

NIPISSING UNIVERSITY BOARD OF GOVERNORS MEETING

OPEN SESSION

February 9, 2023

5:30 p.m. – President’s Boardroom (F303)

Zoom Remote Conferencing: Please Contact

governors@nipissingu.ca for more information

AGENDA

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 may be used. Disseminating any information during the meeting is prohibited.”

4. Consent Agenda

- i. For Adoption
 - (a) Minutes of the December 3, 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 January 23, 2023; and
 2. Audit & Finance Committee – Minutes from January 23, 2023.
 - (b) Reports from Other Committees/Bodies
 1. Nipissing University Alumni Advisory Board (NUAAB)
 2. Nipissing University Indigenous Council on Education (NUICE)
 3. Nipissing University Student Union (NUSU)

Resolution: *That the items included “for adoption” on the February 9, 2023, 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 February 9, 2023, Open Session regular agenda as circulated.*

6. Chair’s Remarks

7. Chancellor’s Remarks

8. President's Remarks

9. Presentation

- **“A Changing North: Untangling how climate and environmental change impact water quality in northern Ontario landscapes”** – *Dr. Colin McCarter, Canada Research Chair (CRC), Climate and Environmental Change*

10. Vice-President's Remarks

- Provost and Vice President, Academic & Research (Interim)
- Vice-President, Finance & Administration

11. Board Committee Reports

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

Resolution: *That the Board of Governors accept the recommendation of the University Governance Committee to approve the revisions to the Appointment of Chancellor policy as presented.*

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

Resolution: *That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the revisions to the Signing Authority Policy as presented.*

12. Board Representatives on Other Committees/Bodies

- Nipissing University Student Union
- Academic Senate

13. Question Period

14. Other Business

15. 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

December 3, 2022

The Open Session of the regular Board of Governors meeting was held on Saturday, December 3, 2022, at 9:00 a.m. at the Nipissing University Student Union Student Centre (221 College Drive).

Members Present: Marianne Berube, Board Chair

Veronica Afonso
Patti Carr
Wenda Caswell
Fran Couchie
John D'Agostino
Stacie Fiddler
Cindy Karugia
Jamie Lowery
Jamie Murton
Jonathan Muterera
Jamie Murton
Harikesh Panchal
Judy Smith
Maurice Switzer
Montana Taylor
Kevin Wamsley
Kathy Wilcox

Regrets:

Paul Cook
Judy Koziol
Alisher Mansurov
Bobby Ray
Jeff Scott
Joe Sinicrope
Dave Smits
Lisa Snider

Invited Guests:

Cheryl Sutton
Carole Richardson
Renee Hacquard
Abby Blaszczyk
Cheryl Zimba

Observers:

Preston English (NUSU)
Riley McEntee (NUSU)
Leah Symington
Heather Hersemeyer

Recording Secretary: Maggie Horsfield (Executive Assistant, President's Office)

1. Call to Order/Land Acknowledgment

The meeting was called to order at 9:00 a.m. The Board Chair offered a traditional land acknowledgement.

2. Declaration of Conflict of Interest

The Board Chair called for conflicts of interest concerning any of the agenda items; no such declarations were made.

3. Use of Recording and/or Broadcasting Devices

The Board Chair reminded everyone that only pre-approved methods of recording and/or broadcasting devices may be used during the meeting. Disseminating any information during the meeting is prohibited.

4. Consent Agenda

The following items were included on the consent agenda:

- i. For Adoption
 - a) Minutes of the September 29, 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 October 24, 2022;
 2. Audit & Finance Committee – Minutes from October 24, 2022;
 3. Community Relations Committee – Minutes from October 24, 2022;
 4. Fundraising Committee – Minutes from October 24, 2022; and
 5. Plant & Property Committee – Minutes from October 24, 2022.
 - b) Reports from Other Committees/Bodies
 1. Nipissing University Alumni Advisory Board (NUAAB)
 2. Nipissing University Indigenous Council on Education (NUICE)

Resolution 2022-12-01: ***That the items included "for adoption" on the December 3, 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 Patti Carr; seconded by Kathy Wilcox.
Carried.*

5. Adoption of the Regular Agenda

Resolution 2022-12-02: ***That the Board of Governors adopt the December 3, 2022, Open Session regular agenda as circulated.***

*Moved by Judy Smith; seconded by Fran Couchie.
Carried.*

6. Chair's Remarks

The Chair welcomed members to the December Board meeting and Annual Board Retreat and extended introductions to new Board members Dr. Jonathan Muterera, Wenda Caswell and Councillor Jamie Lowery. She spoke to a successful Homecoming weekend and thanked those members of the organizing team while also recognizing Board member Stacie Fiddler, recipient of the Distinguished Alumni Award at the 2022 Alumni Awards. Following the release of the Auditor General of Ontario (AGO) report on Financial Management at Ontario Universities within the 2022 Annual Report, the Board Chair noted the report provides positive guidance to the parameters of financial matters and governance. She highlighted the importance of ongoing training and skill-building. Finally, the Chair thanked those who donated on Giving Tuesday and encouraged members to consider supporting the campaign before year-end.

7. Chancellor's Remarks

No Remarks.

8. President's Remarks

Considering the release of the Auditor General's Annual Report on December 1st, the President began by thanking the Vice-President, Finance and Administration and her team for the extensive work undertaken with the audit process over the last four months. In general, the Audit report, which data sets include endpoints of fiscal 2021, did not include any recommendations that were unexpected. The University will host an informational session on Monday, December 5 for all faculty, staff and students to provide an opportunity to learn more about the recommendations laid out in the AGO report and to offer a channel to address any questions. This session will provide a clear understanding of the financial status of the university following negative media reports which focused on the 'high risk' financial status as opposed to the determination that the University is currently financially sustainable. The President summarized that our capital expansion and long-term debt do not represent the foundation of our finances; we have not broken rules around financial compensation for senior administrators; and we have a strong working relationship with our faculty union and continue to work together to address financial issues. In short, the financial risks pertain specifically in the failure to balance budgets over the past nine years and, as a result, a need to draw down on reserves to accommodate the shortfall. A sustainable university must balance its budgets and must ensure appropriate financial reserves to protect it in the future.

Following President Wamsley's remarks, the Vice-President, Finance and Administration was invited to provide an overview of the recommendations which identify areas of improvement. She

reiterated the commitment of the University to act upon these recommendations as soon as possible, recognizing the limitations currently present with staffing. Several operational changes have already been initiated, such as board financial and operational reporting, program review, planning, development operationalization of alternative revenue streams, and an increased focus on international recruitment.

The VPFA spoke to value-for-money audits conducted each year on a variety of topics and entities. The audits are independent, objective, and systematic assessments of how ministries and entities are managing activities, responsibilities and resources. Algoma, Nipissing, Ontario Tech and the University of Windsor were selected to participate as the universities that performed below the 2020/21 provincial average in four of seven financial health indicators established by the Ministry of Colleges and Universities, as well as being small to medium-sized institutions for comparative purposes.

The conclusive findings of the audit noted that while all four universities were in a positive financial position at the time of the audit, some issues if left unaddressed, such as weaknesses in universities' financial management practices could put the future financial sustainability of the institutions at risk. Additionally, the impact of the domestic tuition reduction and freeze has resulted in universities increasing their focus on international student tuition, which has inherent risks. The effectiveness of governance practices at all the universities could be improved as it was determined that the Boards are too large and members of the Board did not possess critical competencies required to provide effective governance. Finally, the Ministry has not established a formal process that fully utilizes information that it collects on the financial health indicators to monitor the financial condition of universities each year. The Ministry also does not have the legislated authority to intervene in the operation of publicly assisted universities, even if aware of a university's poor or worsening financial condition.

The AVP, Finance & Infrastructure presented the definitions and calculations of the eight financial ratios as per the Ministry's Financial Accountability framework, communicated to universities in mid-November. While many of the ratios are currently presented annually to the Audit & Finance Committee, the framework presents explicit targets to work towards with continued advocacy and sustainability planning.

Following the presentation, which is appended to these minutes for information, questions and comments were welcomed. Clarification around restricted and unrestricted funds was provided. The Board was encouraged to reflect on the presentation and provide feedback on the information provided. An additional request was made to focus on scenario planning as well as clearly communicating the solutions and efforts the university has committed to for transparency's sake. The Board Chair and President committed to additional scenario planning at the Board Committee level.

9. Vice-Presidents' Remarks

The Provost and Vice-President, Academic & Research (PVPAR) (Interim) submitted a correction to the distributed report, noting that the 'agreement with BioEnterprise, Canada's Food & Agri-Tech Engine,' has not yet been signed but is expected to be formally completed by mid-December.

The Vice-President, Finance & Administration (VPFA) had no further remarks outside of the submitted report.

10. General Security Agreement

As previously discussed at the September 29, 2022, meeting of the Board, the Toronto Dominion (TD) Bank requested an amendment to the existing loan agreement to include a General Security Agreement, citing ongoing CCAA proceedings at Laurentian University and Nipissing University's ongoing deficits as the primary reason for this request. The VPFA and AVP, Finance and Infrastructure engaged KPMG Law in the negotiation process which resulted in the full resolution appended to these minutes, of which both parties were comfortable with.

Questions were welcomed, and clarification around the advice that was provided by KPMG was requested. The VPFA noted that after concerns were raised around what equipment was included in the agreement, TD Bank confirmed it included all equipment that sits on campus. The GSA does include the guarantee of the approximately \$6 million Student Union Student Centre loan, but the building and assets do not fall within the agreement. In response to a question around the term of the agreement, the VPFA stated that as long as debt is owed, the agreement stands with the opportunity to renegotiate when the loan is due for renewal.

Vice-President Sutton summarized the agreement by stating that the General Security Agreement covers personal property deemed inventory, assets, equipment, computers, accounts and other, non-real estate assets. The agreement is an industry standard.

Following discussions, the following resolution was brought forward:

Resolution 2022-12-03: *That the Board of Governors accept the 'Amending Agreement to Credit Agreement' and the 'General Security Agreement' as presented*

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

11. Board Committee Reports

Governance Committee

- 2021-22 Annual Board Evaluation Results

The Annual Board Evaluation was reviewed in detail at the last meeting of the University Governance Committee. Further discussion on improving the governance of the Board based on the analysis will take place at the January 23rd committee meeting.

Audit and Finance Committee

No further remarks.

Community Relations Committee

The Committee Chair spoke to a comprehensive list of community involvements and partnerships undertaken by the University and once amalgamated, the list will be circulated to the Community Relations Committee and the full Board for information.

Fundraising Committee

No further remarks.

Plant & Property Committee

The Committee Chair spoke to the extensive list of projects on the go, mostly maintenance and repurposing.

12. Board Representatives on Other Committees/Bodies

Nipissing University Student Union

The NUSU Vice-President, Finance & Administration and Vice-President, Advocacy provided a report, highlighting recent campus and community activities, such as the Break the Ice on Mental Health event, hosted by Dr. Lafrance-Horning's Sports Marketing class which raised \$17,500 for mental health services in North Bay. The fulsome report is appended to these minutes.

A request was made to include a written report from the Nipissing University Student Union with the formal agenda to allow Board members to prepare questions in advance.

Academic Senate

No report.

9. Question Period

A request was made for the Nipissing University Student Union to submit a written report to be included with the Board Agenda and supporting documentation shared ahead of the meeting.

With respect to the PVPAR report, clarification around the Commercialization Mandate Policy Framework was requested. The Provost noted that the framework, which was legislated as many universities have a significant presence with commercialization and start-ups, is a way for the

University to engage with the community and share information around research and innovation. Additionally, the commercialization aspect brings the potential of a revenue stream. The Dean, Graduate Studies and Research, is working diligently on the policy and the Board will remain updated as it progresses.

10. Other Business

There was no other business.

11. Next Meeting/Adjournment

The next Committee Day is scheduled for Monday, January 23, 2022, and includes the Audit & Finance, Governance and Executive Committees.

The next Board meeting is scheduled for Thursday, February 9, 2022.

Resolution 2022-12-04: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

*Moved by Veronica Afonso; seconded by Judy Smith.
Carried.*

Open session adjourned at 11:02 a.m.

President & Vice-Chancellor/Secretary of the Board

Board Chair



President & Vice-Chancellor

Report to the Board of Governors - December 3, 2022

President's Report

Part I - AG Report

Welcome Board members to our December meeting and Indigenous learning and strategic planning session. Thank you all for giving your time so generously on a Saturday to serve this great university today and into the future. Primary on everyone's minds I'm certain is the publication of the Auditor General's report on Wednesday of this week. First, I want to thank our VP Finance and Administration and her entire staff for all the work that they have completed to serve the AG report process – they have literally given all of their time for four months to answer questions and provide data for this report. In a few minutes, Cheryl will provide a walk through on the recommendations of the AG. In brief, there are no surprises in this document. The data sets have endpoints of fiscal 2021 and we must recognize that we have already been working on many of these recommendations for some time – and some we have already completed. The media has focused on the headline of 'high risk' of course and not on the headline 'financially sustainable.' Make no mistake, we are not suggesting that we are not at risk; as we have reported, we must make changes in the form of generating revenues and we must partner with the Province for more financial support. The Board will recognize that we have been making these statements for as long as I have been here and, in some categories, much longer. We will be hosting a public meeting for our university community on Monday. It is very important for our community to understand very clearly what this report means for us and to have a clear picture of our financial status. In short, we are not Laurentian university in so many respects – capital expansion and long term debt do not represent the foundation of our finances; we have not broken rules on financial compensation for senior administrators; we have not inappropriately used restricted funds; we have a strong working relationship with our faculty union and we are all working together to address financial issues. Our financial risks pertain specifically in our failure to balance budgets for the past nine years and, as a result, we have drawn down our reserves to accommodate these shortfalls. There is no doubt that the Laurentian situation has affected



President & Vice-Chancellor

Report to the Board of Governors - December 3, 2022

the ways that banks view universities. In a few minutes, Cheryl will walk us through a General Securities Agreement which our bank has insisted upon. A sustainable university must balance its budgets and must have appropriate financial reserves to protect it in the future. These are the tasks at hand. I will repeat what the tasks at hand are and shall be: increase revenues, obtain support from the Province.

Part II - Campus Update

On the weekend of November 5, we hosted our Fall Open House. I want to thank our terrific Recruitment staff, our office of Admissions, communications, and to all of our Faculty and staff members who dedicated their Saturdays to showing off our beautiful campus on a beautiful, warm fall day. We welcomed more than 300 prospective students to campus and their families and friends. In all likelihood there were more than 1,000 people on campus listening to sessions, speaking with faculty and staff, and touring our facilities.

On the weekend of November 18-19, we held a very successful Homecoming Weekend with an outstanding slate of events attended by alumni, our campus community, and members of the North Bay community. I want to thank our great staff in alumni relations and advancement and to all of those, including our President's office staff, and the office of OII for all of their work in organizing events. From the Alumni Awards, to the forest bonfire, to our volleyball games each attended by more than 1,000 fans, to our hockey games, to the great event with honorary doc Scott Russell.

This past week we organized and participated in Giving Tuesday with two projects supported. To date we have raised in excess of \$10,000 and we will continue this fundraising until the end of December. Many thanks to those of you who have donated and to our Alumni Board for its generous donation.

On Friday November 18, we held a ceremonial launch for our strategic planning process. Our Strategic Planning Steering Committee, who you will meet this afternoon, has been working on defining the process, determining what consultation looks like, and generating a timetable for the completion of the plan for the Board's approval in June or perhaps earlier. We are very grateful to the Nipissing University Indigenous Council on Education NUICE



President & Vice-Chancellor

Report to the Board of Governors - December 3, 2022

for its generous participation and partnership in our strategic planning process. You will hear from Board Member Maurice Switzer this morning – thank you Maurice for your time and generous contributions.

On Monday, we will be hosting a special announcement at 9:30 am here in the NUSU Centre, celebrating a gift from the Hilary and Galen Weston Foundation and the launch of Rare Dementia Support Canada. This is an international research partnership between University College London, Bangor University, and Nipissing University. You have all received an invitation and are welcome to attend.

A reminder that we have two searches underway for senior positions here including the Provost position for which we have hired the Boyden search firm and for the AVP Research, Innovation, and Graduate Studies position. We will keep the Board updated on the progress for these searches.



NIPISSING

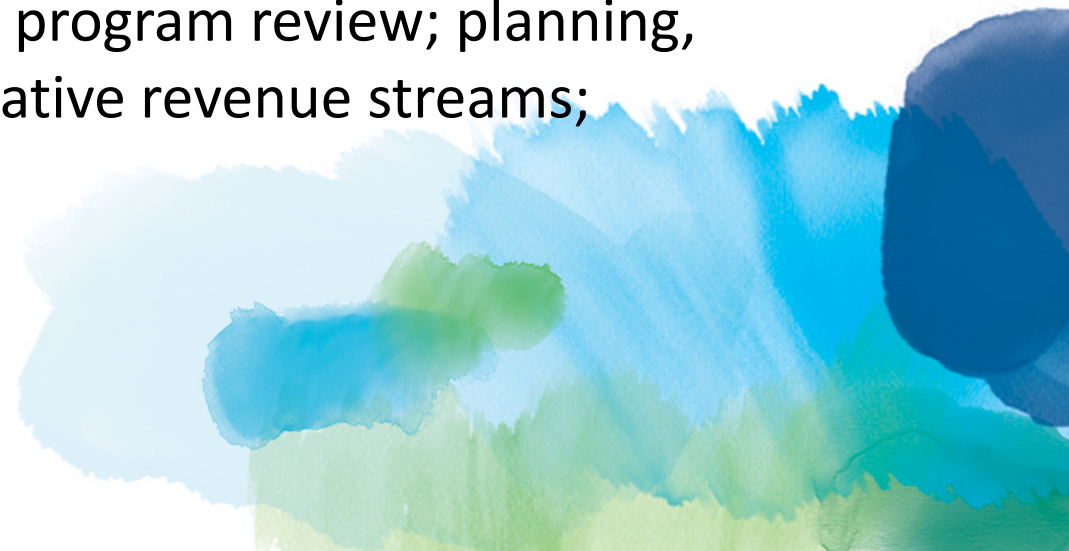
U N I V E R S I T Y

Auditor General Report Update
University Community
December 5, 2022

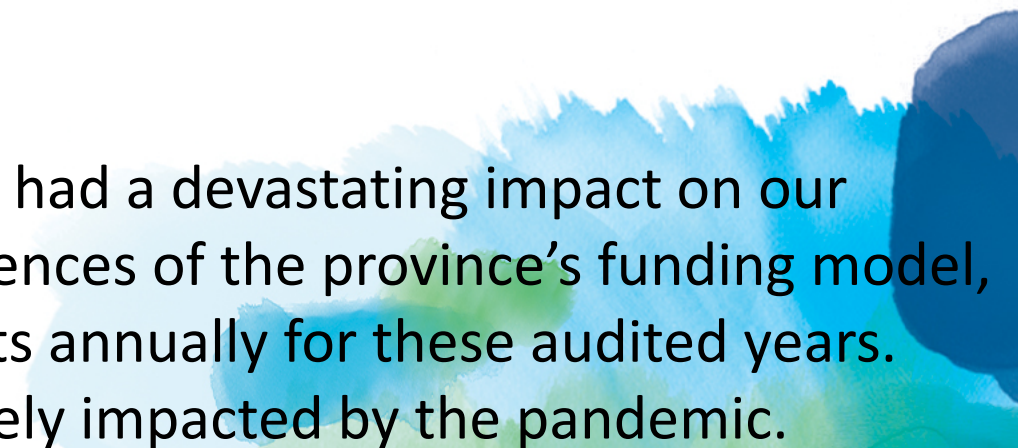


Introduction

- We are pleased to receive the recommendations which identify areas of improvement and pledge our commitment to act upon these recommendations as soon as possible.
- We have already initiated many changes in our operations and many of the improvements that have been recommended in the audit to place us on track for a sustainable future.
 - i.e., board financial and operational reporting; program review; planning, development, and operationalization of alternative revenue streams; international recruitment.



Introduction

- Cost of educating students is significantly higher than for larger institutions in southern Ontario.
 - Our revenues are on average 85% dependent upon government grants and student tuition.
 - Shifts in policy can, and have had, a unique impact upon our university over time, in comparison to other universities in Ontario.
 - The 10% cut in tuition and the freeze on tuition has had a devastating impact on our financial position, in addition to unintended consequences of the province's funding model, both affecting our capacity to return balanced budgets annually for these audited years. And, finally, our financial circumstances were negatively impacted by the pandemic.
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Introduction

- We are fully invested in creating a sustainable future. We have already set the foundation for sustainability on all fronts.
- We will soon implement the recommendations provided by the Auditor General through this audit and look forward to finding solutions and working as partners with the government of the Province of Ontario.



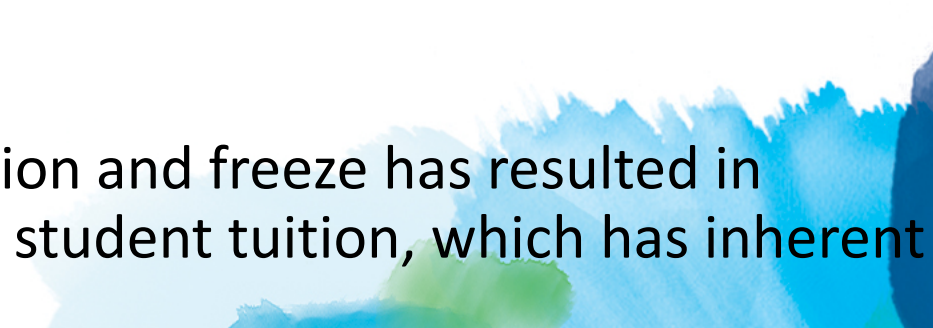
Audit Scope

- Value-for-Money Audits are conducted each year on a variety of topics and entities. This audit is an independent, objective and systematic assessment of how ministries and entities are managing their activities, responsibilities and resources.
- The universities selected were Algoma, Nipissing, Ontario Tech and Windsor. They were selected because they all performed below the 2020/21 provincial average in four of seven financial health indicators established by the Ministry of Colleges and Universities, and they are all small to medium-sized institutions for comparative purposes.



