity to position ourselves to maximize this allocation when recoupled next year.

Total enrolment for 2022/23 is projected to be 4,610 fiscal full time equivalent students (FFTE) compared to 2021/22 actual results of 4,599 which was comprised as follows:

Domestic – Undergraduate:	4187.6
Domestic – Graduate:	167.4
Domestic – Continuing Ed.:	161.5
International – Undergraduate	74.5
International – Graduate	8.7

Overall Domestic & International FFTE Forecast



Based on application data and our historical trends, we are forecasting limited enrolment growth in the 2022/23 Academic Year. 2022/23 marks the first time in ten years that we will reach our enrolment cap in the Bachelor of Education program (929 FFTE). Unfortunately, these enrolment gains will be absorbed due to a reduction in enrolment in Collaborative Nursing as we begin our program dissolution process with Canadore College. All remaining growth will largely come from international student enrolment.

Aggressive efforts to recruit domestic and international students will continue with a special emphasis, through strategic enrolment management, on enhancing student retention. In addition, Nipissing will continue to pursue opportunities to accommodate emerging demands in specific program areas.

NOTE: Historically, the Spring/Summer term has accounted for approximately 13% of our annual enrolment. Once Spring/Summer enrolment is finalized, we will reassess our enrolment projections and notify all stakeholders of any material changes we foresee.

Revenues

Total revenue in the Operating Fund is expected to increase by 3.8% to a total of \$68.7M. Operating grants are expected to increase slightly due to the inclusion of a one-time grant for northern institutions of \$1M and increases to the nursing grants.

Regulated tuition revenue is projected to remain consistent with 2021-22 levels. Non-regulated tuition revenue is projected to increase due to a modest projected increase in international student enrolment.

Ancillary revenues are projected to increase by \$985,980 or 78% based on increased residence revenues as well as increases in Ancillary, Conference and Extended Learning revenues as we ramp up our efforts in alternative revenue generation.

Expenditures

Total expenditures in the Operating Fund are expected to increase by \$1.2M or 1.75%.

Total compensation is expected to grow to \$56.1M representing an increase of 3.5% over last year. This increase is partially due to provisions in collective agreements, as well as an investment in our Sustainability Initiatives. Investments are being made in the areas of External Relations, Extended Learning and in International student recruitment and support.

Salary recoveries are lower this year due to decrease in one-time funding opportunities in the Specifically Funded category.

Non-staff expenses have decreased by 1.6% which is attributable to cost containment measures in an effort to keep the budget fiscally responsible. We anticipate a reduction in Scholarships and Bursaries with the change in our guaranteed entrance scholarship program, as well as finding ways to fund scholarships and bursaries with donor funds.

Transfers from other funds remain consistent. These include transfers from to and from restricted reserves.

NIPISSING UNIVERSITY
2022-2023 Draft Budget - Operating & Ancillary combined

	2022-2023 Draft Budget	2021-2022 Projected	2022-2023 Budget to 2021-2022 Projections Variance	% Variance
Revenue				
Government Grants	\$ 35,224,073	\$ 33,802,669	\$ 1,421,404	4.2%
Regulated Tuition	\$ 26,354,650	\$ 26,245,985	\$ 108,665	0.4%
Non-regulated Tuition	\$ 2,314,051	\$ 1,579,192	\$ 734,859	46.5%
Student Fees - Ancillary & Other	\$ 3,175,028	\$ 3,052,394	\$ 122,634	4.0%
Other	\$ 1,640,016	\$ 1,500,912	\$ 139,104	9.3%
Revenue Total	\$ 68,707,818	\$ 66,181,152	\$ 2,526,666	3.82%
Expenses				
Instructional Staff	\$ 30,331,234	\$ 30,322,540	\$ 8,694	0.0%
Non-Instructional Staff	\$ 17,832,308	\$ 16,828,137	\$ 1,004,171	6.0%
Benefits	\$ 9,477,969	\$ 9,049,524	\$ 428,445	4.7%
Salary recoveries	-\$ 1,518,541	-\$ 1,950,587	\$ 432,046	-22.1%
Total salaries & benefits	\$ 56,122,970	\$ 54,249,614	\$ 1,873,356	3.5%
Non-staff expense	\$ 12,676,946	\$ 12,852,344	\$ (175,398)	-1.4%
Scholarships and Bursaries	\$ 3,683,760	\$ 4,130,173	\$ (446,413)	-10.8%
Expenses Total	\$ 72,483,676	\$ 71,232,131	\$ 1,251,545	1.8%
Surplus (Deficit) Before Undernoted	\$ (3,775,858)	\$ (5,050,979)	\$ 1,275,121	-25.2%
Transfers				
Transfers (to) from other funds	\$ 763,391	\$ 614,766	\$ 148,625	24.2%
Transfers Total	\$ 763,391	\$ 614,766	\$ 148,625	24.2%
Total Operating Deficit	\$ (3,012,467)	\$ (4,436,213)	\$ 1,423,746	-32.1%
Total Ancillary Surplus	\$ 2,244,691	\$ 1,258,711	\$ 985,980	78.3%
Combined Operating & Ancillary	\$ ⁸(767,776)	\$ (3,177,502)	\$ 2,409,726	-75.8%