Conclusions

Ontario universities have faced several challenges over the past five years, including a Province-imposed 10% tuition reduction and freeze beginning in 2019 and disruptions from the COVID-19 pandemic.

- While all four universities were in a positive financial position at the time of the audit, some issues if left unaddressed, such as weaknesses in universities' financial management practices, could put the future financial sustainability of the universities at risk.
 - The impact of the domestic student tuition reduction and freeze has resulted in universities increasing their focus on international student tuition, which has inherent risk.
- 

Conclusions

- The effectiveness of governance practices at the universities could also be improved as the Boards are too large and members of the Board did not possess critical competencies required to provide effective governance.
- The Ministry has not established a formal process that fully utilizes information that it collects on the financial health indicators to monitor the financial condition of universities each year. The Ministry also does not have the legislated authority to intervene in the operation of publicly assisted universities, even if it is aware of a university's poor or worsening financial condition.



University Sector Recommendations


- Six core themes:
 - Financial Sustainability
 - International
 - Academic Programming
 - Capital Planning
 - Board Governance
 - University Partnerships and Collaborations



Nipissing University Recommendations

#1 (Cheryl/Renee)

So that Nipissing University assumes debt only at levels that continue to promote sustainable financial operations, we recommend that senior management of the university:

- obtain board approval of the university's debt policy
 - Debt Policy complete - will bring forward for approval at next Board meeting.
 - monitor and adhere to the debt limits outlined in its policy
 - Debt limits will be reported on as part of semester close ratio calculations.
 - report semi-annually to the Board on the status of debt maintained and its continuing compliance with its capital debt policy.
 - Compliance with Policy will be added to the Audit & Finance workplan - to be reported on at the Fall Semester close and year end.
- 

Nipissing University Recommendations

#2 (Cheryl/Renee)

To manage and maximize the profitability of its ancillary services, we recommend that Nipissing University:

- review and monitor the profitability of its ancillary services on a consolidated basis and for each ancillary service separately
 - Work has started and is ongoing. More work will be done in the upcoming budget cycle.
- develop strategies to maximize the profitability of its ancillary services where necessary.
 - Work has started and is ongoing. Increased summer accommodations, corporate events, food services and Extended Learning revenues.

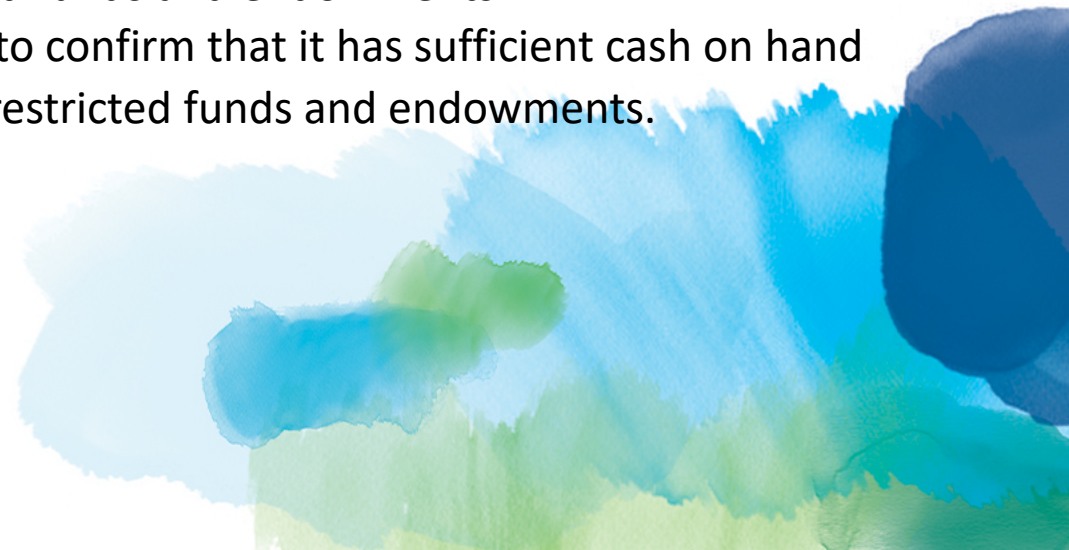


Nipissing University Recommendations

#3 (Renee)

To help ensure the university continues to have sufficient funds on hand to cover restricted funds and endowments, we recommend that:

- Nipissing University maintain separate bank accounts for externally restricted funds
 - The Finance Office will ensure that externally restricted funds are maintained in separate bank accounts.
- Nipissing University on a quarterly basis perform an analysis to confirm that it has sufficient cash on hand to cover internally restricted funds, in addition to externally restricted funds and endowments.
 - Nipissing University on a quarterly basis perform an analysis to confirm that it has sufficient cash on hand to cover internally restricted funds, in addition to externally restricted funds and endowments.



Nipissing University Recommendations

#4 (Renee)

To improve budgeting processes and practices and conduct a complete analysis of the impact from all operations and capital investments and how each will contribute to or draw on the university's resources, we recommend that Nipissing University:

**Work has started for all aspects of this recommendation. Finance Office will need to be adequately resourced to complete this work.

- have documented processes on how its budget is developed, reviewed and approved;
- develop a separate budget for all capital investments, and present it to the Board for approval;
- develop a separate budget for ancillary services by revenue stream, and present it to the Board for approval;
- consolidate the capital budget, the operating budget and the ancillary budget, and present the consolidated budget to the Board for approval;
- as part of its budget, present to the Board the university's projected cash flows from operations, financing and capital purchasing activities to inform the Board on the impact of each activity on the university's resources;
- complete a comparison of the annual consolidated budget to annual actual revenue and expenditures, and cash flows, and present it to the Board for review.

Nipissing University Recommendations

#5 (Carole)

To mitigate the risk associated with overreliance on a single or few geographic regions for international student tuition revenue, we recommend that Nipissing University:

- regularly complete a financial sensitivity analysis of the impact of the loss of students from various regions;
 - As we expand our recruitment efforts for International students and will include this analysis in our decision-making processes.
- focus on recruiting students from priority countries identified in the government of Canada's International Education Strategy, 2019–2024.



Nipissing University Recommendations

#6 (Carole)

To better understand the contribution of international students to the Canadian workforce/economy after graduation and help inform future recruitment decisions, we recommend that Nipissing University:

- collect relevant data on the location and careers of international alumni;
 - Through our work in the Advancement Department, we will survey international alumni for this information.
- use this data to better inform programming and recruitment decisions
 - We will consider this data in future decisions.


#7 (Carole)

To promote and incentivize student recruiting agents to find the most highly prepared international students, we recommend that Nipissing University apply a fee structure in future contracts that encourages recruiters to target students with higher scholastic achievement, such as applying bonuses for higher student performance as they progress through their university studies.

- As we expand our International recruitment network, we will consider these recommendations in the negotiation of future contract.

Nipissing University Recommendations

#8 (Stephen/Carole)

- complete an analysis of profitability at the academic program level;
 - Work has already begun in this area and will continue to be refined.
 - determine whether there are programs that can be reduced or restructured to provide a better financial contribution to the university, while still retaining overall academic credibility with department course offerings;
 - Preliminary discussions have already begun and we are working on determining the data points that will assist in these decisions.
 - reduce or restructure program offerings based on the results of its program profitability analysis and academic needs, in consultation with its academic departments and with the approval of its Board and Senate.
 - Same as above.
- 

Nipissing University Recommendations

#9 (Cheryl/Renee)

To determine whether major capital projects are financially feasible and beneficial, we recommend that Nipissing University:

- update its capital approval policy to clearly define the nature and cost of projects that will require Board approval before financial expenditure commitments are in place;
 - Approval Authority Policy will be amended to require this information.
- prepare a business case for each capital project that includes a financial feasibility assessment to help both management and then the Board make decisions on major capital expenditures, prior to approval;
 - Approval Authority Policy will be amended to require this information.
- obtain Board approval on major capital investments before moving forward with planned projects.
 - Will ensure all capital investments are approved by the Board

Nipissing University Recommendations

#10 (Kevin)

To improve Board effectiveness and minimize the risks posed by large Board sizes and low term limits for Board members, we recommend that Nipissing University:

- reduce the number of committees to accommodate a smaller Board size;
 - Reduction of the size of the Board will require the opening of the “Nipissing University Act”. This will be a long term objective requiring significant internal and external consultation.
- reduce the number of committees to accommodate a smaller Board size.
- increase the term limits of Board members, including current members.



Nipissing University Recommendations

#11 (Kevin)

To provide for an effective future transition of the university president position, we recommend that the Board of Nipissing University develop, and annually review and approve, both permanent and emergency presidential succession plans.

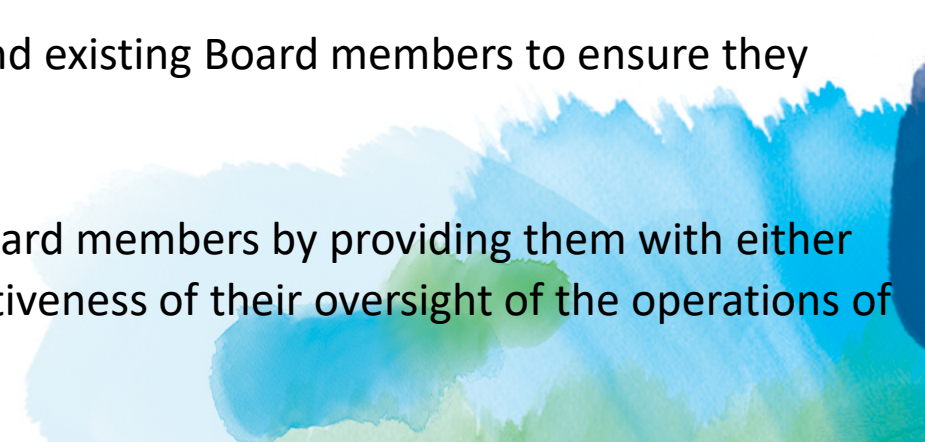
- Complete



Nipissing University Recommendations

#12 (Kevin/Marianne)

To have a board with essential skills and competencies for effective oversight, and to promote effective board member succession planning, we recommend the Board of Nipissing University:

- prioritize and track competencies using competency matrices and other competency tracking tools;
 - Will ensure that the current competency matrix and tracking reflect best practices.
 - confirm the Board and its committees possess demonstrably requisite competencies, in order to fulfill its terms of reference;
 - Will ensure annual training takes place for both incoming and existing Board members to ensure they have the competencies to lead the University.
 - strengthen university financial and accounting literacy among Board members by providing them with either an internal or external training opportunity to increase the effectiveness of their oversight of the operations of the university.
 - Same as above.
- 

Nipissing University Recommendations

#13 (Cheryl)

To have and promote effective oversight of the university's finances and operations, we recommend that the Board of Nipissing University:

- implement internal oversight functions (i.e., risk management, compliance and internal audit) where they do not exist, and have them report regularly to the Board;
 - With the addition of resources within the Finance Office, these functions will be implemented.
- annually review and approve a written risk appetite framework, which includes identification and defining of material financial and non-financial risks, and independent assurance of internal controls to mitigate each of these risks.
 - Same as above.



Nipissing University Recommendations


#14 (Kevin)

To enable the Senate at Nipissing University to make well-informed decisions with regard to academic programming, and that consider the financial sustainability of the university, we recommend that the Senate be provided with regular costing

- Preliminary discussions have already begun and we are working on determining the data points that will assist in these decisions and how best to bring this information to Senate.



Next Steps

- The Auditor General applauded us for our direct approach in 2014, when we went to the Ministry with a “CLEAR ASK”. We have and will continue to meet with the Ministry to obtain additional funding;
 - We will increase our revenue through increased enrolment (domestic and international) and our ancillary and fundraising activities;
 - We will offer a sustainable slate of academic programs; and
 - Ensure best practices and efficiencies in all of our administrative functions.
- 

Questions?



NIPISSING UNIVERSITY BOARD OF GOVERNORS

UNIVERSITY GOVERNANCE COMMITTEE MEETING

OPEN SESSION

January 23, 2023

The Governance Committee met on Monday, January 23, 2023, at 9:00 a.m. in the President's Boardroom (F303) and via Zoom remote video conferencing.

Members present: John D'Agostino, Committee Chair
Veronica Afonso
Marianne Berube
Cindy Karugia
Kathy Wilcox
Judy Koziol
Jamie Murton
Lisa Snider
Kevin Wamsley
Riley McEntee (Student Observer – non-voting)
Cheryl Sutton (VPFA – non-voting)
Carole Richardson (Provost (Interim) – non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Paul Cook
Harikesh Panchal

Recording Secretary: Cheryl Zimba (Executive Assistant, Office of the VPFA)

1. Call to Order/Call for Conflicts of Interest

The meeting was called to order at 9:01 a.m. The Committee Chair offered a traditional land acknowledgement and called for any conflicts of interest; no such declarations were made.

2. Committee Chair's Opening Remarks

The Committee Chair spoke to the Value-for-Money Audit: Financial Management of Ontario Universities, submitted by the Auditor General of Ontario on December 1, 2022. Discussions will be ongoing around the implementation of the governance-based recommendations.

3. In-Camera Meetings without the President

It has been past practice to hold in-camera sessions without the President, as per the Annual Review of the President's Achievement of Goals and Priorities policy. However, the Board does not hold

regular meetings without the President, given the position is an Ex-officio, voting member of the governing body. In an effort to assist the Board of Governors in the oversight of the University, it was suggested that a channel to provide feedback be included on the Closed Session Agenda and the committee was in agreement with this recommendation.

4. Appointment of Chancellor Policy Review

Suggested updates to the Appointment of Chancellor Policy, last updated in 2001, were submitted in advance of the meeting. The policy was amended to ensure consistency with other appointment policies within the University. Questions and comments were addressed, including a suggestion regarding the use of majority voting and whether it would be appropriate to increase the vote to a 2/3rd majority vote. The Committee Chair cautioned against this approach as it leads to a higher risk of a failed search.

Following discussion, a motion was made:

Motion: *That the University Governance Committee recommend the Board of Governors approves the revisions to the Appointment of Chancellor policy as presented.*

*Moved by Marianne Berube; seconded by Judy Koziol.
Carried.*

5. Other Business

In 2021, a review was undertaken of the Board's voting practices with consideration given to the potential of adding language that might include roll call votes. In response to the review, clarifying language was added to the bylaws to indicate that the University bylaws do in fact take precedence over Robert's Rules of Order. At today's meeting of the University Governance, a request was made to revisit the discussion around the roll call voting process. The University Bylaws and Robert's Rules of Order will be consulted prior to any further discussion on this topic.

The meeting adjourned at 9:29 a.m.

Recording Secretary

Chair of University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

January 23, 2023

The Audit and Finance Committee met on Monday, January 23, 2023, at 10:30 a.m. in the President's Boardroom (F303) and via Zoom remote conferencing.

Members Present: Dave Smits (Committee Chair)
Marianne Berube
Patti Carr
John D'Agostino
Stacie Fiddler
Alisher Mansurov
Riley McEntee
Wenda Caswell
Kevin Wamsley
Carole Richardson (Provost – non-voting)
Cheryl Sutton (VP, Finance & Administration – non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Paul Cook
Preston English

Guests: Renée Hacquard, AVP, Finance & Infrastructure
Stephen Tedesco
Leila Fiouzzi (PH&N)

Recording Secretary: Cheryl Zimba (Executive Assistant, Office of the VPFA)

1. Welcoming Remarks/Calls for Conflicts of Interest

The meeting was called to order at 10:33 a.m. The Committee Chair called for any conflicts of interest; no such declarations were made. A traditional land acknowledgement was offered.

2. Budget Update

The Assistant Vice-President, Finance and Infrastructure noted the budget process is underway, with the Integrated Budget and Planning Committee expected to meet with budget holders to review submissions throughout the first weeks of February. A draft budget is expected to be brought forward to the Audit & Finance Committee at the April 17, 2023, committee meeting and for final Board approval at the April 27, 2023, meeting of the Board of Governors.

With respect to the 2023/24 budget, the AVP reiterated that, in the absence of a tuition policy change and additional funding at the ministry level, the budget will once again be difficult to balance. There is a continued focus on the financial sustainability measures, such as international tuition, ancillary services, and ongoing Ministry advocacy to assist in balancing budgets and meeting the Ministry financial accountability ratios. In response to an inquiry about who we are advocating to at the Ministry, the Vice-President, Finance & Administration noted that the President continues to work with the Minister, Deputy Minister and our local MPP, and Stephen Tedesco has taken the lead in advocating with respect to nursing funds.

3. Year to date Financial Results

The AVP, Finance and Infrastructure provided a review of the Year to date financial results as at November 30, 2022. She made note that the semester close of December 31, 2022, will be presented at the next meeting of the Audit & Finance Committee, and this prompted a discussion of potentially changing meeting dates of the Audit & Finance Committee to coincide with financial reporting timelines and to allow the Board to provide more timely direction.

The President spoke to the many factors currently affecting year-to-date results, including lower-than-budget domestic tuition, higher-than-budget international tuition and the recent ratification of the CASBU Collective Agreement. While projections currently remain within budget, a more fulsome report will be available at the March 6, 2023, meeting of the Committee.

4. Investment Portfolio Review – PH&N

Leila Fiouzi, PH&N, provided a presentation on the status of the University's investments. The presentation is appended to these minutes.

5. Signing Authority Policy Update

The AVP, Finance and Infrastructure spoke to suggested revisions of the Signing Authority Policy. While most changes refer to title changes, she highlighted a substantive change under 'Section 8 – Construction Contracts'. The revision is to clarify that an approved resolution is required from the Board of Governors for any capital projects over \$1 million prior to the signing authorities executing a contract, which addresses a recommendation from the Auditor General's report.

Following the presented changes, a motion was brought forward:

Motion: *That the Audit & Finance Committee recommend the Board of Governors approve the revisions to the Signing Authority Policy as presented.*

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

6. Cybersecurity Update

As cybersecurity is a significant area of risk for the University, the AVP spoke to the importance of the committee understanding the University's ongoing risk mitigation strategies. These include the implementation of controls, training and awareness for faculty and staff, and insurance coverage.

The University faced a substantial increase in cybersecurity insurance premiums last year. This year's insurance premiums for cybersecurity coverages decreased by close to 40% through the implementation of critical controls such as Multi-factor Authentication (MFA), managed endpoint computers, etc. The training for staff and faculty has focused on identifying and reporting "Phishing" emails. The AVP reported that the training is working as we are noticing an increase in the reporting of phishing emails. The IT department continues to follow best practices in minimizing cybersecurity risk for the institution. Work is continuously ongoing as new threats continue to surface.

A committee member questioned how insurance rates were determined. The AVP noted that the University completed a questionnaire and the insurance company also completes an analysis of our policies and systems.

7. Auditor General Update

There has been no further contact from the Office of the Auditor General of Ontario (OAGO) with respect to the University's proposed timeline and administration continues to work to meet that proposed schedule. The Audit & Finance Committee will continue to receive updates as the recommendations are completed and signed off by the OAGO.

8. DBRS Morning Star Public Credit Rating

The DBRS Morning Star Public Credit Rating report was circulated prior to the meeting. The current rating is a BBB with a negative trend, down from a previous rating of BBB (high) with a stable trend. The rating is supported by relatively low debt and significant financial support by the Province. The Negative trend reflects on ongoing deficits which continue to erode expendable net assets and lack of available liquidity. The report highlights that in the absence of a sustained increase in government funding and/or international enrolment, along with the ability to increase tuition fees for domestic students, the University would likely need to undertake meaningful cost reduction measures. This report supports our ongoing advocacy efforts with the Ministry as it highlights the need to allow us to increase tuition rates to address our sustainability efforts.

9. Financial Sustainability Plan Update

Due to timing constraints, this topic was deferred to the March 6, 2023, meeting of the Audit and Finance Committee.

10. Institutional Planning Update: SMA Metrics

Stephen Tedesco, Director of Institutional Planning and Analysis, provided an in-depth presentation on the Strategic Mandate Agreement (SMA) 3 metrics. The dashboard metrics are included in these minutes for information.

11. Other Business

There was no further business.

The meeting adjourned at 12:04 p.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY
Operating & Ancillary funds combined
As of November 30, 2022

| | Actual YTD | Annual Budget | YTD Actual as a % of Annual Budget | Target % at November 30 | % Variance | Target \$ at November 30 | \$ Variance |
|--|----------------------|-----------------------|---|-------------------------------|--------------|-----------------------------|-----------------------|
| Revenue | | | | | | | |
| Government Grants | \$ 19,885,757 | \$ 35,224,073 | 56% | 58% | -2% | \$ 20,546,202 | \$ (660,445) |
| Regulated Tuition | \$ 25,620,629 | \$ 26,354,650 | 97% | 95% | 2% | \$ 25,036,918 | \$ 583,712 |
| Non-regulated Tuition | \$ 2,411,204 | \$ 2,314,051 | 104% | 80% | 24% | \$ 1,851,241 | \$ 559,963 |
| Student Fees - Ancillary & Other | \$ 3,031,743 | \$ 3,175,028 | 95% | 80% | 15% | \$ 2,540,022 | \$ 491,721 |
| Other | \$ 626,551 | \$ 1,640,016 | 38% | 40% | -2% | \$ 656,006 | \$ (29,456) |
| Revenue Total | \$ 51,575,884 | \$ 68,707,818 | 75% | 74% | 1% | \$ 50,630,389 | \$ 945,495 |
| Expenses | | | | | | | |
| Instructional Staff | \$ 16,261,309 | \$ 30,331,234 | 54% | 58% | -5% | \$ 17,692,209 | \$ (1,430,900) |
| Non-Instructional Staff | \$ 9,264,726 | \$ 17,832,308 | 52% | 58% | -6% | \$ 10,401,585 | \$ (1,136,859) |
| Benefits | \$ 4,717,984 | \$ 9,477,969 | 50% | 58% | -9% | \$ 5,528,499 | \$ (810,515) |
| Salary recoveries | \$ (348,307) | \$ (1,518,541) | 23% | 58% | -35% | \$ (885,765) | \$ 537,458 |
| Total salaries & benefits | \$ 29,895,712 | \$ 56,122,970 | 53% | 58% | -5% | \$ 32,736,528 | \$ (2,840,816) |
| Non-staff expense | \$ 7,811,053 | \$ 12,676,946 | 62% | 58% | 3% | \$ 7,394,463 | \$ 416,591 |
| Scholarships and Bursaries | \$ 1,175,697 | \$ 3,683,760 | 32% | 50% | -18% | \$ 1,841,880 | \$ (666,183) |
| Expenses Total | \$ 38,882,462 | \$ 72,483,676 | 54% | 58% | -4% | \$ 42,040,532 | \$ (3,158,070) |
| Surplus (Deficit) Before Undernoted | \$ 12,693,421 | \$ (3,775,858) | | | | \$ 8,589,857 | \$ 4,103,564 |
| Transfers | | | | | | | |
| Transfers (to) from other funds | \$ (305,927) | \$ 763,391 | -40% | 58% | -98% | \$ 442,767 | \$ (748,694) |
| Transfers Total | \$ (305,927) | \$ 763,391 | -40% | 58% | -98% | \$ 442,767 | \$ (748,694) |
| Total Operating Deficit | \$ 12,387,494 | \$ (3,012,467) | -411% | -302% | -109% | \$ 9,032,624 | \$ 3,354,871 |
| Total Ancillary Surplus | \$ 3,971,411 | \$ 2,244,691 | 177% | 181% | -4% | \$ 4,062,891 | \$ (91,480) |
| Net Results | \$ 16,358,905 | \$ (767,776) | | | | \$ 13,095,514 | \$ 3,263,391 |



Wealth Management
PH&N Investment Counsel

Presentation to:

Nipissing University

Leila Fiouzi, CFA
Senior Investment Counsellor

January 23, 2023

Wishful thinking



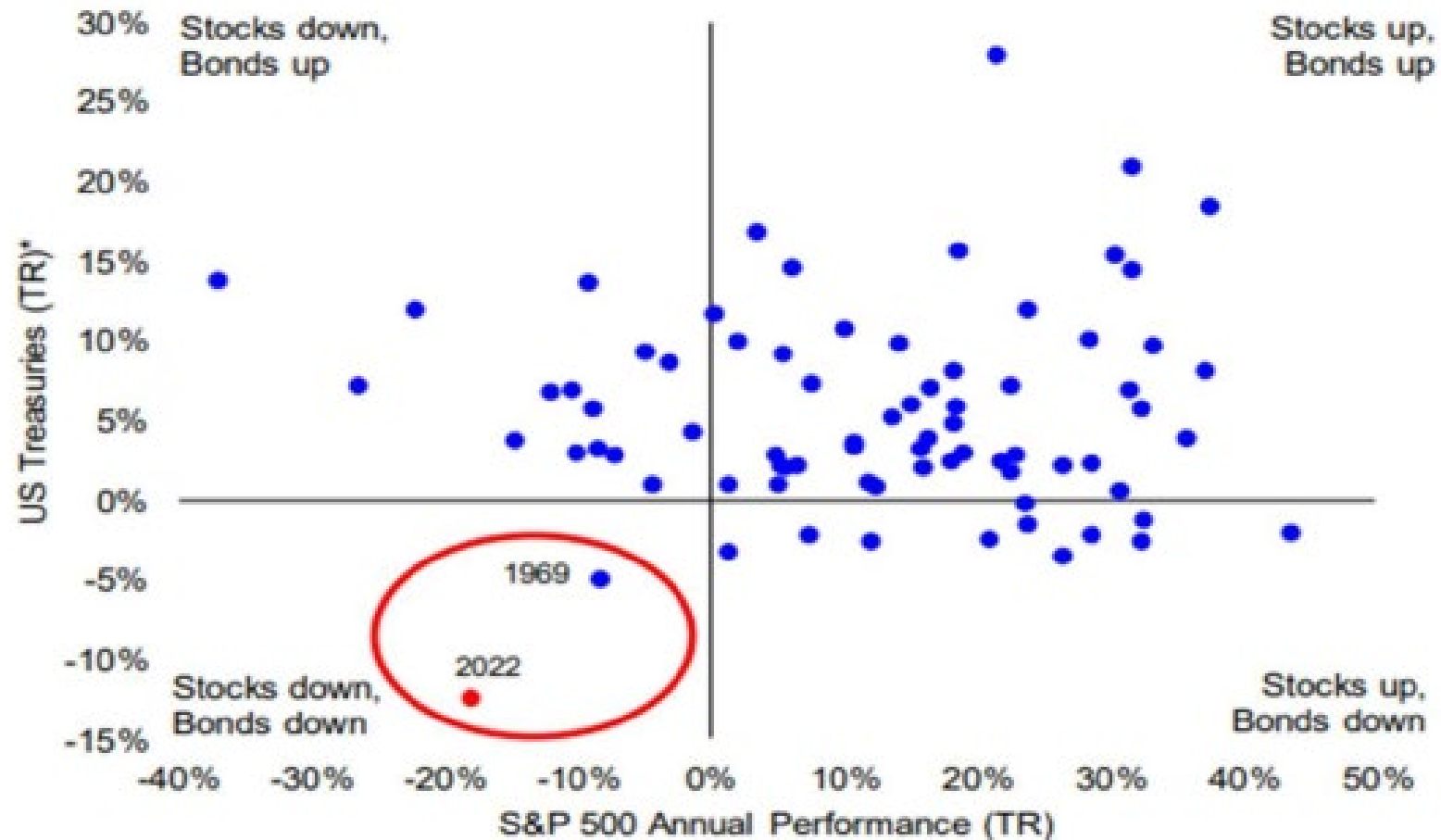
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An anomaly for balanced investors

2022 marks one of the worst years in recent history

US Equities & Bonds Annual Performance (TR) Since WWII



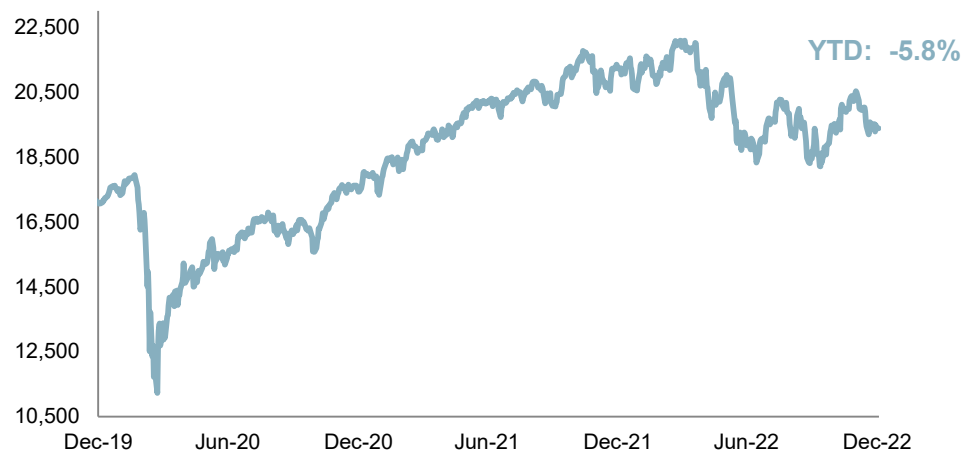
Capital markets update

As of December 31st, 2022

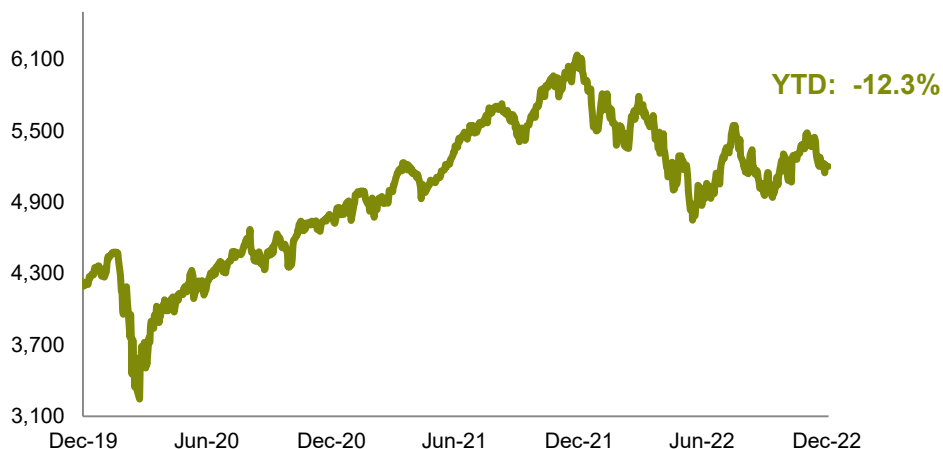
Global Equities - MSCI World Net Index C\$



Canadian Equities - S&P/TSX Capped Composite Index



U.S. Equities - S&P 500 Index C\$



Canadian Fixed Income - FTSE Canada Universe Bond Index



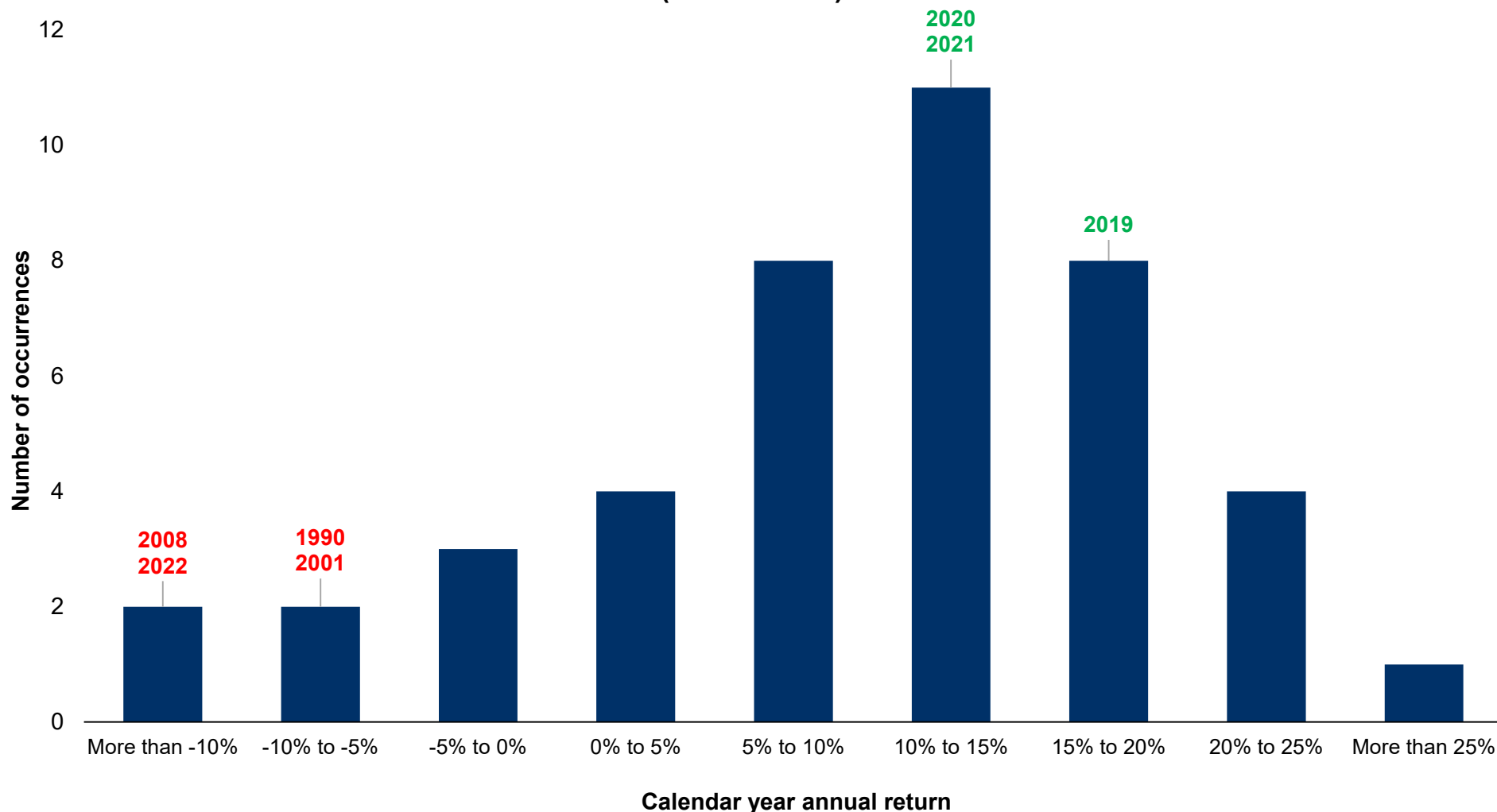
Source: RBC GAM, Eikon, S&P, MSCI, FTSE
Note: All indices shown in Canadian dollars



An anomaly for balanced investors

2022 marks one of the worst years in recent history

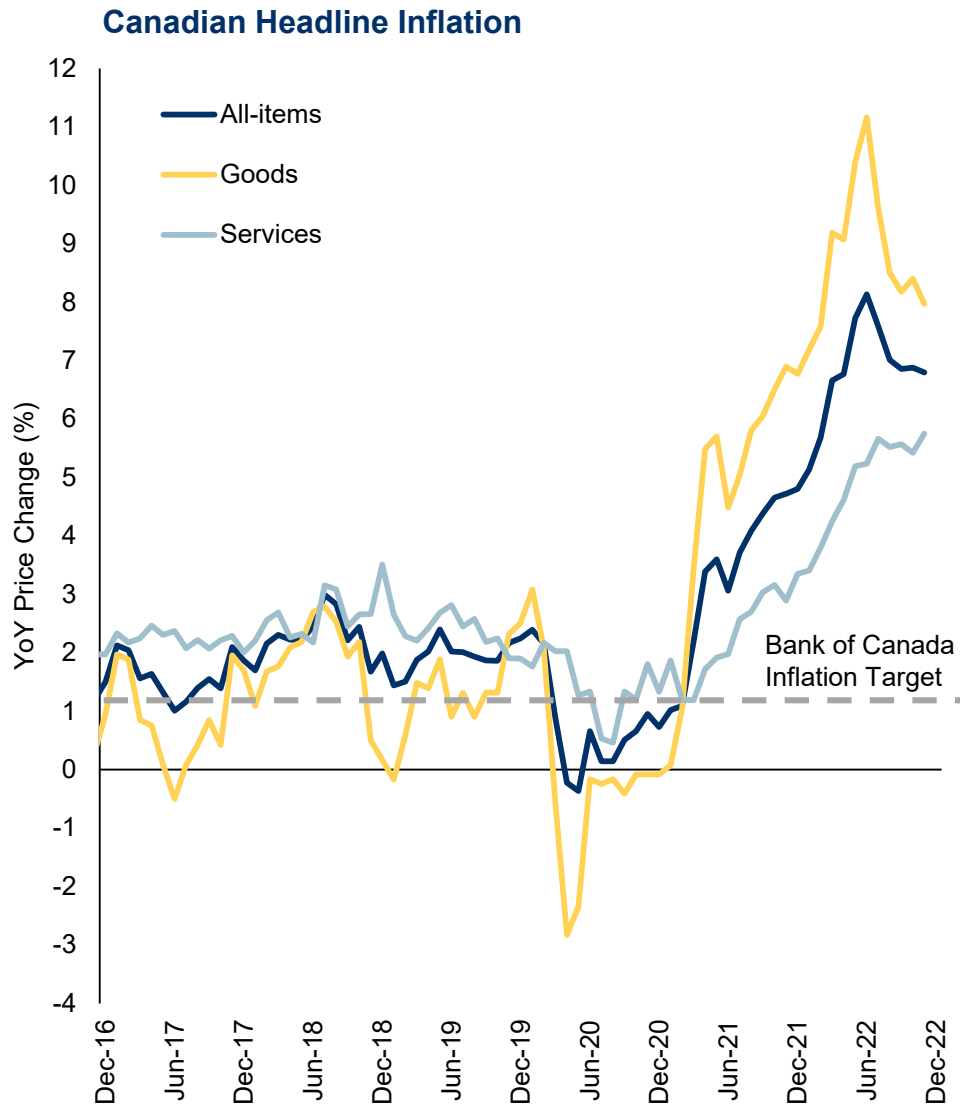
Occurrences of annual returns for the 60/40* portfolio
(1980 – 2022)



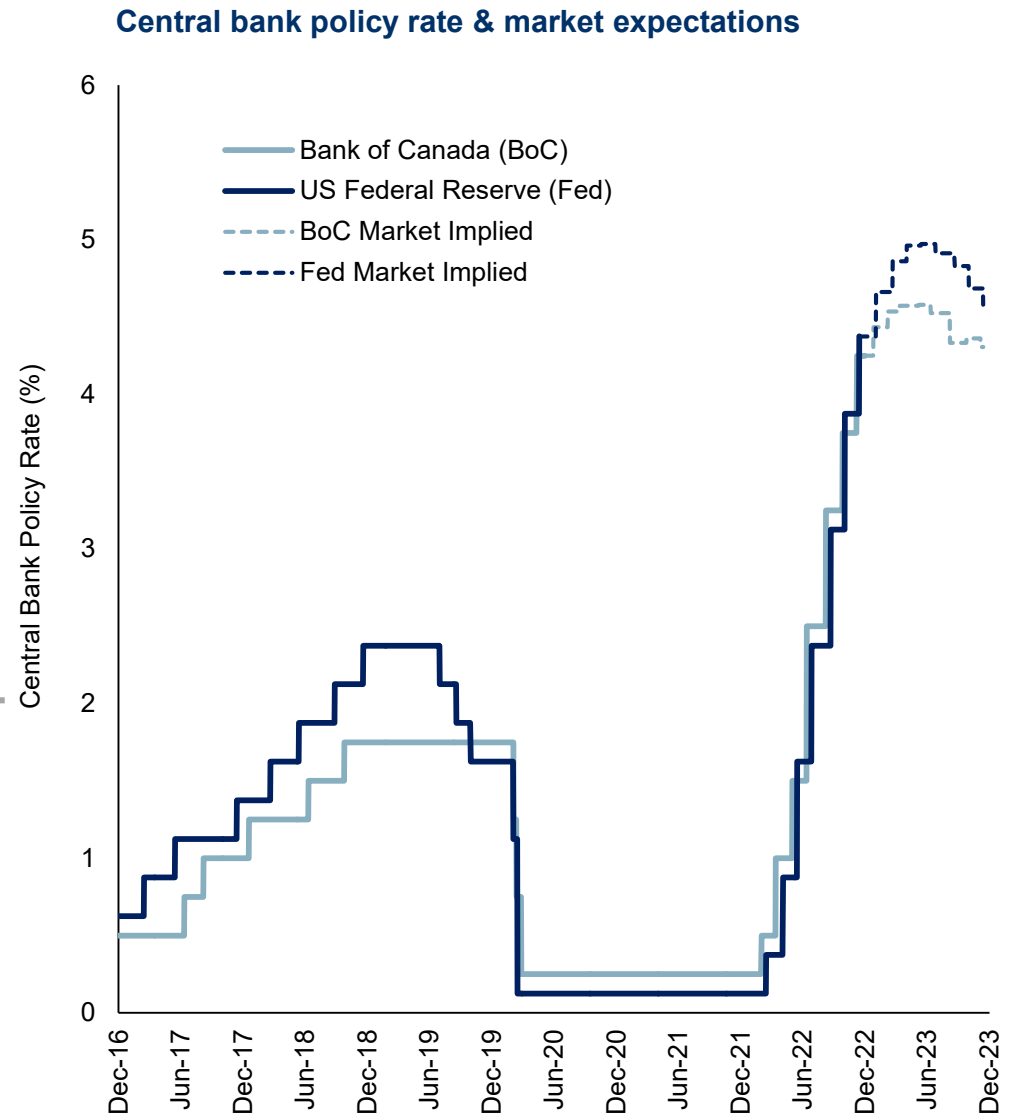
* 20% S&P/TSX Composite Index, 40% MSCI World Net Index CAD, 40% FTSE Canada Universe Bond Index.

Declining inflation driven by goods prices

But may remain above target for some time due to sticky services prices



Source: Statistics Canada



Source: Bloomberg



Key themes

Last 12 months



Markets & Economy

- Global macro environment was dominated by rising inflation, rising interest rates, and geopolitical instability
- BoC and the Fed both increased policy rates drastically in 2022 by +375 bps and +425 bps, respectively
- Canadian equities declined -6%, holding up better than their global peers which declined -12+%



Portfolio Performance & Positioning

- **Absolute annual returns:** -8.8%
- **Relative returns:** Slightly behind over the past year due to GARP* global equities' short term relative underperformance



Outlook

- Global economic growth to slow in 2023 as the economy braces for a potential recession
- Markets expect an end to monetary tightening cycle and BoC rate cuts in 2023

* Growth at Reasonable Price

Summary Investment Returns

December 31, 2022

Market Value: \$26,694,576

| Annualized Returns <i>As of December 31, 2022</i> | Three Months (%) | One Year (%) | Two Years (%) | Three Years (%) | Four Years (%) | Five Years (%) | Since Inception* (%) |
|---|----------------------------|------------------------|-------------------------|---------------------------|--------------------------|--------------------------|--------------------------------|
| Nipissing University | 3.5 | -8.8 | 0.4 | 2.2 | 4.3 | 3.9 | 4.4 |
| <i>Benchmark **</i> | 3.9 | -8.3 | 0.4 | 3.2 | 5.6 | 4.3 | 4.7 |

* Inception date February 1, 2017

** Custom benchmark: 5% FTSE Canada 30 Day T-Bill Index; 20% FTSE Canada Short Term Overall Bond Index; 25% FTSE Canada Universe Bond Index; 20% S&P/TSX Capped Composite Index; 30% MSCI World Net Index (\$C).

Performance above is reflective of Nipissing – OSOTF I account. Performance is shown gross of investment management and custody fees of 41 basis points per annum or ~10 basis points per quarter. Performance for all accounts is similar except for the 'Supplementary Pension Plan' which does not hold PH&N Mortgage Pension Trust due to it's size.