NIPISSING UNIVERSITY
2022-2023 Draft Budget - Ancillary

	2022-2023 Draft Budget	2021-2022 Projected	2023 Budget to 2022 Projections Variance	% Variance
Revenue				
Accommodations	\$ 6,102,885	\$ 5,129,635	\$ 973,250	19%
Ancillary services	\$ 288,000	\$ -	\$ 288,000	0%
Conference Services (Corporate events and Summer Accommodations)	\$ 139,570	\$ 64,096	\$ 75,474	118%
Extended Learning	\$ 173,153	\$ -	\$ 173,153	0%
Other	\$ 13,000	\$ 40,392	\$ (27,392)	-68%
Revenue Total	\$ 6,716,608	\$ 5,234,123	\$ 1,482,485	28%
Expenses				
Salaries and Benefits	\$ 2,093,628	\$ 1,519,677	\$ 573,951	38%
Operating	\$ 654,930	\$ 658,202	\$ (3,272)	0%
Occupancy	\$ 628,300	\$ 625,300	\$ 3,000	0%
Long term debt	\$ 1,175,059	\$ 1,172,233	\$ 2,826	0%
Expenses Total	\$ 4,551,917	\$ 3,975,412	\$ 576,505	15%
Surplus (Deficit) Before Undernoted	\$ 2,164,691	\$ 1,258,711	\$ 905,980	72%
Transfers				
Transfers from Internally Restricted	\$ 80,000	\$ -	\$ -	
Transfers Total	\$ 80,000	\$ -	\$ -	
Total Ancillary Surplus	\$ 2,244,691	\$ 1,258,711	\$ 985,980	78%

Nipissing University
2022-2023 Consolidated Budget

	Operating Fund 10	Internally Restricted 11	Ancillary Fund 15	Capital Fund 40	Trust Fund (Non-Endowed) 50	Research Fund 60	Specifically Funded 70	Endowed Funds 51,80	Employee Related	Total Consolidated Budget
REVENUE										
Government Grants	35,224,073					1,091,827	2,180,341			38,496,241
Student Fees - Tuition	28,668,701						75,737			28,744,438
Ancillary fees (Accommodation Fees, Conference Ser	3,175,028		6,543,455							9,718,483
Other	1,348,016		173,153				115,323			1,636,492
Amortization of Deferred Capital Contributions	-			1,550,000						1,550,000
Investment	190,000				700,000			245,500		1,135,500
Donations	102,000				870,935					972,935
TOTAL REVENUE	68,707,818	-	6,716,608	1,550,000	1,570,935	1,091,827	2,371,401	245,500	-	82,254,089
EXPENSES										
Salaries and Benefits	56,122,970	35,000	2,093,628		9,000	1,408,627	675,318		650,000	60,994,543
Operating and Research	8,639,565	523,200	654,930		100,000		226,823	5,500		10,150,018
Scholarships and Bursaries	3,683,760				400,000			240,000		4,323,760
Occupancy Costs	3,031,472		628,300		5,000		1,688,783			5,353,555
Amortization of Capital Assets	-			3,700,000						3,700,000
Principal and Interest on Long Term Debt	1,005,909		1,175,059	(1,247,559)						933,409
TOTAL EXPENSES	72,483,676	558,200	4,551,917	2,452,441	514,000	1,408,627	2,590,924	245,500	650,000	85,455,285
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUE) BEFORE THE UNDERNOTED	(3,775,858)	(558,200)	2,164,691	(902,441)	1,056,935	(316,800)	(219,523)	-	(650,000)	(3,201,196)
TRANSFERS										
Transfers from Schulich and other donations	1,056,935				(1,056,935)					-
Transfer to Fund 11 for negotiated allowances	(558,200)	558,200								-
Transfer to Research initiatives	(316,800)					316,800				-
TOTAL IN YEAR TRANSFERS	181,935	558,200	-	-	(1,056,935)	316,800	-	-	-	-
TOTAL EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	(3,593,923)	-	2,164,691	(902,441)	-	-	(219,523)	-	(650,000)	(3,201,196)
Use of internally restricted reserves for telephone system upgrade							219,523			219,523
Use of internally restricted reserves for international expenses	581,456		80,000							661,456
TOTAL EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	(3,012,467)	-	2,244,691	(902,441)	-	-	-	-	(650,000)	(2,320,217)