Nipissing University

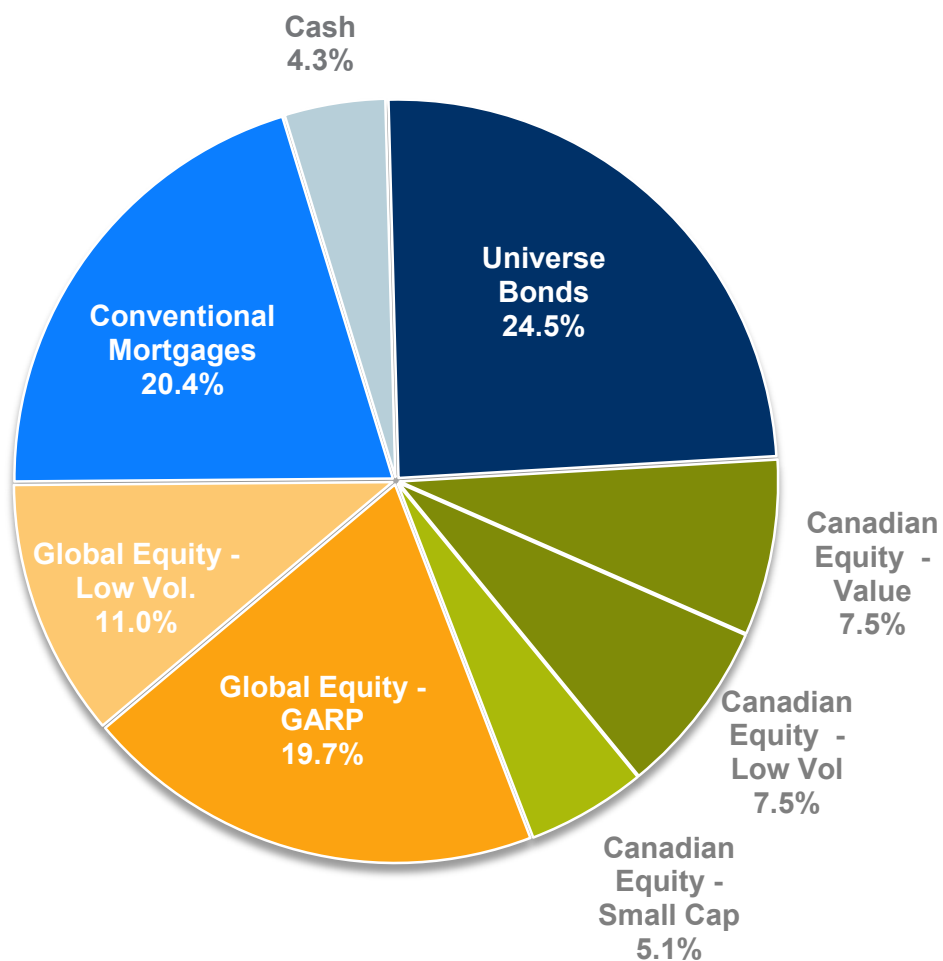
Portfolio Component Returns

| Annualized Performance As of December 31, 2022 | 3 Mo | 1 Yr | 2 Yr | 3 Yr | 4 Yr | 5 Yr | 10 Yr |
|---|------------|--------------|-------------|-------------|-------------|------------|-------------|
| PH&N Canadian Money Market Fund | 1.0 | 2.0 | 1.1 | 1.1 | 1.3 | 1.4 | 1.2 |
| FTSE Canada 30 Day T-Bill Index | 0.9 | 1.7 | 0.9 | 0.8 | 1.0 | 1.1 | 0.9 |
| PH&N Total Return Bond Fund | 0.3 | -11.2 | -6.7 | -1.2 | 0.8 | 0.9 | 2.2 |
| FTSE Canada Universe Bond Index | 0.1 | -11.7 | -7.2 | -2.2 | 0.0 | 0.3 | 1.6 |
| PH&N Mortgage Pension Trust | 0.1 | -5.1 | -1.8 | 0.7 | 1.3 | 1.9 | 2.6 |
| FTSE Canada Short Term Overall Bond Index | 0.7 | -4.0 | -2.5 | 0.0 | 0.8 | 1.0 | 1.4 |
| RBC QUBE Low Volatility Canadian Equity Fund | 6.0 | -1.6 | 11.1 | 8.0 | 11.5 | 7.9 | 9.7 |
| S&P/TSX Capped Composite Index | 6.0 | -5.8 | 8.5 | 7.5 | 11.2 | 6.8 | 7.7 |
| PH&N Canadian Equity Value Fund | 5.8 | -1.5 | 14.0 | 8.9 | 11.7 | 7.6 | 9.1 |
| S&P/TSX Capped Composite Index | 6.0 | -5.8 | 8.5 | 7.5 | 11.2 | 6.8 | 7.7 |
| PH&N Small Float Fund | 6.4 | -8.7 | 4.4 | 10.1 | 13.8 | 9.1 | 13.0 |
| S&P/TSX Capped Composite Index | 6.0 | -5.8 | 8.5 | 7.5 | 11.2 | 6.8 | 7.7 |
| RBC QUBE Low Volatility Global Equity Fund | 9.0 | -2.7 | 7.3 | 4.6 | 7.1 | 7.0 | 12.0 |
| MSCI World Net Index C\$ | 8.2 | -12.2 | 3.0 | 6.5 | 10.0 | 7.8 | 12.3 |
| RBC Global Equity Focus Fund | 5.5 | -19.5 | -2.3 | 6.4 | 11.1 | 9.2 | - |
| MSCI World Net Index C\$ | 8.2 | -12.2 | 3.0 | 6.5 | 10.0 | 7.8 | - |

Performance reflected in Canadian dollars, gross of investment management fees.

Nipissing University

Asset Mix as at December 31, 2022¹



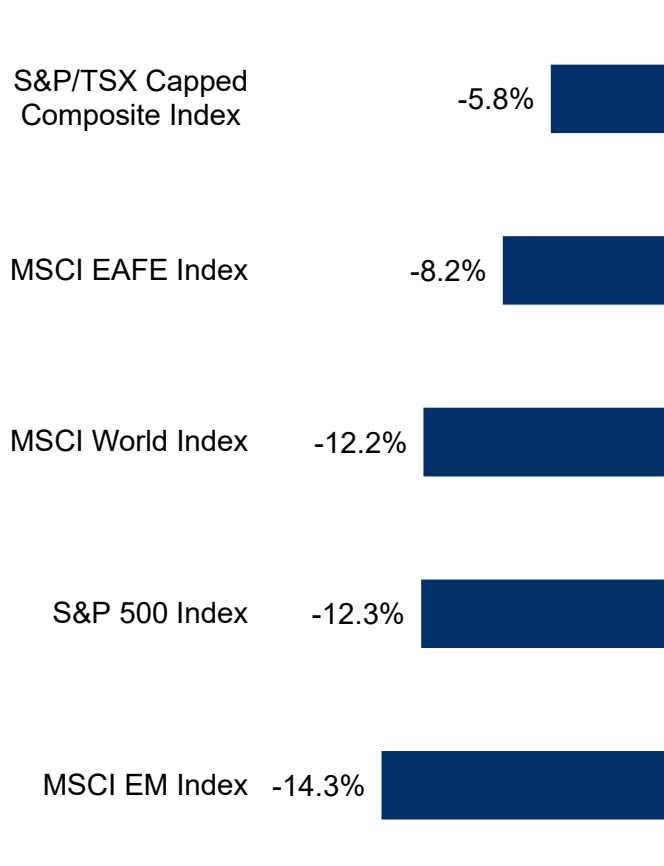
| Asset Class | Target Allocation (%) | Current Allocation (%) |
|-------------------------|-----------------------|------------------------|
| Cash | 5.0 | 4.3 |
| Fixed Income | 25.0 | 24.5 |
| Equities | 50.0 | 50.8 |
| Canadian Equities | 20.0 | 20.1 |
| Global Equities | 30.0 | 30.7 |
| Alternative Investments | 20.0 | 20.4 |
| Mortgages | 20.0 | 20.4 |

¹Reflects Nipissing – OSOTF I account

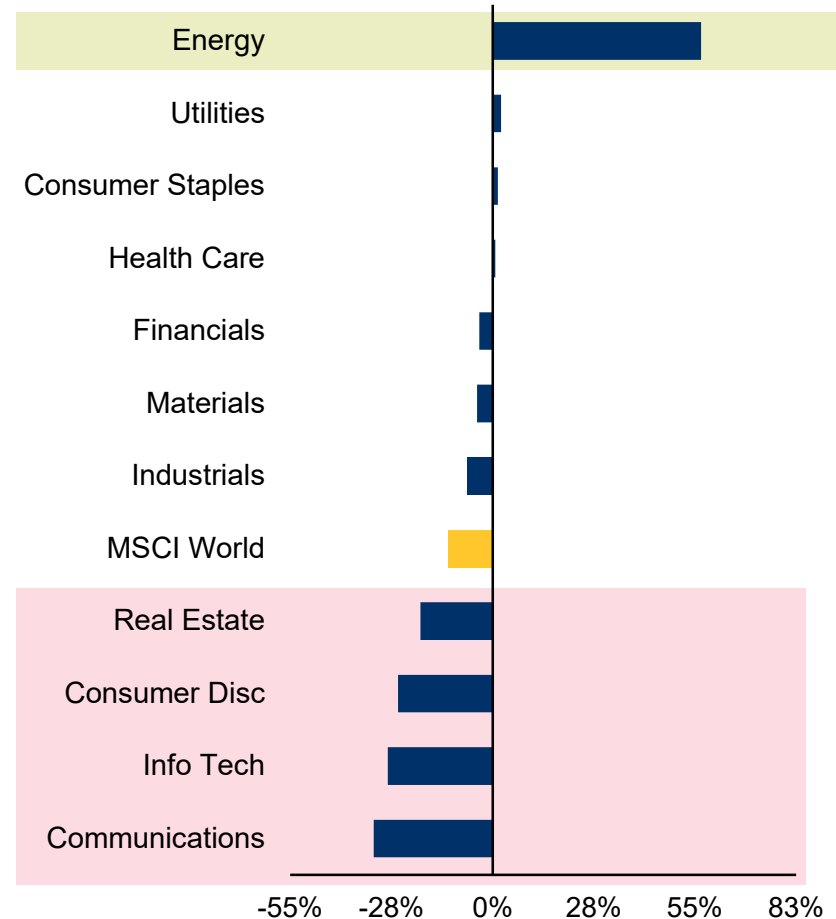
Global equity market performance

Weakness and volatility across equity markets in 2022

Global Market Performance (C\$)
2022 (Dec 31st)



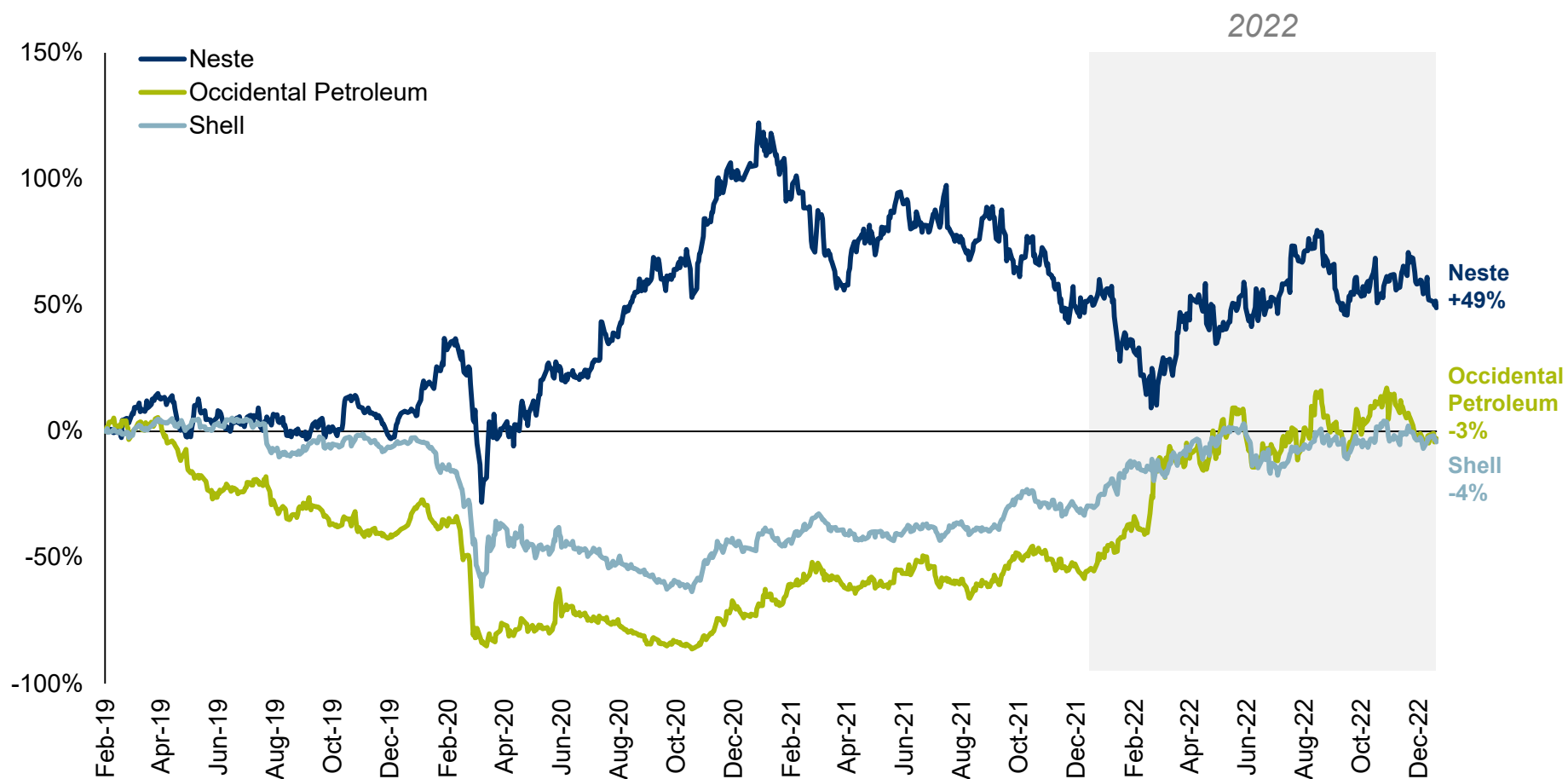
MSCI World Index Sector Performance
2022 (Dec 31st)



Source: RBC GAM, S&P, MSCI.
Note: All indices shown in Canadian dollars

Oil and gas stocks have significantly outpaced the market

In contrast, renewable energy stocks have lagged in 2022

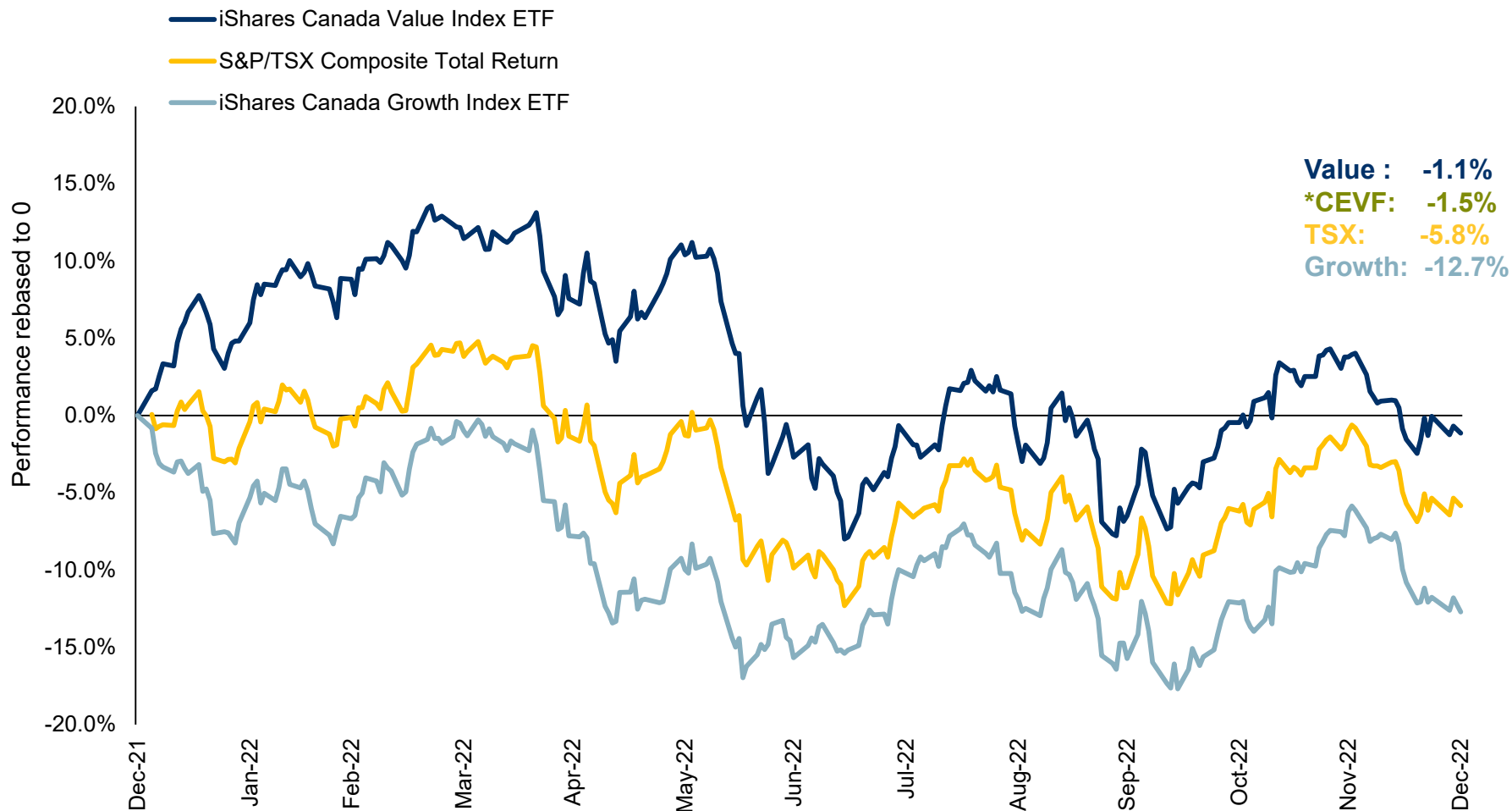


Since Neste position initiation Feb 2019; As of December 31, 2022
Source: RBC GAM, Refinitiv

Canadian equities style performance

Solid performance in a volatile year

Cumulative Performance
January 1, 2022 – December 31, 2022



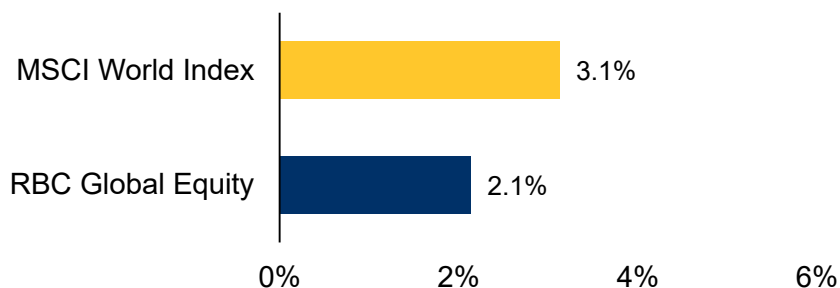
*CEVF: PH&N Canadian Equity Value Fund, series O, gross of fees
Source: Bloomberg



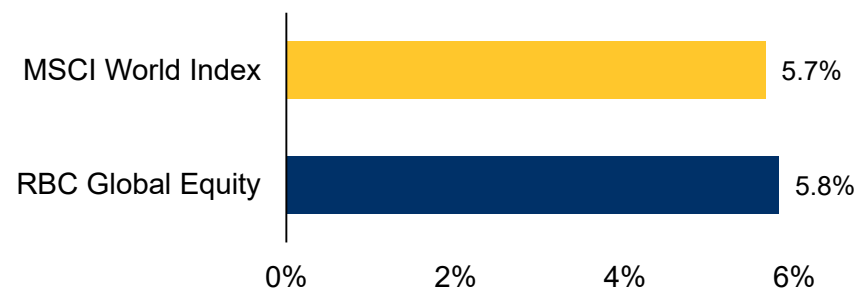
Global Equities – Energy sector positioning evolved in 2022

To manage risk as the index's Energy weight nearly doubled

Energy sector weights (Dec 2021)



Energy sector weights (Dec 2022)



| Stock | Weight | Rating |
|-------|--------|--------|
| Neste | 2.1% | A1 |

| Stock | Weight | Rating |
|---------------|--------|--------|
| Neste | 1.8% | A1 |
| Equinor | 2.2% | B1 |
| EOG Resources | 1.8% | A2 |