Appendix 1: Sustainability Plan Initiatives

	Increase/Decrease in 2023-24	Increase/Decrease in 2024-25
Revenue		
Strategic Enrolment Management		
Regulated Tuition	\$ 1,341,252	\$ 1,870,092
Unregulated Tuition	\$ 2,049,282	\$ 2,896,385
Conference services & events revenues	\$ 50,000	\$ 100,000
Extended Learning revenues	\$ 50,000	\$ 100,000
Other Ancillary Revenues	\$ 100,000	\$ 100,000
Revenue Total	\$ 3,590,534	\$ 5,066,477
Expenses		
Strategic Enrolment Management		
Instructional Staff	\$ 606,625	\$ 618,757
Non-Instructional Staff		
Student Support (Dom & Int)	\$ 100,000	\$ 100,000
Marketing & Communications	\$ 50,000	\$ 50,000
Conference Services	\$ -	\$ 50,000
Extended Learning	\$ -	\$ 50,000
Other Ancillary Revenues	\$ 50,000	\$ -
Benefits	\$ 169,391	\$ 182,439
Total salaries & benefits	\$ 976,016	\$ 1,051,196
Non-staff expense	\$ 150,000	\$ 150,000
Expenses Total	\$ 1,126,016	\$ 1,201,196
Total Surplus from Sustainability Initiatives	\$ 2,464,518	\$ 3,865,281

Appendix 2: Draft Budget Projections

	2022-2023 Draft Budget	2023-2024 Projected budget	2024-2025 Projected budget
Revenue			
Government Grants	\$ 35,224,073	\$ 35,224,073	\$ 35,224,073
Regulated Tuition	\$ 26,354,650	\$ 27,444,983	\$ 29,299,679
Unregulated Tuition	\$ 2,314,051	\$ 4,683,849	\$ 7,580,607
Student Fees - Ancillary & Other	\$ 3,175,028	\$ 3,253,567	\$ 3,425,332
Other	\$ 1,640,016	\$ 1,640,016	\$ 1,640,016
Revenue Total	\$ 68,707,818	\$ 72,246,488	\$ 77,169,707
Expenses			
Instructional Staff	\$ 30,331,234	\$ 31,544,484	\$ 32,794,130
Non-Instructional Staff	\$ 17,832,308	\$ 18,338,954	\$ 18,855,733
Benefits	\$ 9,477,969	\$ 9,976,688	\$ 10,329,973
Salary recoveries	-\$ 1,518,541	-\$ 1,518,541	-\$ 1,518,541
Total salaries & benefits	\$ 56,122,970	\$ 58,341,584	\$ 60,461,295
Non-staff expense	\$ 12,676,946	\$ 12,930,485	\$ 13,318,399
Scholarships and Bursaries	\$ 3,683,760	\$ 3,683,760	\$ 3,683,760
Expenses Total	\$ 72,483,676	\$ 74,955,829	\$ 77,463,455
Surplus (Deficit) Before Undernoted	\$ (3,775,858)	\$ (2,709,341)	\$ (293,747)
Transfers			
Transfers to (from) other funds	\$ 763,391		
Transfers Total	\$ 763,391	\$ -	\$ -
Total Operating Deficit	\$ (3,012,467)	\$ (2,709,341)	\$ (293,747)
	2022-2023 Draft Budget	2023-2024 Projected budget	2024-2025 Projected budget
Accommodations revenues	\$ 6,102,885	\$ 6,224,943	\$ 6,349,442
Conference services & events revenues	\$ 139,570	\$ 189,570	\$ 239,570
Extended Learning revenues	\$ 173,153	\$ 223,153	\$ 273,153
Other ancillary revenues	\$ 301,000	\$ 400,000	\$ 500,000
Total Ancillary revenues	\$ 6,716,608	\$ 7,037,666	\$ 7,362,165
Staff expenses	\$ 2,093,628	\$ 2,185,501	\$ 2,379,211
Non-staff expenses	\$ 2,458,289	\$ 2,707,455	\$ 2,988,678
Total Ancillary expenses	\$ 4,551,917	\$ 4,892,955	\$ 5,367,889
Net Ancillary Surplus	\$ 2,164,691	\$ 2,144,710	\$ 1,994,276
Transfer From Internally Restricted	\$ 80,000	\$ -	\$ -
Net Operating/Ancillary	\$ (767,776)	\$ (564,631)	\$ 1,700,528

Appendix 3: Net Expendable Net Assets



Appendix 4: Expenditures by Department

NIPISSING UNIVERSITY Arts & Science

	2022-2023 Draft Budget	2021-2022 Budget	Variance	% Variance
Expenses				
Salaries & Benefits	\$ 16,375,966	\$ 16,433,737	\$ (57,771)	-0.35%
Operating costs	\$ 129,081	\$ 123,238	\$ 5,843	4.74%
Expenses Total	16,505,047	16,556,975	\$ (51,928)	-0.31%
Transfers				
Transfers (to) from other funds	\$ (211,360)	\$ (223,160)	\$ 11,800	-5.29%
Transfers Total	\$ (211,360)	\$ (223,160)	\$ 11,800	-5.29%
Net expenses	\$ 16,716,407	\$ 16,780,135	\$ (63,728)	-0.38%

NIPISSING UNIVERSITY
Education and Professional Studies

	2022-2023 Draft Budget	2021-2022 Budget	Variance	% Variance
Expenses				
Salaries & benefits	\$ 21,135,523	\$ 20,396,936	\$ 738,587	3.62%
Operating costs	\$ 1,490,725	\$ 1,298,491	\$ 192,234	14.80%
Expenses Total	22,626,248	21,695,427	\$ 930,821	4.29%
Transfers				
Transfers (to) from other funds	\$ (197,575)	\$ (189,240)	\$ (8,335)	4.40%
Transfers Total	\$ (197,575)	\$ (189,240)	\$ (8,335)	4.40%
Net expenses	\$ 22,823,823	\$ 21,884,667	\$ 939,156	4.29%

Increases in salaries & benefits include increases in part-time for Education and Nursing programs where we expect increased enrolment.

Operating costs are expected to increase partly due to the dissolution of the Collaborative Nursing Program. Tuition revenues are expected to offset this increase throughout the dissolution period. Travel budgets have increased compared to prior year due to pandemic restrictions being lifted. Pre-covid requirements for field visits have been re-instated.

NIPISSING UNIVERSITY
Academic Support & Library

	2022-2023 Draft Budget	2021-2022 Budget	Variance	% Variance
Expenses				
Salaries & benefits	\$ 5,844,463	\$ 4,977,405	\$ 867,058	17.42%
Operating costs	\$ 2,315,740	\$ 2,411,252	\$ (95,512)	-3.96%
Expenses Total	8,160,203	7,388,657	\$ 771,546	10.44%
Transfers				
Transfers (to) from other funds	\$ (236,336)	\$ (184,800)	\$ (51,536)	27.89%
Transfers Total	\$ (236,336)	\$ (184,800)	\$ (51,536)	27.89%
Net expenses	\$ 8,396,539	\$ 7,573,457	\$ 823,082	10.87%

Salaries & benefits have increased for the following reasons:

- *Decrease in salary allocations to external sources of funding*
- *Addition of one position in International Recruitment*

Decreases in operating costs include decreased costs for consultants, supplies and equipment.

NIPISSING UNIVERSITY
Office of Indigenous Initiatives

	2022-2023 Draft Budget	2021-2022 Budget	Variance	% Variance
Expenses				
Salaries & benefits	\$ 724,687	\$ 653,371	\$ 71,316	10.92%
Operating costs	\$ 118,075	\$ 167,580	\$ (49,505)	-29.54%
Expenses Total	842,762	820,951	\$ 21,811	2.66%
Transfers				
Transfers (to) from other funds	\$ -	\$ -	\$ -	0.00%
Transfers Total	\$ -	\$ -	\$ -	0.00%
Net expenses	\$ 842,762	\$ 820,951	\$ 21,811	2.66%