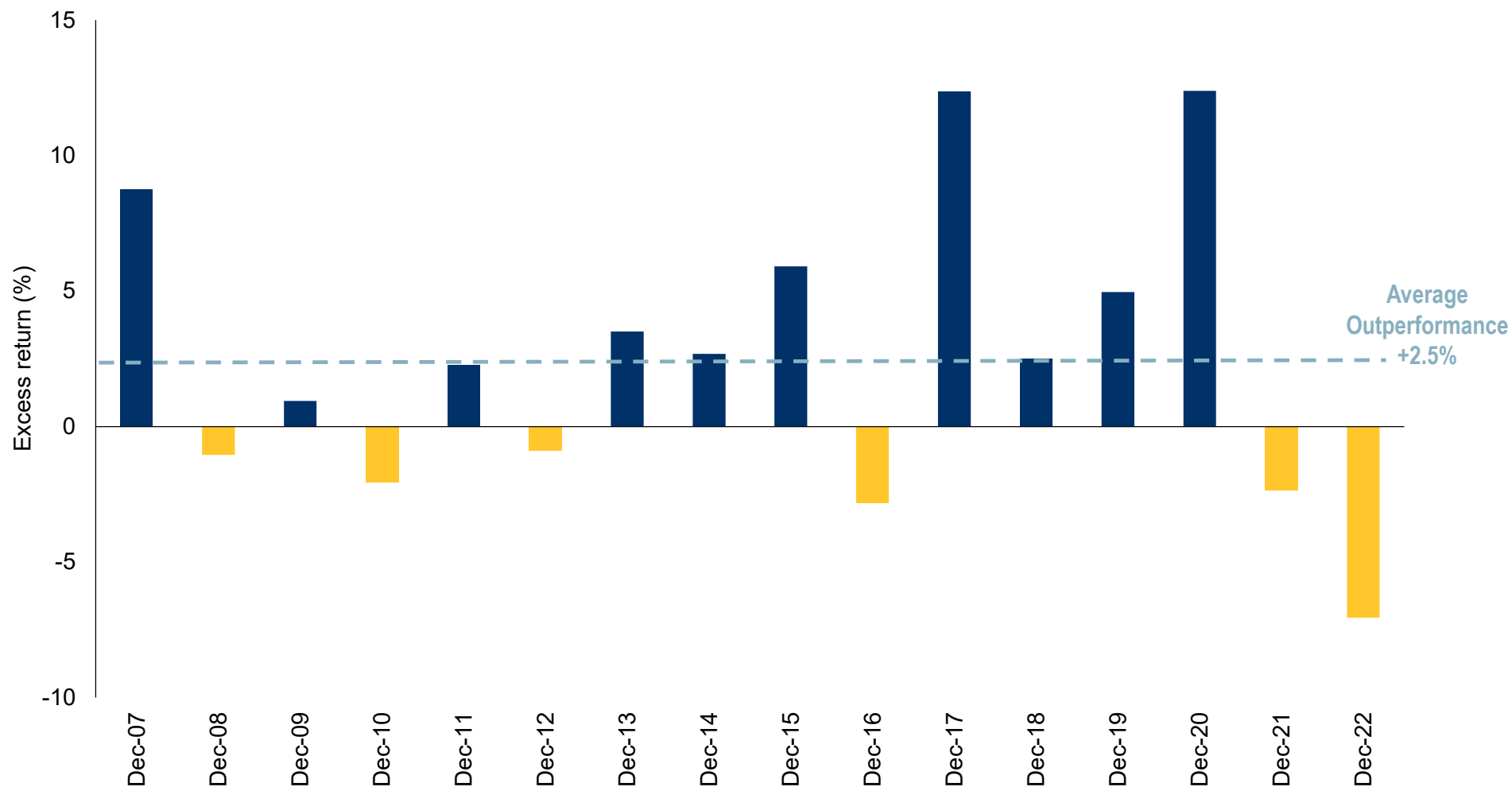
Energy sector positioning

2022 additions (Equinor and EOG Resources) improved the portfolio's overall risk profile and diversification

- **Neste:** World's largest producer of renewable diesel and aviation fuel from waste
- **Equinor:** Europe's largest supplier of natural gas and growing renewables business
- **EOG Resources:** U.S. oil and gas company with carbon capture optionality

RBC Global Equity Focus Fund (GARP)

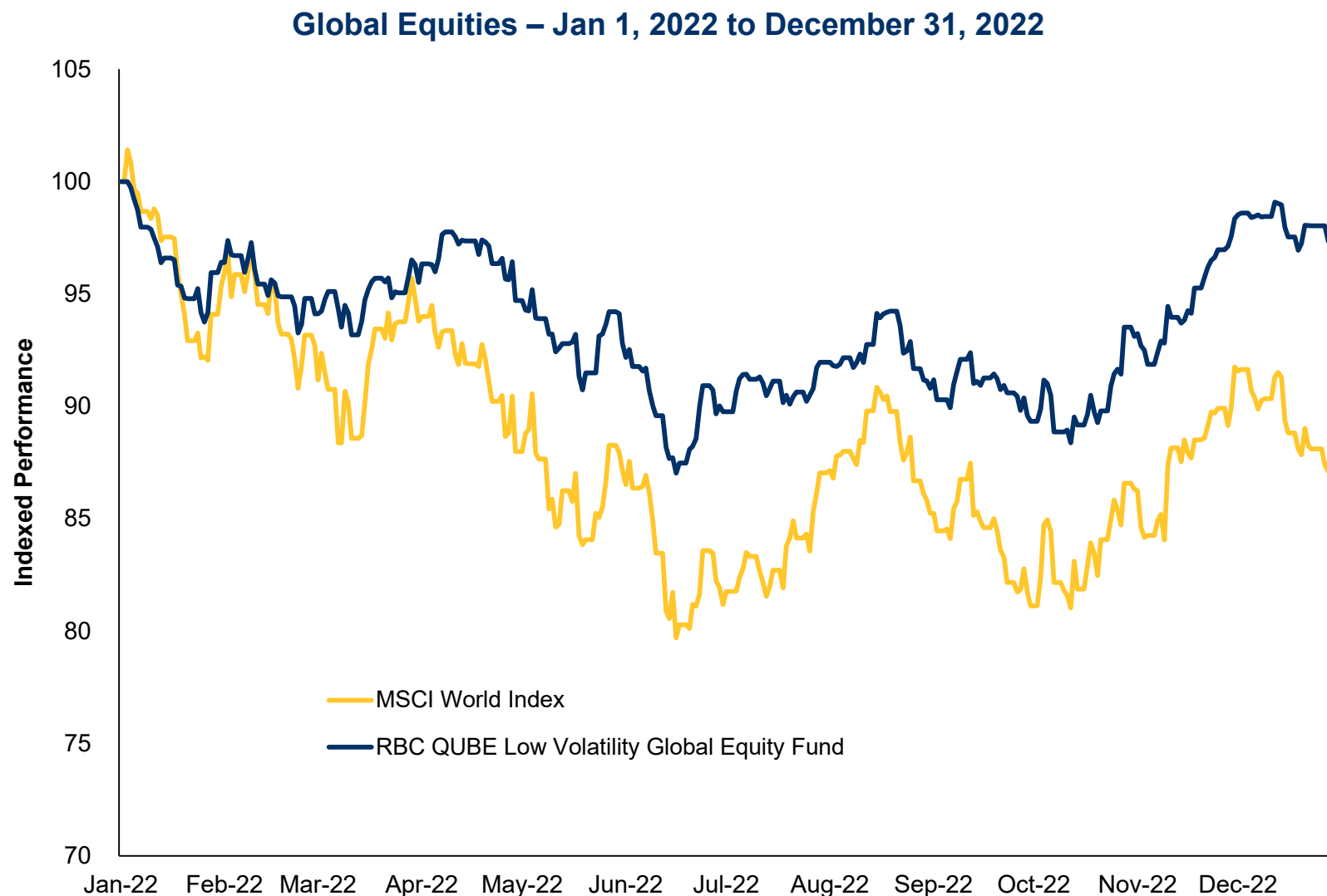
Outperformance in 10/16 years, including 3/5 years when the market was down



Source: RBC Global Asset Management. Portfolio returns are presented gross of management fees and include reinvestment of all income, net of withholding taxes. Benchmark returns are presented net of withholding taxes. Net calendar returns can be viewed in the GIPS Appendix. Inception of the GIPS performance record is 01.09.2006. Performance is presented as supplemental to the "GIPS © Composite Report" which contains additional information regarding calculation of performance data. Benchmark: MSCI World Total Return Net Index.

Low Volatility Global Equities

Delivering on objectives amidst a turbulent year



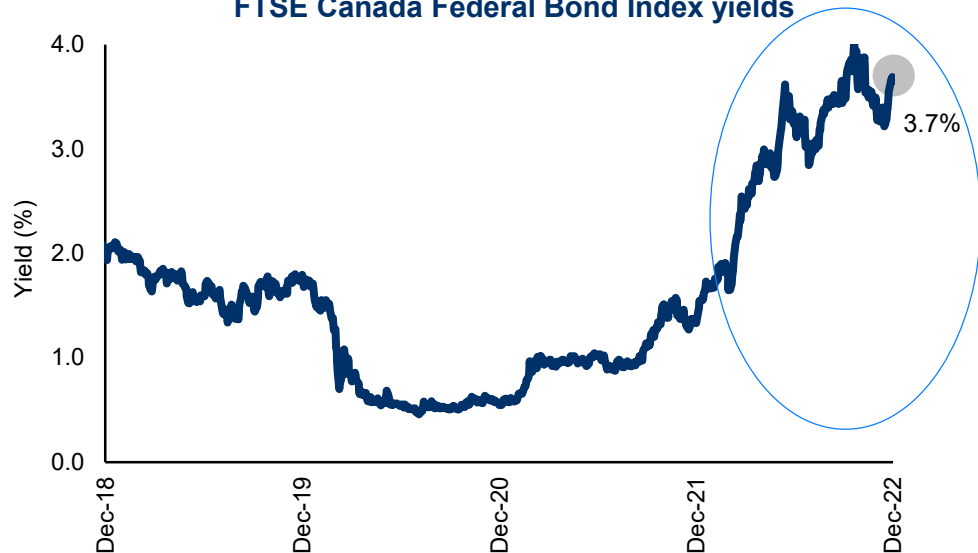
Source: RBC GAM. Preliminary returns.



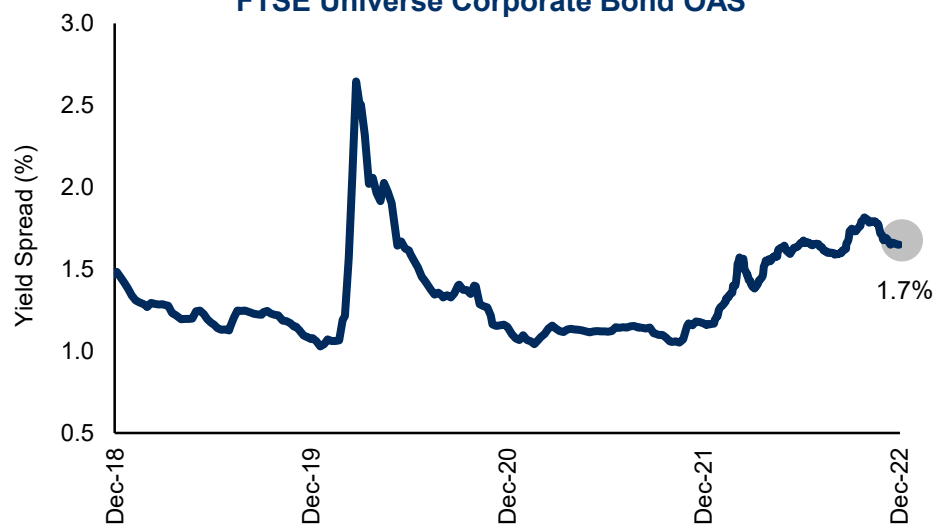
Bond market review

GoC yields modestly higher; credit spreads tighter

FTSE Canada Federal Bond Index yields



FTSE Universe Corporate Bond OAS



Source: FTSE Global Debt Capital Markets Inc.

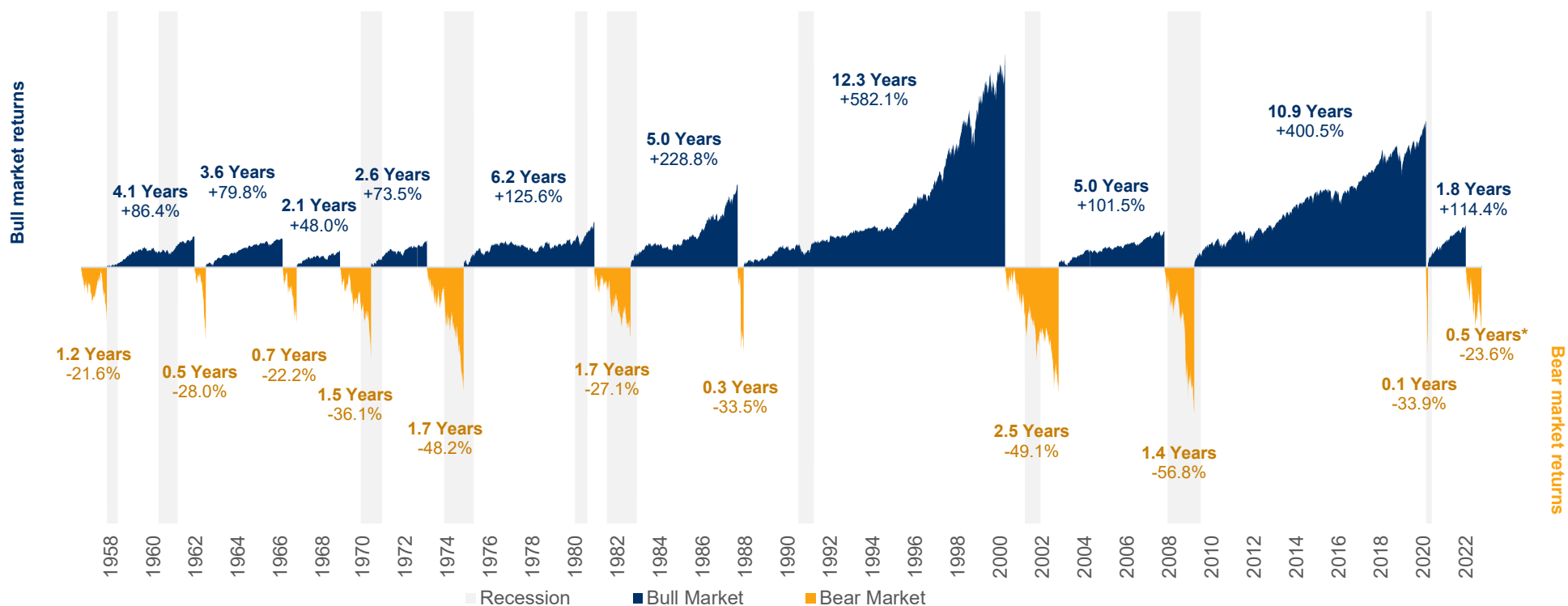
| Total returns as of December 31, 2022 (%) | 3 Mo | 1 Yr | 4 Yr |
|---|-------------|---------------|--------------|
| Short Term Overall Bond Index* | 0.67 | -4.04 | 0.79 |
| Universe Bond Index* | 0.10 | -11.69 | -0.01 |
| Long Term Overall Bond Index* | -1.01 | -21.76 | -1.48 |

| Sector (Mid Term Overall Bond Index) | | | |
|--------------------------------------|-------|--------|-------|
| Canada | -0.10 | -10.94 | -0.66 |
| Provincial | 0.35 | -9.71 | 0.57 |
| Corporate | 1.39 | -10.04 | 1.64 |

* Representative components of the FTSE Canada bond indices

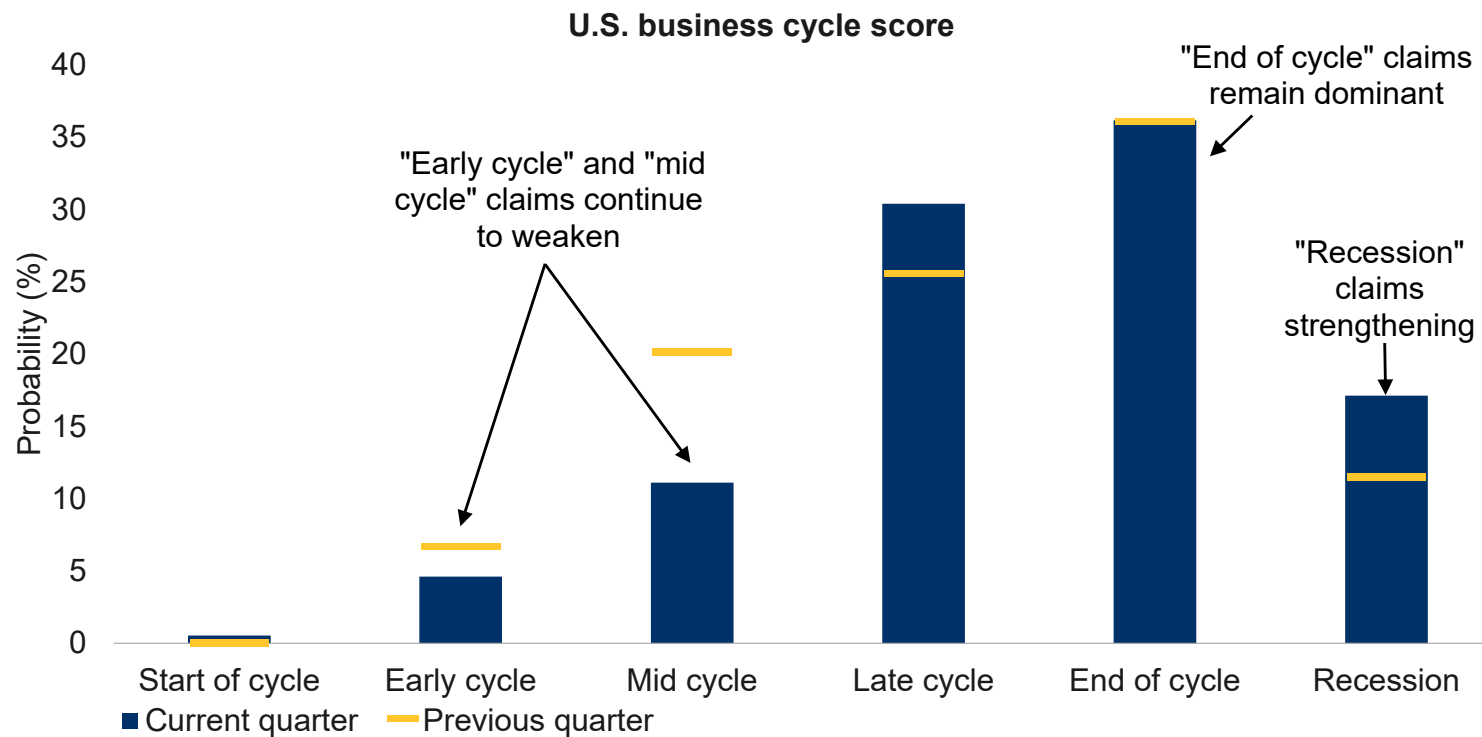
History of U.S. bull & bear markets

1957 – 2022



*Bottom on September 30, 2022. Reflects S&P 500 Index in USD. Source: RBC GAM, Bloomberg. An investment cannot be made directly into an index. The graph does not reflect transaction costs, investment management fees or taxes. If such costs and fees were reflected, returns would be lower. Past performance is not a guarantee of future results. Bull market starts from lowest close reached after market has fallen 20% of more. Bear market starts from when the index closes at least 20% down from its previous high.

Business cycle remains at “end of cycle”; “Recession” claims strengthening



Note: As at 11/15/2022. Calculated via scorecard technique by RBC GAM. Source: RBC GAM

Many signs pointing towards a recession

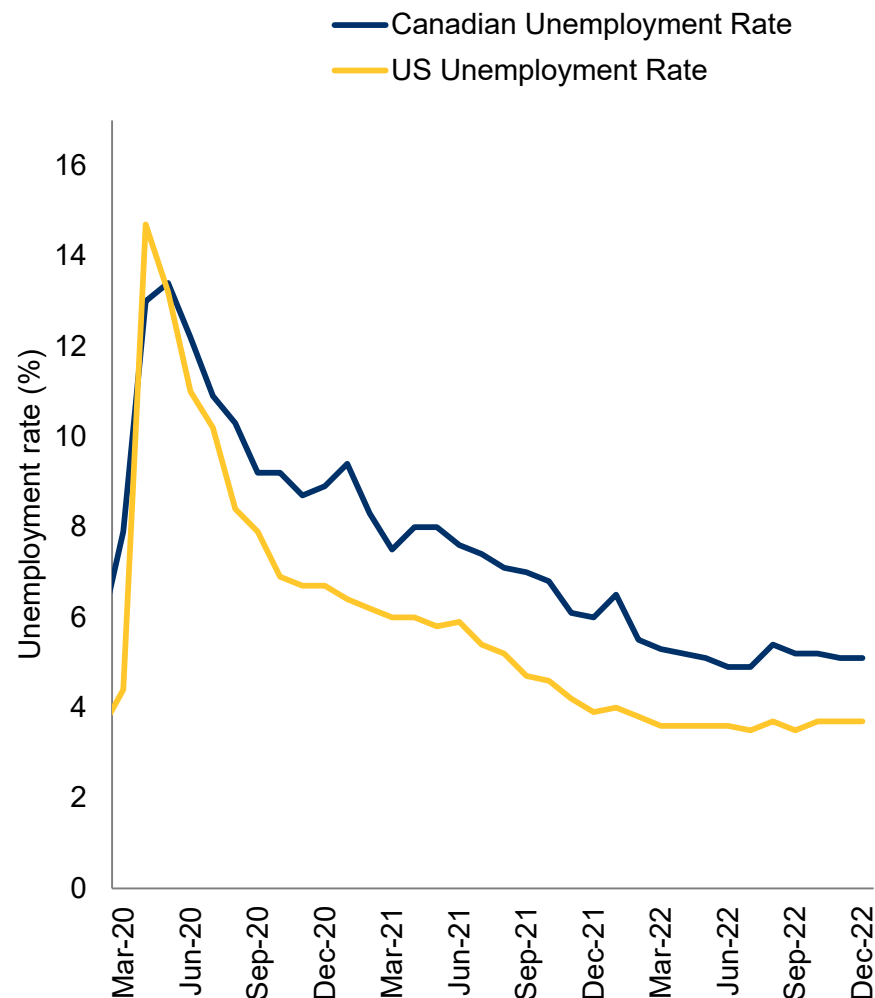
However labour market remains strong

Leading recession indicators in the U.S.

| | Yes | Maybe | No |
|--------------------------------|----------|----------|----------|
| 2yr-10yr curve inversion | Yes | | |
| Inflation spike | Yes | | |
| Oil shock | Yes | | |
| Google "recession" news trend | | Maybe | |
| Financial conditions tighten | Yes | | |
| RBC GAM recession model | | Maybe | |
| Unemployment increase | | | No |
| Jobless claims jump | Yes | | |
| Monetary tightening cycle | | Maybe | |
| Duncan leading indicator falls | | Maybe | |
| NY Fed 3m-10yr curve inverts | Yes | | |
| Fed short-term curve inverts | Yes | | |
| Total | 7 | 4 | 1 |

As of November 15, 2022.
Source: RBC GAM

Unemployment rate



As of December 31, 2022.
Source: Bloomberg

Key economic forces for 2023: more negatives than positives

Positive forces

- Fewer pandemic restrictions
- China reopening
- Resilient household finances
- Supply chain problems easing
- Inflation becoming less high



Negative forces

- Very high inflation
- Aggressive monetary tightening
- Tighter financial conditions
- Fiscal drag
- Commodity shock / Ukraine war
- Chinese structural headwinds



We anticipate recession in 2023, then recovery

Note: As at 12/15/2022. Source: RBC GAM

Underlying Strategies

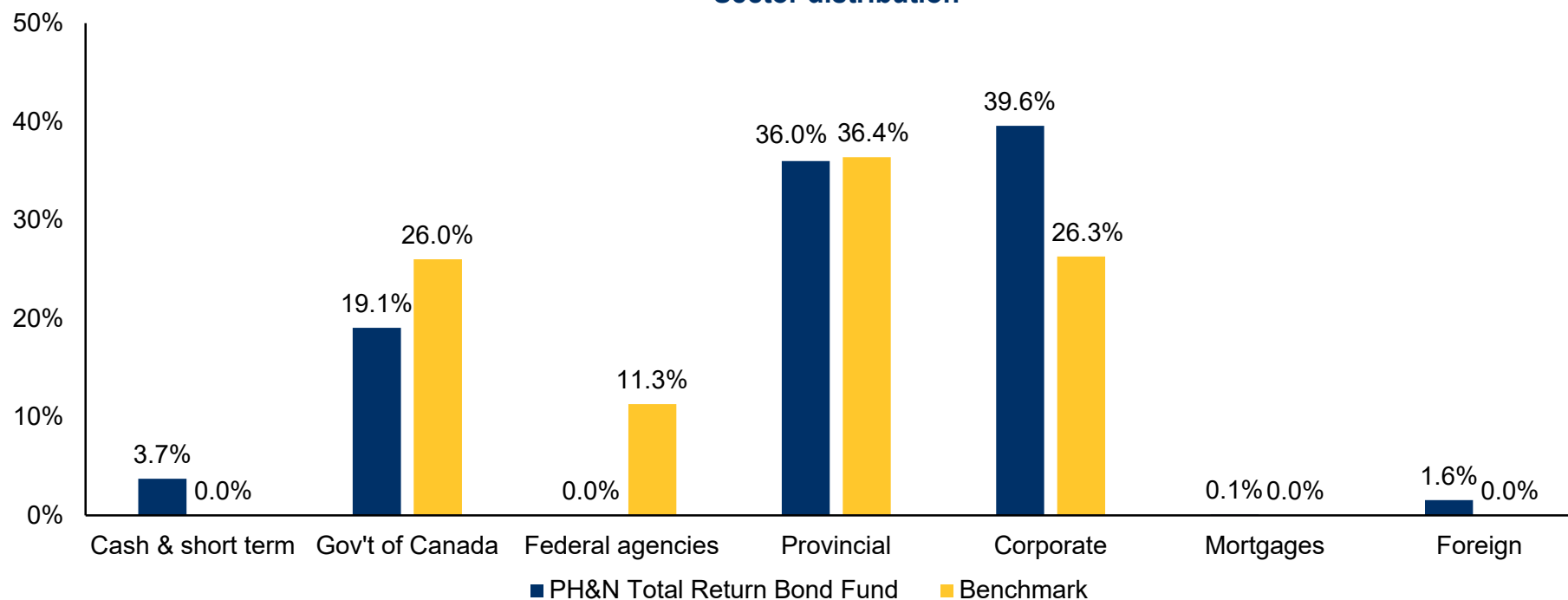


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PH&N Total Return Bond Fund

Portfolio Characteristics – As at December 31, 2022

Sector distribution



| | Yield (%) ¹ | Duration (yr) |
|-----------------------------|------------------------|---------------|
| PH&N Total Return Bond Fund | 4.58 | 7.09 |
| Benchmark ² | 4.28 | 7.31 |
| <i>Difference</i> | +0.30 | -0.22 |

At December 31, 2022

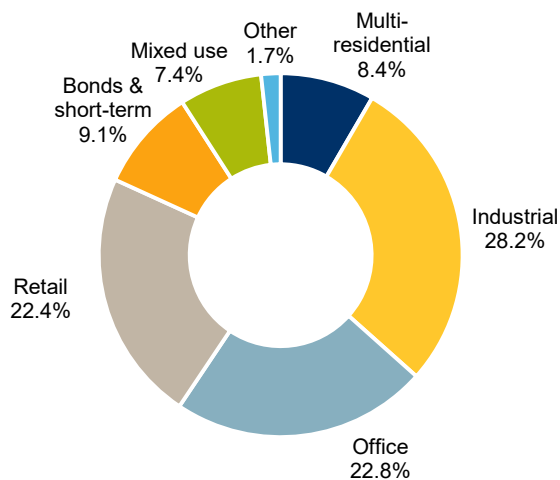
¹ Yield is reported on a gross-of-fee basis; Series O

² Benchmark represents FTSE Canada Universe Bond Index; Source: FTSE Global Debt Capital Markets Inc., RBC GAM (BondLab)

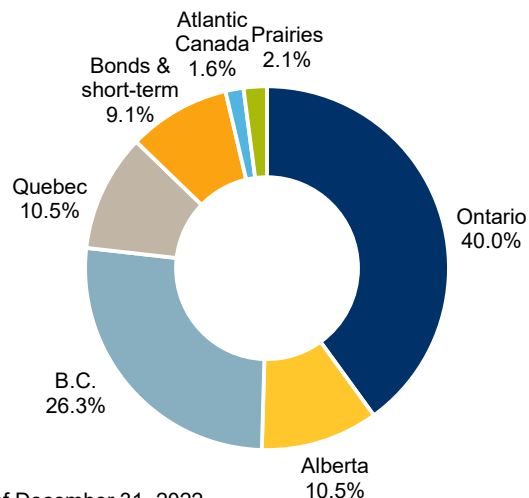
PH&N Mortgage Pension Trust

Portfolio Characteristics – As at December 31, 2022

Property type¹



Geographic distribution¹



Our activity and positioning

- 2022 origination
 - \$963 million funded in 2022 as compared to \$945 million in 2021⁵
 - Originated several new, high-quality mortgages with coupons 5%+
 - Market financing activity slowed in second half of year as transactions declined
- Current positioning
 - Maintaining conservative positioning, including tight underwriting and reduced loan-to-value ratios for new opportunities
 - Lending posture remains primarily focused on industrial and multi-residential
 - No mortgages in arrears, continuing to monitor health of loans closely

Portfolio statistics¹

| | |
|--|---------------------------|
| AUM: | \$4,948.4 million |
| Number of mortgages: | 494 |
| Weighted average spread ² : | 208 basis points |
| Modified duration: | 3.13 yr |
| Yield-to-maturity ³ : | 5.86% |
| Coverage ratios ⁴ : | Cash flow coverage = 1.6x |
| | Loan/value = 52% |

1 Data as of December 31, 2022.

2 Over equivalent term Canada issues.

3 Yield is reported on a gross-of-fees basis; Series O. The yield is calculated based on the market price of the fund's securities.

4 Interest-only mortgages represent 12.6% of the total mortgages.

5 Includes refinances, excludes renewals.

PH&N Canadian Equity Value Fund

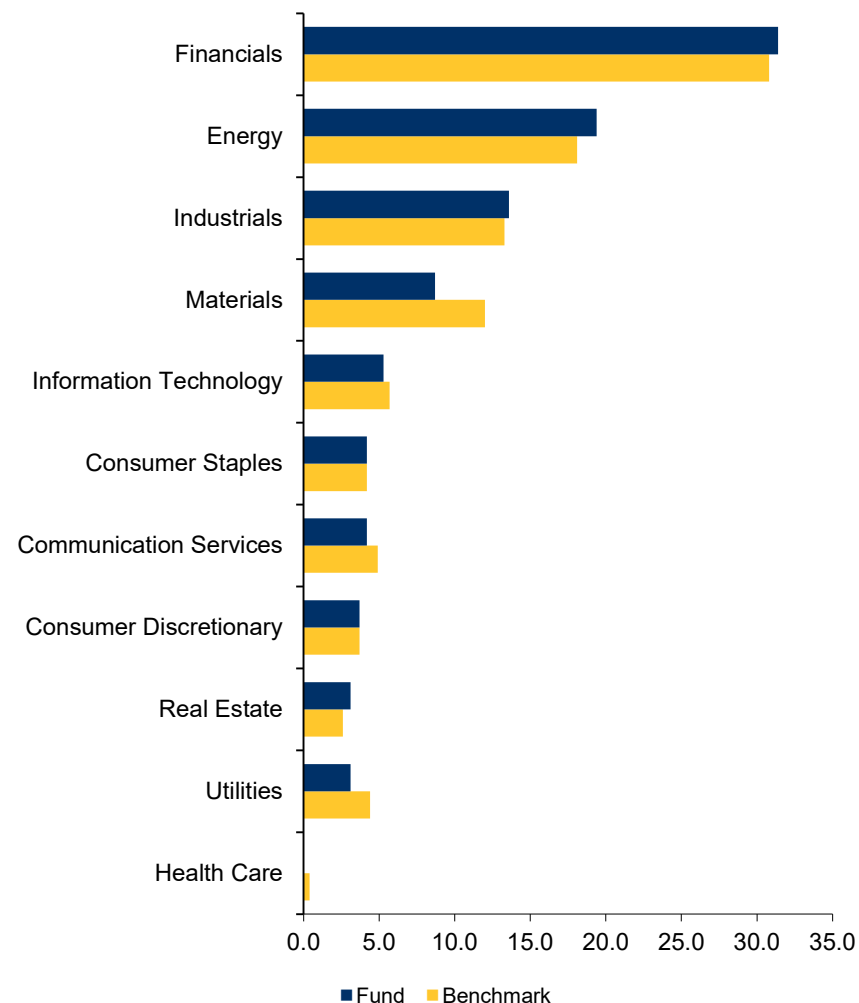
Portfolio Characteristics – As at December 31, 2022

| Top 5 Holdings | Sector | Relative % |
|----------------------------|------------|------------|
| Canadian Natural Resources | Energy | 1.3 |
| Imperial Oil | Energy | 1.3 |
| PrairieSky Royalty | Energy | 1.1 |
| Suncor Energy | Energy | 1.1 |
| Power of Canada | Financials | 1.0 |

| Bottom 5 Holdings | Sector | Relative % |
|------------------------------------|-------------|------------|
| Cenovus Energy | Energy | -1.3 |
| Franco-Nevada | Materials | -1.3 |
| Tourmaline Oil | Energy | -0.8 |
| WSP Global | Industrials | -0.7 |
| Brookfield Infrastructure Partners | Utilities | -0.7 |

| | Fund | Benchmark |
|--------------------|------|-----------|
| Holdings (ex Cash) | 81 | 236 |
| Dividend Yield | 3.2% | 3.2% |

Sector allocation (%)



As at 12.31.2022

Source: RBC Global Asset Management, S&P Dow Jones Indices. Fund data for Series O. The yield shown is calculated based on the average dividend yield of the securities held by the fund. The S&P/TSX Capped Composite Index is the benchmark for the fund.

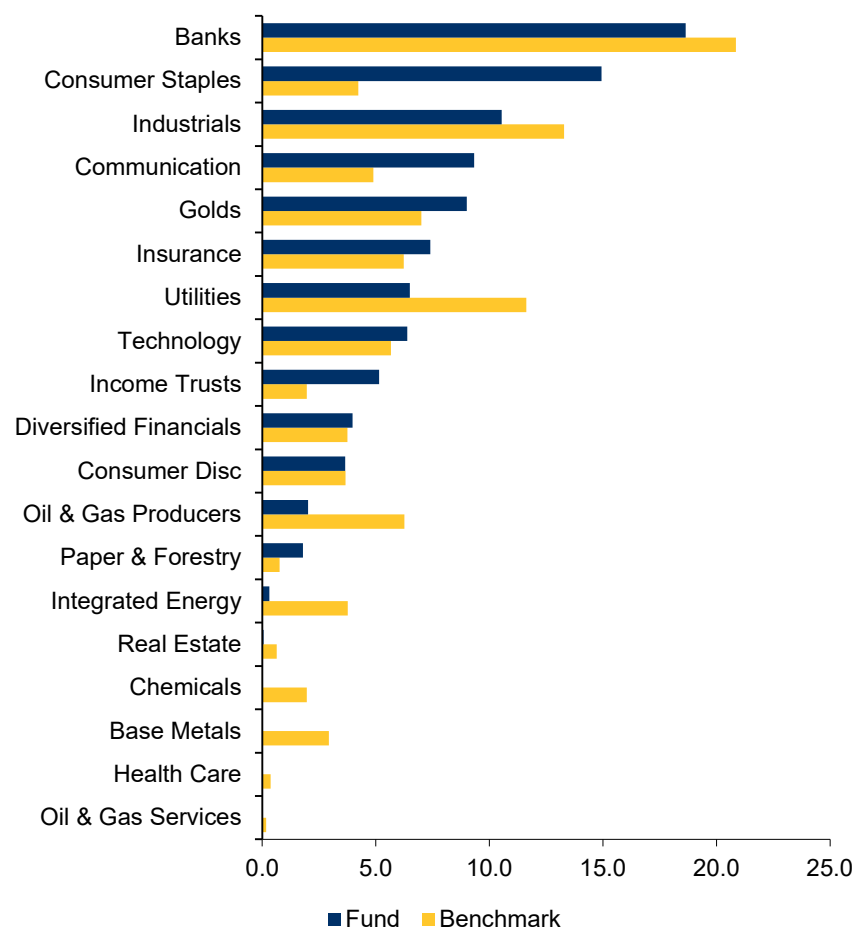


RBC QUBE Low Volatility Canadian Equity Fund

Portfolio Characteristics – As at December 31, 2022

| Issuer | Sector | Fund % |
|---------------------------|------------------|-----------|
| Bank of Nova Scotia | Banks | 5.1 |
| Bank of Montreal | Banks | 4.9 |
| Royal Bank of Canada | Banks | 4.7 |
| Constellation Software | Technology | 4.0 |
| BCE | Communication | 4.0 |
| Canadian National Railway | Industrials | 3.9 |
| Intact Financial | Insurance | 3.9 |
| Metro | Consumer Staples | 3.9 |
| Alimentation Couche-Tard | Consumer Staples | 3.9 |
| TELUS | Communication | 3.7 |
| Fund | | Benchmark |
| Holdings (ex Cash) | 64 | 236 |
| Dividend Yield | 2.9% | 3.2% |

Sector allocation (%)



As at 12.31.2022

Source: RBC Global Asset Management, S&P Dow Jones Indices. Fund data for Series O. The yield shown is calculated based on the average dividend yield of the securities held by the fund. The S&P/TSX Capped Composite Index is the benchmark for the fund.

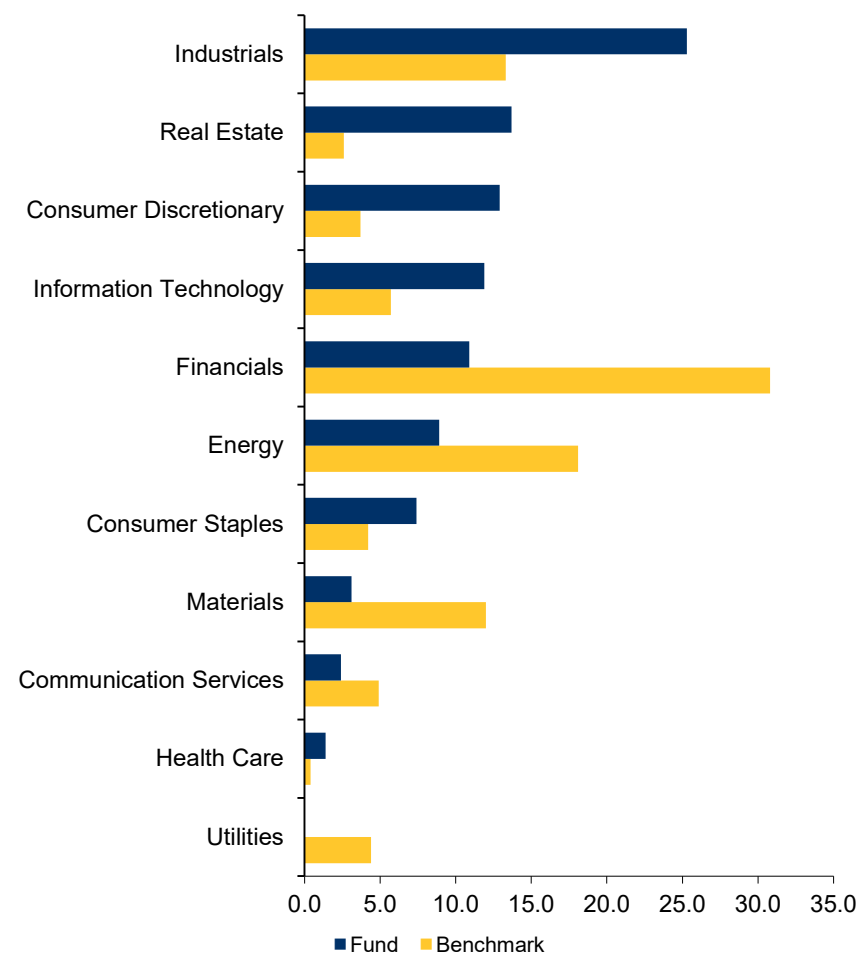


PH&N Small Float Fund

Portfolio Characteristics – As at December 31, 2022

| Issuer | Sector | Relative % |
|---------------------------------|------------------------|------------|
| PrairieSky Royalty | Energy | 8.7 |
| Stantec | Industrials | 6.8 |
| Element Fleet Management | Financials | 6.0 |
| Boyd Group Services | Industrials | 5.6 |
| Kinaxis | Information Technology | 5.5 |
| Aritzia | Consumer Discretionary | 5.5 |
| Badger Infrastructure Solutions | Industrials | 4.7 |
| Uni-Select | Consumer Discretionary | 4.0 |
| Jamieson Wellness | Consumer Staples | 3.5 |
| Stella-Jones | Materials | 3.0 |
| Fund | | Benchmark |
| Holdings (ex Cash) | 31 | 236 |
| Dividend Yield | 1.4% | 3.2% |

Sector allocation (%)



As at 12.31.2022

Source: RBC Global Asset Management, S&P Dow Jones Indices. Fund data for Series O. The yield shown is calculated based on the average dividend yield of the securities held by the fund. The S&P/TSX Capped Composite Index is the benchmark for the fund.

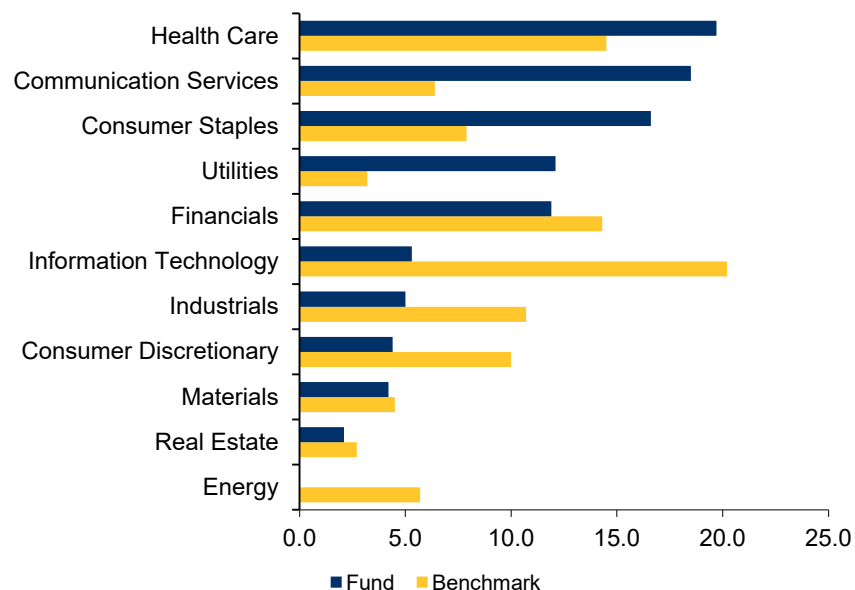
RBC QUBE Low Volatility Global Equity Fund

Portfolio Characteristics – As at December 31, 2022

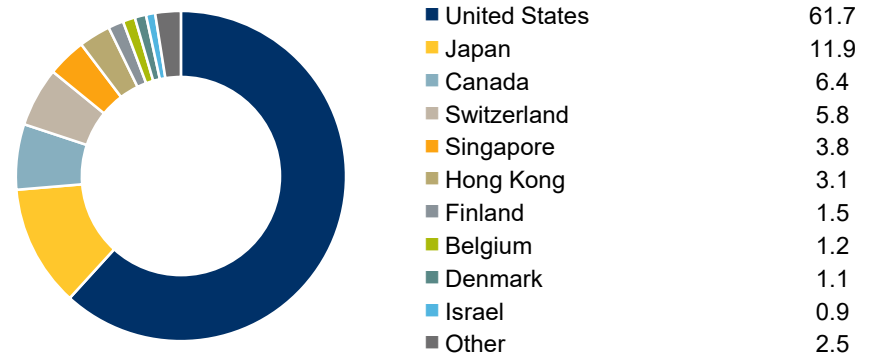
| Issuer | Sector | Fund % |
|------------------------------|------------------|--------|
| Duke Energy | Utilities | 3.1 |
| Colgate-Palmolive | Consumer Staples | 3.0 |
| Procter & Gamble | Consumer Staples | 3.0 |
| PepsiCo | Consumer Staples | 3.0 |
| Johnson & Johnson | Health Care | 3.0 |
| Hershey | Consumer Staples | 2.9 |
| Nippon Telegraph & Telephone | Communication | 2.8 |
| Mizuho Financial | Banks | 2.5 |
| BCE | Communication | 2.5 |
| Roche | Health Care | 2.4 |

| | Fund | Benchmark |
|--------------------|------|-----------|
| Holdings (ex Cash) | 135 | 1,490 |
| Dividend Yield | 2.8% | 2.2% |

Sector allocation (%)



Geographic allocation (%)



As at 12.31.2022

Source: RBC Global Asset Management, MSCI. Fund data for Series O. The yield shown is calculated based on the average dividend yield of the securities held by the fund. The MSCI World Total Return Net Index (CAD) is the benchmark for the fund.