*Increase in salaries & benefits due to prior year's budget including savings from staffing vacancies.
Reduced operating costs include reductions in travel and meals/hospitality expenses.*

NIPISSING UNIVERSITY

Student Services

	2022-2023 Draft Budget	2021-2022 Budget	Variance	% Variance
Expenses				
Salaries & benefits	\$ 3,404,772	\$ 3,343,563	\$ 61,209	1.83%
Operating costs	\$ 3,087,064	\$ 3,150,587	\$ (63,523)	-2.02%
Expenses Total	6,491,836	6,494,150	\$ (2,314)	-0.04%
Transfers				
Transfers (to) from other funds	\$ 285,692	\$ 360,216	\$ (74,524)	-20.69%
Transfers Total	\$ 285,692	\$ 360,216	\$ (74,524)	-20.69%
Net expenses	\$ 6,206,144	\$ 6,133,934	\$ 72,210	1.18%

NIPISSING UNIVERSITY

Athletics

	2022-2023 Draft Budget	2021-2022 Budget	Variance	% Variance
Expenses				
Salaries & benefits	\$ 1,231,490	\$ 1,224,826	\$ 6,664	0.54%
Operating costs	\$ 1,174,548	\$ 1,137,725	\$ 36,823	3.24%
Expenses Total	\$ 2,406,038	\$ 2,362,551	\$ 43,487	1.84%
Transfers				
Transfers (to) from other funds	\$ -	\$ -	\$ -	0.00%
Transfers Total	\$ -	\$ -	\$ -	0.00%
Net expenses	\$ 2,406,038	\$ 2,362,551	\$ 43,487	1.84%

Largest increase is in travel costs due to teams travelling for competition

NIPISSING UNIVERSITY
Administration

	2022-2023 Draft Budget	2021-2022 Budget	Variance	% Variance
Expenses				
Salaries & benefits	\$ 7,406,069	\$ 7,090,989	\$ 315,080	4.44%
Operating costs	\$ 8,045,473	\$ 8,024,071	\$ 21,402	0.27%
Expenses Total	15,451,542	15,115,060	\$ 336,482	2.23%
Transfers				
Transfers (to) from other funds	\$ 1,122,970	\$ 851,750	\$ 271,220	31.84%
Transfers Total	\$ 1,122,970	\$ 851,750	\$ 271,220	31.84%
Net expenses	\$ 14,328,572	\$ 14,263,310	\$ 65,262	0.46%

Salary & Benefit increases directly related to investments in additional positions to support sustainability initiatives.

Transfers from other funds has increased as we plan to realize deferred contributions from prior year positive market returns.

Appendix 5: Consolidated Budget fund descriptions

Separate funds are setup for activities, with each fund comprised of its own revenue and expenses. The following funds are used:

1. **Operating Fund (Fund 10):** Unrestricted general revenues and expenses that are directly related to the mission of the University, education and activities supporting research (i.e. not restricted by an agreement or contract).
2. **Internally restricted (Fund 11):** This fund accounts for expenses that are funded from various allowances negotiated through the collective agreement and Appointment letters such as Personal Expense Reimbursement, Research Allowance, Professional Development allowance, etc.. Transfers from the Operating fund increase the funds available in internally restricted net assets. Expenses are accounted for when expenses are incurred (i.e. conference fees, travel, etc..). Amounts in this fund are carried forward annually until fully spent or no longer available for spending.
3. **Ancillary Fund (Fund 15):** Sales of goods and services by departments that are defined as being supplementary to the University's primary operating activities of education and research. Such sales may be made to the University community and/or to external clients.
4. **Capital Fund (Fund 40):** Funding and expenditures for capital projects.
5. **Trust (Non-Endowed) Fund (Fund 50):** Donations and fundraising revenues with internal or external restrictions are recorded in this fund. Income generated from investments is also recorded as revenue in this fund. Donation revenue is recorded when expenses are incurred.
6. **Research Fund (Fund 60):** Research-related funds externally restricted by an agreement or contract for specific research purposes. The use of these funds is restricted by the donor or granting agency.
7. **Specifically Funded (Fund 70):** Funding provided by an external entity, or internally restricted by an agreement outlining expenditure of the funds and a requirement to return unspent funds at the end of the term.
8. **Endowments (Fund 51):** Donations or bequests received by the University that have a non-expendable requirement as well as other legal requirements for use as agreed upon by the donor and the University. This fund also includes internal endowments which are unrestricted donations that have been endowed by action of the Board of Governors.