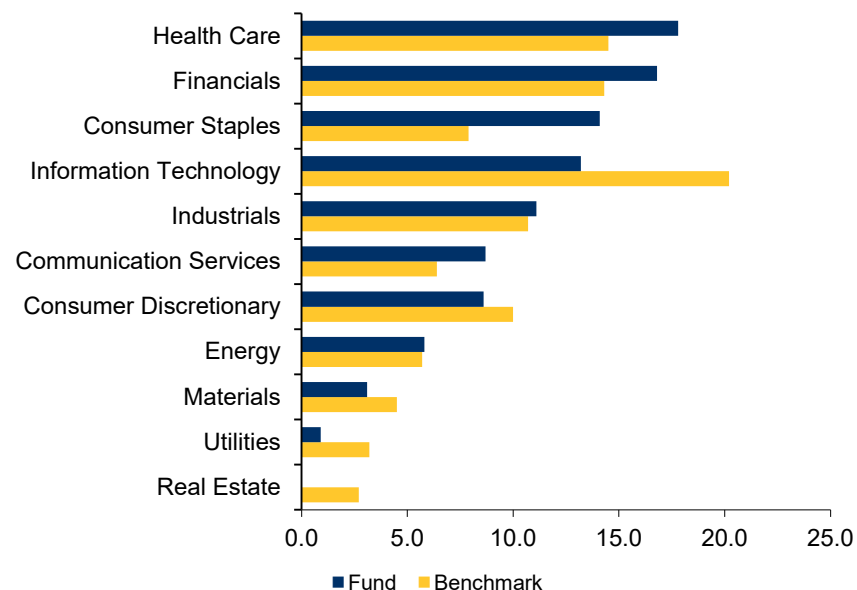
RBC Global Equity Focus Fund

Portfolio Characteristics – As at December 31, 2022

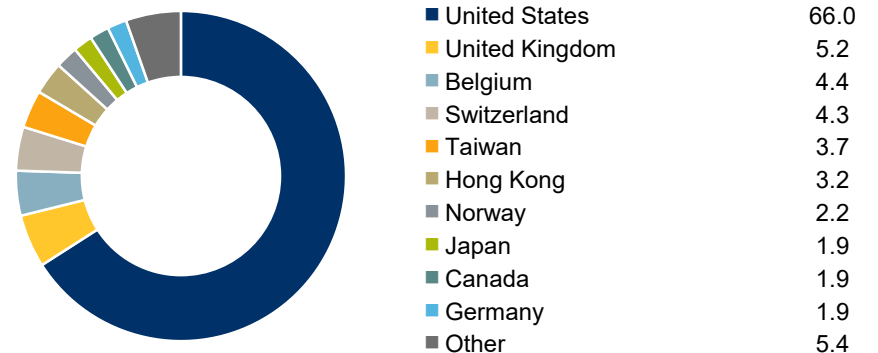
| Issuer | Sector | Fund % |
|----------------|------------------------|--------|
| Microsoft | Information Technology | 6.2 |
| UnitedHealth | Health Care | 5.8 |
| PepsiCo | Consumer Staples | 5.3 |
| T-Mobile US | Communication Services | 4.6 |
| Charles Schwab | Financials | 4.4 |
| Anheuser-Busch | Consumer Staples | 4.4 |
| Roche | Health Care | 4.3 |
| Fortive | Industrials | 4.3 |
| Alphabet | Communication Services | 4.1 |
| AutoZone | Consumer Discretionary | 3.8 |

| | Fund | Benchmark |
|--------------------|------|-----------|
| Holdings (ex Cash) | 37 | 1,490 |
| Dividend Yield | 1.7% | 2.2% |

Sector allocation (%)



Geographic allocation (%)



As at 12.31.2022

Source: RBC Global Asset Management, MSCI. Fund data for Series O. The yield shown is calculated based on the average dividend yield of the securities held by the fund. The MSCI World Total Return Net Index (CAD) is the benchmark for the fund.

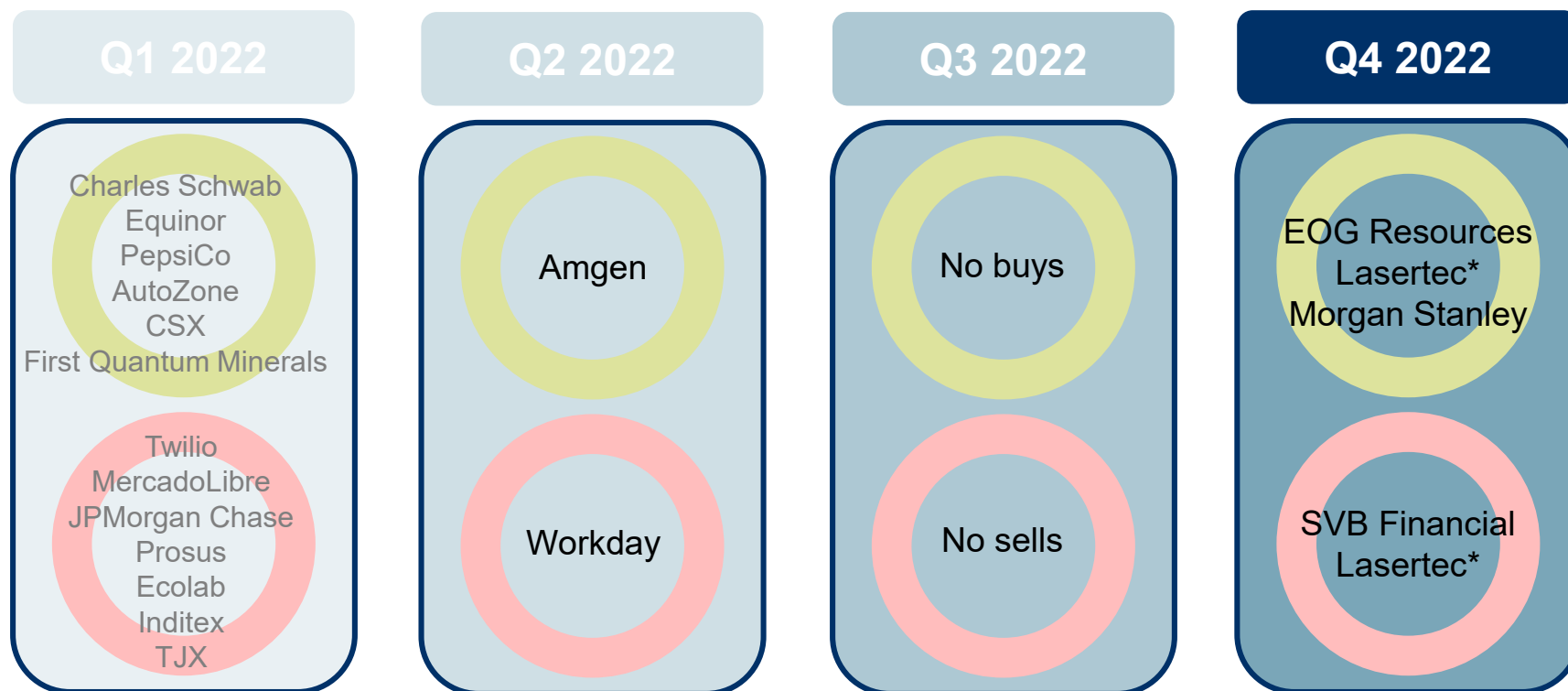
Appendix



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Global Equities

Trailing 12-month positioning changes

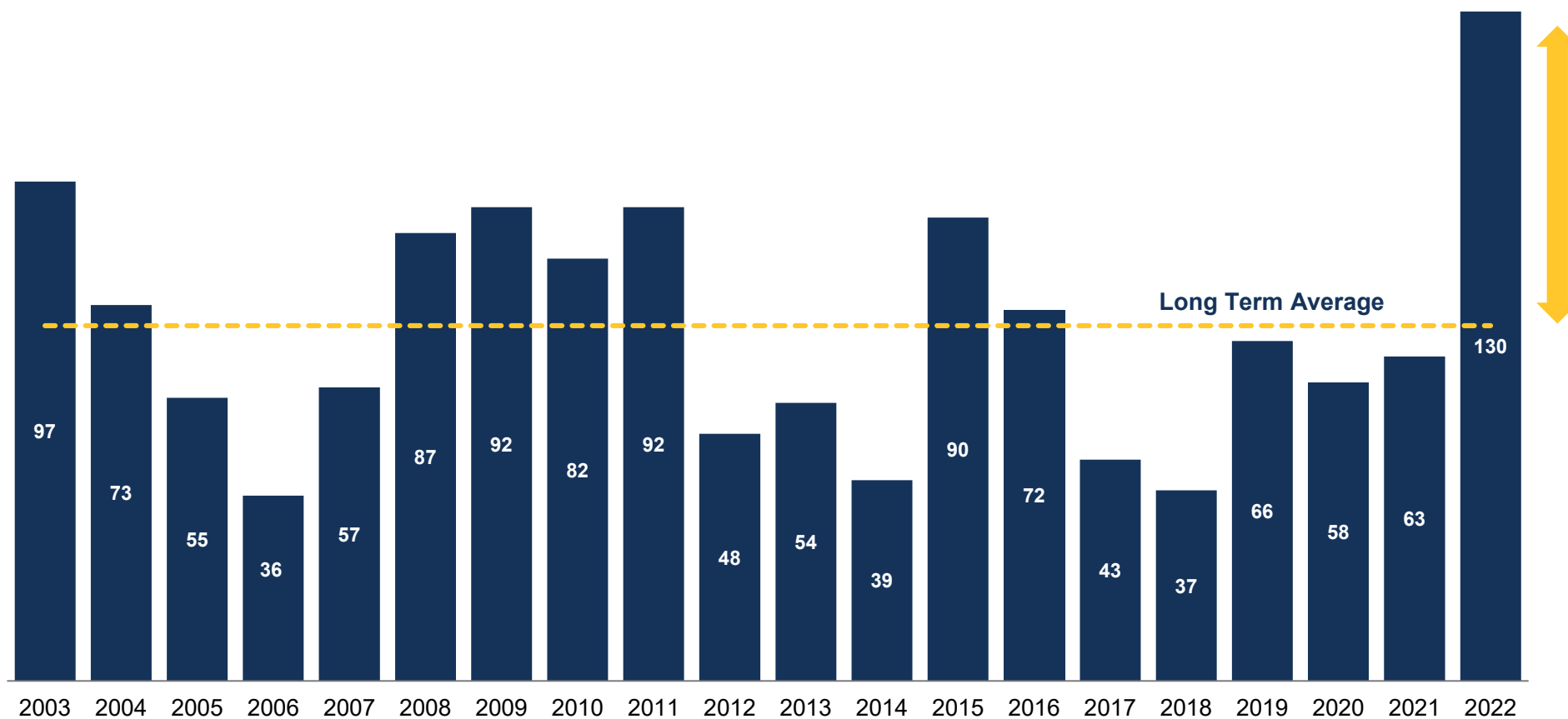


*Lasertec position was bought and sold within the quarter. Lasertec's peak position size was approximately 2%.

Yields were volatile in 2022

Volatility significantly above 20-year average

Days with GoC 10 year yield movements > 5 bps



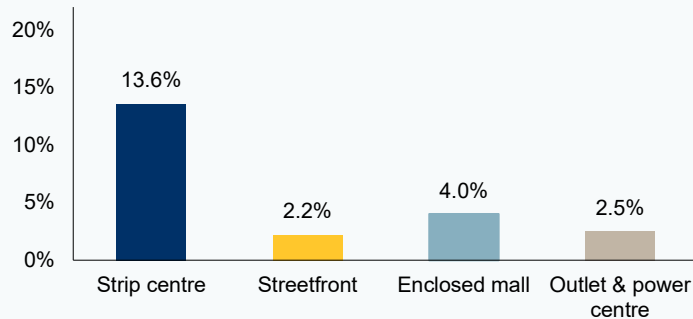
Source: FTSE Global Debt Capital Markets Inc. Data as of January 2, 2003 to December 30, 2022.

Large market move defined as the daily change (in absolute terms) in 10 year Government of Canada bond yield by more than one standard deviation (5 bps) above its 20-year historical average.

PH&N Mortgage Pension Trust's main exposures

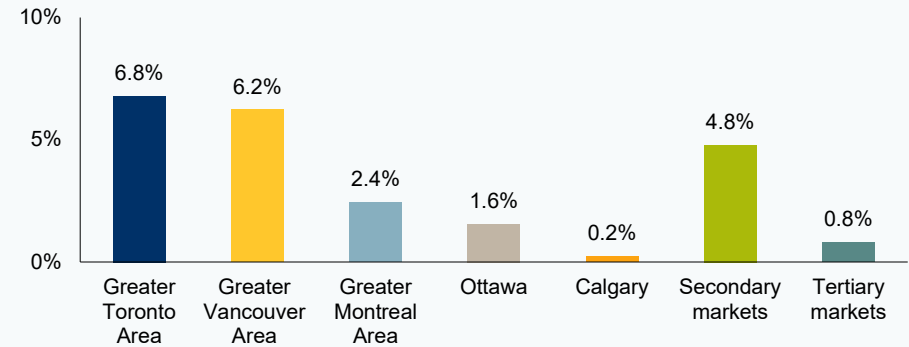
Well diversified by property type and geography

Retail Property Type Exposures – 22.4%



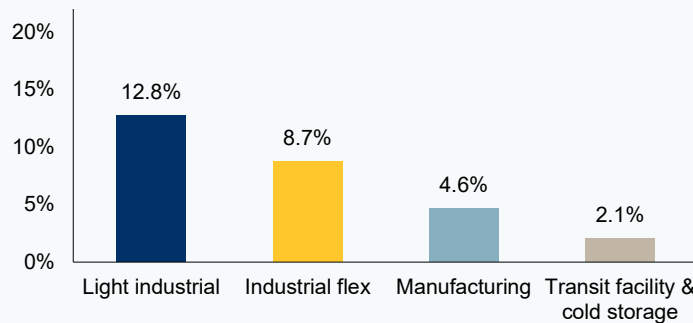
- Focused on strip centre retail anchored by grocery & pharmacy tenants that provide open air access
- No losses to date and currently no arrears or deferrals

Office Geographic Exposures – 22.8%



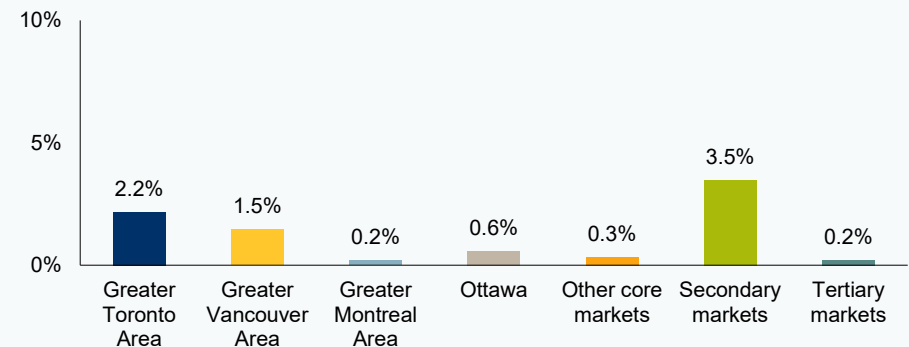
- GTA & Metro Vancouver office markets comprise over 50% of exposure
- Focused on properties with attractive locations, strong borrowers and sound tenant profiles

Industrial Property Type Exposures – 28.2%



- Majority of exposure to higher quality segments light industrial and industrial flex which are adaptable to a wide variety of uses
- Limited exposure to manufacturing, sector that has been most affected by supply chain issues

Multi-residential Geographic Exposures – 8.4%



- Majority of exposure located in GTA & Metro Vancouver
- Focused on purpose-built rental properties, strong fundamentals

Data as of December 31, 2022. The PH&N Mortgage Pension Trust also includes: 7.4% Mixed use, 1.7% Other, 9.1% Bonds & short-term.



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Rating Report

Nipissing University

DBRS Morningstar

December 13, 2022

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Rating

| Debt | Rating | Rating Action | Trend |
|---------------|--------|---------------|----------|
| Issuer Rating | BBB | New Rating | Negative |

Rating Rationale

On December 8, 2022, DBRS Limited (DBRS Morningstar) assigned an Issuer Rating of BBB with a Negative trend to Nipissing University (Nipissing or the University). Nipissing's credit profile is supported by the institution's relatively low debt burden and significant financial support provided by the Province of Ontario (the Province or Ontario; rated AA (low) with a Stable trend by DBRS Morningstar) through operating grants and extraordinary funding envelopes. The University's small size, program concentration, and medium-term refinancing risk constrain the rating. The Negative trend reflects the University's ongoing budget imbalances, which continue to erode expendable resources, and lack of available liquidity.

In 2021–22, the University posted a consolidated deficit of \$4.5 million, or 5.6% of revenues. The Coronavirus Disease (COVID-19) pandemic resulted in significant operating challenges for the University amid limited flexibility to increase revenues or adjust expenses without drastic reduction in student services and/or programming. Although some revenues returned in 2021–22, longer term headwinds to financial sustainability persist.

For 2022–23, Nipissing's budget points to a consolidated deficit of \$3.2 million. Management has indicated the year-to-date (YTD) financial performance is tracking close to budget. While tuition fees from domestic enrolment are tracking slightly below budget, this has been mostly offset by higher-than-expected tuition from international students. The University continues to manage expenditures close to budget with higher utility costs being offset by staff vacancies.

For the first time, Nipissing's budget includes a multi-year outlook that points to gradually declining deficits before reaching a near-balanced position by 2024–25 (on an operating fund basis). This assumes no increase in government grants, but does assume increases in domestic tuition fees and further growth in international enrolment. Absent a sustained increase in government funding and/or international enrolment, along with the ability to increase tuition fees for domestic students, the University would likely need to undertake meaningful cost reduction measures or risk the continuation of sizable deficits that could exhaust available liquidity in the near to medium term.

Nipissing's overall debt level is considered low in relation to other DBRS Morningstar-rated peers, although with no sinking fund, there remains considerable refinancing risk in 2027–28, when the majority of Nipissing's debt comes due. With no further debt anticipated, DBRS Morningstar projects a decline in debt to \$38.4 million (including guaranteed debt) in 2022–23, further declining to \$35.4 million by 2024–25. This equates to debt per full-time equivalent (FTE) of \$8,325 in 2022–23, and \$7,687 by 2024–25, assuming relatively stable enrolment. Nipissing's persistently weak operating performance and depletion of expendable resources, raise concerns about how liquidity needs will be met beyond 2022–23.

Absent an improvement in operating performance and access to liquidity, a negative rating action is possible as expendable resources could be exhausted over the near to medium term. A positive rating action would necessitate improved access to internal or external liquidity and/or return to sustainable operating surpluses and rebuilding balance sheet flexibility.

Financial Information

| | For the year ended April 30 | | | | |
|---|-----------------------------|-------|-------|-------|-------|
| | 2022 | 2021 | 2020 | 2019 | 2018 |
| Consolidated operating result (adjusted; \$ millions) | (4.5) | (4.0) | (1.9) | (4.1) | (2.4) |
| Surplus to revenue (five-year rolling average; %) | (4.2) | (3.4) | (2.8) | (3.5) | (3.7) |
| Debt per FTE (\$) | 8,653 | 9,296 | 8,143 | 8,817 | 9,195 |
| Expendable resources to debt (%) | 13.9 | 21.8 | 31.8 | 31.3 | 33.3 |
| Interest coverage ratio (times) | - | - | 1.7 | - | 1.3 |

Issuer Description

Nipissing received its charter as an independent university in 1992. Located in North Bay, Ontario, Nipissing is a small northern university with approximately 4,600 FTEs. It is a primarily undergraduate institution with a strong focus on education and nursing programs, but also offers a range of arts, science, and professional programs.

Rating Considerations

Strengths

1. High level of government funding and support

Universities are a critical component of the public sector. Access to high-quality post-secondary education remains a priority for Ontario. The Province provides or controls a large share of the university revenue and has intervened in the University's affairs in the past to limit deterioration in operating results and to address other concerns.

2. No unfunded pension liabilities

Most Ontario universities have defined benefit pension plans. In contrast, Nipissing has a defined contribution pension plan for most of its employees, which alleviates the risk of meeting future benefit payments for retired employees or making special payments to eliminate funding deficiencies. Some of Nipissing's faculty members participate in the Ontario Teachers' Pension Plan (OTTP).

3. Moderate debt burden

Nipissing has a relatively low amount of debt outstanding in the form of amortizing bank loans and a guarantee on a Student Centre loan. DBRS Morningstar includes guaranteed debt in its measure of university debt. At April 30, 2022, the University had \$39.8 million in debt, or \$8,653 per FTE. The debt burden is low for the assigned ratings and Nipissing has no immediate plans for additional borrowing.

Challenges

1. Limited control of revenue and fixed cost base

Canadian universities have limited control over their main revenue sources—tuition fees and government grants. In recent years, the Province has implemented changes to the tuition fee framework for domestic students in regulated programs. As a result, Nipissing is operating in an environment of frozen tuition rates and fixed operating grants. Consequently, University budgeting is difficult because the underlying cost pressures are decoupled from the University's revenue drivers. Canadian universities' expense bases are largely fixed and growing, reflecting their tenured faculty, unionized support staff, externally mandated student aid requirements, and large infrastructure footprints. Taken together, this dynamic creates management challenges and slows the speed by which universities can adapt to changes in provincial policy.

2. Weak operating performance and strained liquidity

Operating performance has been weak for many years and Nipissing has a structural budget deficit, which is reflected in an average deficit-to-revenue ratio of 4.2% over the past five years. The history of weak operating results has translated into a relatively weak balance sheet. Net assets continue to fall, while the University's expendable resources amounted to just \$5.5 million, or 13.9% of debt, at April 30, 2022. TD Bank has informed the University that its line of credit is no longer available, further restricting the University's access to liquidity.

3. Weaker academic profile and program concentration

Nipissing is a small and relatively young university located in a small, more remote population centre. It has a relatively narrow program offering, modest research profile, and does not perform strongly in national and international rankings. The University's program offering is also heavily concentrated in teacher education and nursing. While these offerings have helped to define Nipissing's place in the provincial university network, the concentration exposes the University to changes in provincial policy and to changes in the education and nursing professions that have had a meaningful impact in recent years.

4. Small local catchment area

North Bay is a relatively small community of about 50,000 residents located 3.5 hours from both Toronto and Ottawa. The region is removed from larger urban centres with the strong local demographic profiles that would help to underpin stronger enrolment dynamics.

5. Less developed financial management framework

Nipissing's financial management framework is less developed than those of other DBRS Morningstar-rated universities. An independent operational review commissioned by the Province in 2015 identified weaknesses in the University's financial management and reporting practices. Since then, the University has taken several steps to strengthen the financial framework and internal controls; however, in a recent value-for-money audit conducted by the Auditor General of Ontario, Nipissing continues to fall short of best practices in certain areas of financial management and governance.

Operating Performance

2021–22 Results

In 2021–22, the University posted a consolidated deficit of \$4.5 million, or 5.6% of revenues. The coronavirus pandemic resulted in significant operating challenges for the University amid limited flexibility to increase revenues or adjust expenses without drastic reduction in student services and/or programming. Although some revenues returned in 2021–22, longer term headwinds to financial sustainability persist.

Total revenues increased by 5.7% during the year, mainly led by growth in tuition revenue and resumption of some ancillary activities. Tuition revenue was higher (+5.2%) resulting from higher overall enrolment (+3.9% year over year (YOY) to 4,599 FTEs). Domestic enrolment in many programs remains above the negotiated corridor for core operating grants. However, government grants are in line with predetermined funding levels with modest extraordinary supports to offset some pandemic-driven operating challenges. Given heavy dependence on domestic demand and limited international enrolment, the University has limited flexibility to increase tuition revenue while the domestic tuition fee freeze remains in place. Revenue from ancillary services rebounded (+107.9%) with the resumption of student activity on campus. While still lower than pre-pandemic levels, donations and other grants grew (+146.9%) in 2021–22. These increases offset revenue declines in other revenue (-4.6%), amortization of deferred capital contributions (-4.6%), and investment income (-16.4%).

In 2021–22, total expenditures grew by 6.1% as spending across most categories rose. Salaries and benefits expense was up by 2.8% YOY and operating and research costs increased by 13.5% YOY. The University spent the highest amount of student aid in many years, although some spending was likely flowthrough government grants. Occupancy costs were up by 44.4% YOY and interest costs marginally increased by 0.4% YOY. Amortization expense declined by 3.8% YOY.

Ongoing operating losses have weighed on the University's net asset position in recent years, with the latter declining to \$14.5 million in 2021–22 (from \$16.1 million as at prior fiscal year-end). The University's net asset position has weakened considerably over the past decade, having fallen from a peak of \$35.6 million of 2012–13.

2022–23 Budget

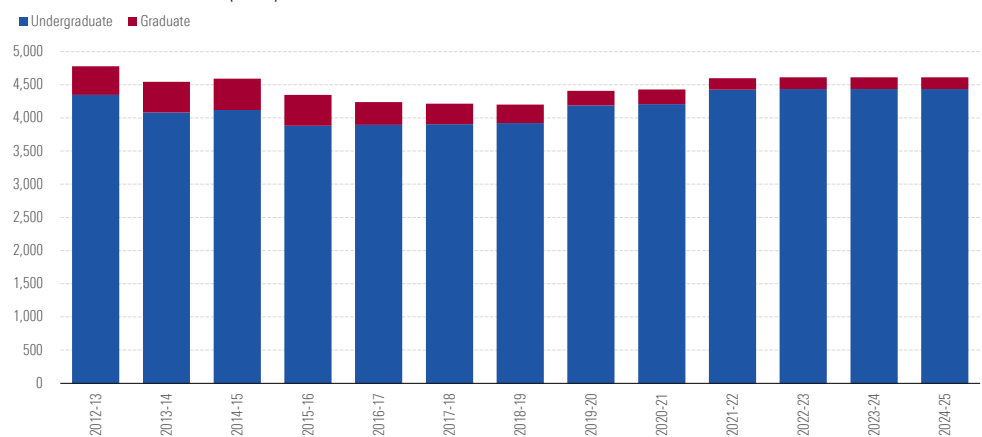
Nipissing's annual operating budget is prepared on a modified cash basis. Its scope differs from the University's audited financial statements but typically accounts for about 85% of revenue and expense.

Nipissing's 2022–23 budget projected an operating deficit of \$1.4 million, or \$0.8 million after transfers from internally restricted reserves. This year's budget also includes a forecast of consolidated results which points to a consolidated deficit of \$3.2 million.

On a consolidated basis, total revenues are projected to grow by 2.1% in 2022–23. This reflects Nipissing's expectation for limited enrolment growth but an improvement in contributions from ancillary operations from the return to in-person instruction and increased residence occupancy. The budget forecasts enrolment of 4,610 FTEs, representing an increase of just 0.2% YOY. The University anticipates reaching the enrolment cap for its Bachelor of Education program, although this will be offset by a reduction in Collaborative Nursing enrolment as the partnership with Canadore College is being dissolved. The University will continue to target modest growth in international enrolment. Operating grants are projected to increase slightly, helped by a one-time grant for northern institutions and increases to the nursing grants. Ancillary revenues are forecast to grow by almost 80%, reflecting a full return to campus and improved residence occupancy.

For 2022–23, consolidated expenses are budgeted to be \$84.5 million, down 0.7% compared with the prior year. The University has made targeted investments in revenue-generating areas including international student recruitment and support, external relations, and extended learning, which are expected to bear fruit in subsequent years and support efforts to return to a balanced operating position. Meanwhile, increased salary and benefit costs, largely due to collective agreement provisions, will add further cost pressure. Agreements with faculty and contract staff have expired, potentially adding further upward pressure to expenses. Negotiations may be further complicated by a recent Ontario Superior Court decision to strike down the government's Bill 124, which previously capped wage increases at 1% annually. These increases are being offset by reductions in nonstaff expenses, including reduced scholarships, and bursaries.

Exhibit 1 Total Enrolment (FTEs)



Sources: Nipissing University and DBRS Morningstar.

Operating Outlook

Management has indicated the YTD financial performance is tracking close to budget. While tuition fees from domestic enrolment is tracking slightly below budget, this has been mostly offset by higher-than-expected tuition from international students. The University continues to manage expenditures close to budget with higher utility costs being offset by staff vacancies.

For the first time, Nipissing's budget includes a multi-year outlook which points to gradually declining deficits before reaching a near-balanced position by 2024–25 (on an operating fund basis). This assumes no increase in government grants, but does assume increases in domestic tuition fees and further growth in international enrolment.

DBRS Morningstar understands that the University continues to advocate for increased provincial funding to address unfunded domestic enrolment, low average tuition for Nipissing's programs, and perceived inequitable distribution of the Northern Grant.

Absent a sustained increase in government funding and/or international enrolment, along with the ability to increase tuition fees for domestic students, the University would likely need to undertake meaningful cost reduction measures or risk the continuation of sizable deficits that could exhaust available liquidity in the near to medium term.

Auditor General of Ontario - 2022 Value-for-Money Audit

The Auditor General of Ontario recently completed a value-for-money audit of four Ontario universities. Below, is a condensed summary of the findings:

- Nipissing has not effectively monitored the profitability of ancillary services.
- The University manages endowment and externally restricted funds using separate ledgers but funds are commingled with cash from operations.
- The AGO found that Nipissing was losing money overall on its academic programming prior to the pandemic, but has not adjusted its program offerings.
- Capital projects may not always have a comprehensive business case presented to the Board when decisions about whether or not to proceed with a financial investment are being made.
- Board governance is not aligned with best practices on size, composition and term limits. The Board may lack key competencies; succession planning; and one or more oversight functions for effective governance.

While these shortcomings are of concern, DBRS Morningstar believes these factors are already evident in its assessment of the University's overall financial health. DBRS Morningstar will continue to monitor how the University responds to the AGO's concerns.

Capital

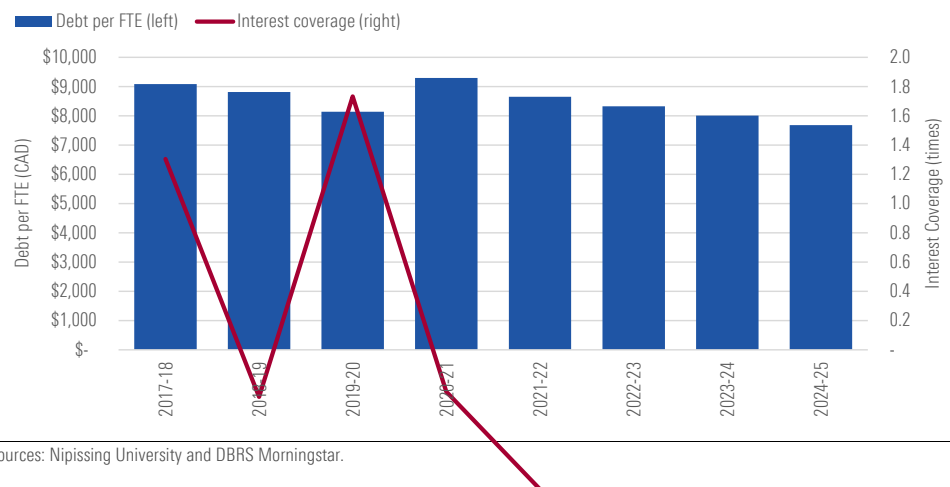
Nipissing's capital program remains very limited because of past weakness in enrolment and ongoing budget pressures. The University is primarily reliant on provincial Facilities Renewal Program (FRP) funding to address deferred maintenance as there is no room in the operating budget for additional contributions. In 2021–22, capital expenditure (capex) was just \$0.5 million, compared with a five-year average of \$1.1 million. With annual capex running well short of amortization expense, this suggests that the University's asset base is being depleted.

In February 2022, the Province announced \$1.6 million in FRP funding to be used for a new Nursing Simulation space, roof, and HVAC replacements.

Despite being a relatively young institution, budgetary constraint and limited capital spending have resulted in growth in deferred maintenance. The most recent estimate for academic and ancillary operations was \$57.9 million, while the facilities condition index was 0.26. This is materially weaker than the provincial average.

Debt and Liquidity

Exhibit 2 Debt per FTE and Interest Coverage



Sources: Nipissing University and DBRS Morningstar.

Nipissing's total debt stood at \$39.8 million as at April 30, 2022, down from \$41.2 million the prior year. Nipissing has guaranteed a loan of \$6.5 million for a 25-year term incurred by the NUSU to construct the new student centre. DBRS Morningstar includes guaranteed debt in its measure of university debt. After incorporating amortization of existing debt and a modest increase in enrolment, this results in debt per FTE of \$8,653, down from \$9,296 the prior year. Interest coverage worsened to (1.0) times (x) from (0.3)x in 2021.

In addition to the guaranteed obligation, the University's debt comprises of four amortizing loans with interest rate swaps, which converts the floating-rate loans to fixed-rate loans to hedge against interest volatility in the short term. However, the loans have 10-year terms and 25-year amortization periods, which exposes the University to interest rate risk and refinancing risk.

Nipissing's outstanding loans were valued at \$33.5M as at April 30, 2022 with all four loans set to mature in June 2027. As a result of the University's lack of financial flexibility and poor operating performance over the past years, Nipissing has been requested to enter into a General Security Agreement (GSA) before the end of the calendar year. Furthermore, Nipissing's access to their existing line of credit has been rescinded pending the signature of the GSA.

The University's balance sheet demonstrates a lack of flexibility compared with most other DBRS Morningstar-rated universities as a result of its relatively low net assets and expendable resources as a result of ongoing operating losses. DBRS Morningstar's primary measure of balance sheet strength is expendable resources, which comprises a subset of net assets, including unrestricted net assets, most internally restricted net assets, and internally restricted endowments. Expendable resources declined to approximately \$5.5 million, or 13.9% of total debt, down from \$9.0 million, or 21.8% of debt, the previous year.

Nipissing does not have a defined benefit pension plan. Instead, the University provides a defined contribution pension plan for most of its faculty and staff, and there is a small subset of employees that are members of the OTPP. Contributions to both plans are expensed when due and totalled \$3.2 million in 2021–22. Nonpension employee future benefits liabilities (medical, dental, life insurance) considerably declined to \$5.9 million from \$8.0 million in 2020–21.

Outlook

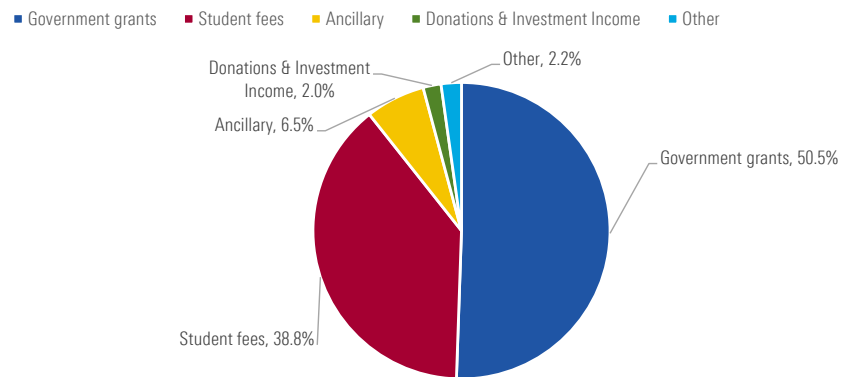
With no further debt anticipated, DBRS Morningstar projects a decline in debt to \$38.4 million (including guaranteed debt) in 2022–23, further declining to \$35.4 million by 2025. This reflects a debt per FTE of \$8,325 in 2022–23 and \$7,687 by 2025. Nipissing has indicated an ability to address near-term cash needs, though it may meet liquidity issues in the upcoming year.

Nipissing's current bank debt consists of four amortizing loans which are due in June 2027, exposing the University to refinancing risk in the next five years. Nipissing does not have an internal reserve or a sinking fund designated to pay down long-term debt, and it is estimated that Nipissing will have approximately \$28.0 million of principal due at maturity in 2027–28.

University Funding in Ontario

Canadian universities in the Province generally have three key sources of revenue for their core teaching and research activities: (1) government grants, (2) student fees, and (3) donations and investment income. For Nipissing, these accounted for approximately 94% of total revenue in 2021–22.

Provincial government funding remains one of the primary sources of revenue for universities across the country, although its relative importance remains under pressure in most provinces because of strained finances and competing priorities. Over time, this has led to a gradual shift in the relative shares of revenue provided by operating grants, which have declined, and tuition fees, which have increased.

Exhibit 3 Revenue Breakdown (2021–22)

Sources: Nipissing and DBRS Morningstar.

Government Funding (Provincial and Federal; 50.5%)

Government funding includes operating grants, research grants, and contracts as well as capital grants. Operating grants are the most important and stable revenue source.

The Province and universities signed the new SMA3 that establishes performance-based funding targets for the 2020–21 to 2024–25 fiscal years. This is a change from the previous enrolment-oriented funding model. SMA3 includes a set of 10 performance metrics, with funding consequences for not meeting the negotiated performance targets. In light of pandemic-led operating pressures and the need for funding stability, SMA3 funding remains decoupled from performance targets for the time being.

Research and capital grants are another important source of funding. The federal government typically provides 65% to 75% of all public research funding, whereas the Province provides the bulk of capital funding.

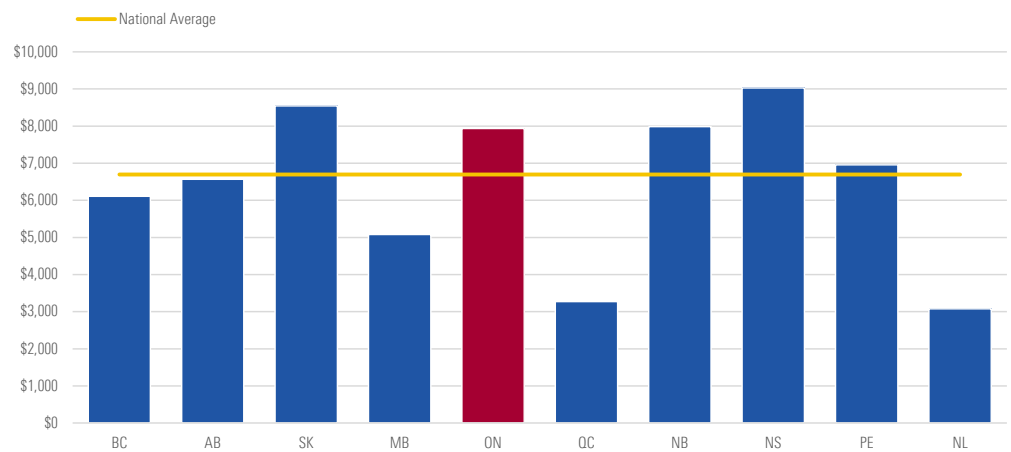
Research revenue is recognized as deferred contributions on the statement of financial position until spent on research, at which time it is recognized as income.

Student Fees (38.8%)

In 2019, the Province announced a revised tuition fee framework for regulated domestic programs at Ontario universities and colleges. The framework required Ontario universities to reduce tuition fees for domestic funding (eligible programs) by 10% in 2019–20 and to maintain domestic-funding-eligible program tuition fees at this level for the 2020–21 academic year. The tuition freeze was extended through the 2021–22 academic year. Although the tuition freeze continues into the 2022–23 year, universities are allowed to increase fees up to 5% for out-of-province students, which Nipissing has done.

International student fees are not regulated by the Province and are generally set to recover the full costs of international student enrolment and may also provide some offset to revenue declines from the current domestic tuition freeze.

Exhibit 4 Average Canadian Undergraduate Tuition Fees



Source: Statistics Canada.

Donations and Investment Income (2.0%)

Unrestricted donations and investment income, recognized on the statement of operations, represent a modest portion of the University's total revenue. This primarily consists of investment income earned on operating reserve balances throughout the year. Earnings on restricted endowments are recognized as increases in deferred contributions and are not captured on the statement of operations until they are spent, at which point they are reported as part of investment income for restricted purposes.

Environmental, Social, and Governance Credit Risk Considerations

Environmental

There were no environmental factors that had a relevant or significant effect on the credit analysis. For more details about which environmental factors could have an effect on the credit analysis, please refer to the following checklist.

Social

There were no social factors that had a relevant or significant effect on the credit analysis. For more details about which social factors could have an effect on the credit, please refer to the following checklist.

Governance

There were no governance factors that had a relevant or significant effect on the credit analysis. For more details about which governance factors could have an effect on the credit analysis, please refer to the following checklist.

A description of how DBRS Morningstar considers ESG factors within the DBRS Morningstar analytical framework can be found in the *DBRS Morningstar Criteria: Approach to Environmental, Social, and Governance Risk Factors in Credit Ratings* at <https://www.dbrsmorningstar.com/research/396929/dbrs-morningstar-criteria-approach-to-environmental-social-and-governance-risk-factors-in-credit-ratings>.

| ESG Factor | ESG Credit Consideration Applicable to the Credit Analysis: Y/N | Extent of the Effect on the ESG Factor on the Credit Analysis: Relevant (R) or Significant (S)* | | |
|---|---|---|----------|----------|
| Environmental | | Overall: | N | N |
| Emissions, Effluents, and Waste | Do we consider the costs or risks result, or could result in changes to an issuer's financial, operational, and/or reputational standing? | N | N | N |
| Carbon and GHG Costs | Does the issuer face increased regulatory pressure relating to the carbon impact of its or its clients' operations resulting in additional costs? | N | N | N |
| Resource and Energy Management | Does the scarcity of sourcing key resources hinder the production or operations of the issuer, resulting in lower productivity and therefore revenues? | N | N | N |
| Land Impact and Biodiversity | Is there a financial risk to the issuer for failing to effectively manage land conversion, rehabilitation, land impact, or biodiversity activities? | N | N | N |
| Climate and Weather Risks | Will climate change and adverse weather events potentially disrupt issuer or client operations, causing a negative financial impact? | N | N | N |
| Social | | Overall: | N | N |
| Social Impact of Products and Services | Do we consider that the social impact of the issuer's products and services could pose a financial or regulatory risk to the issuer? | N | N | N |
| Human Capital and Human Rights | Is the issuer exposed to staffing risks, such as the scarcity of skilled labour, uncompetitive wages, or frequent labour relations conflicts that could result in a material financial or operational impact? | N | N | N |
| | Do violations of rights create a potential liability that can negatively affect the issue's financial wellbeing or reputation? | N | N | N |
| Human Capital and Human Rights | | N | N | N |
| Product Governance | Does failure in delivering quality products and services cause damage to customers and expose the issuer to financial and legal liability? | N | N | N |
| Data Privacy and Security | Has misuse or negligence in maintaining private client or stakeholder data resulted, or could result, in financial penalties or client attrition to the issuer? | N | N | N |
| Occupational Health and Safety | Would the failure to address workplace hazards have a negative financial impact on the issuer? | N | N | N |
| Community Relations | Does engagement, or lack of engagement, with local communities pose a financial or reputational risk to the issuer? | N | N | N |
| Access to Basic Services | Does a failure to provide or protect with respect to essential products or services have the potential to result in any significant negative financial impact on the issuer? | N | N | N |
| Governance | | Overall: | N | N |
| Bribery, Corruption, and Political Risks | Do alleged or actual illicit payments pose a financial or reputational risk to the issuer? | N | N | N |
| | Are there any political risks that could impact the issuer's financial position or its reputation? | N | N | N |
| Bribery, Corruption, and Political Risks | | N | N | N |
| Business Ethics | Do general professional ethics pose a financial or reputational risk to the issuer? | N | N | N |
| Corporate / Transaction Governance | Does the issuer's corporate structure limit appropriate board and audit independence? | N | N | N |
| | Have there been significant governance failures that could negatively affect the issuer's financial wellbeing or reputation? | N | N | N |
| Corporate / Transaction Governance | | N | N | N |
| Institutional Strength, Governance, and Transparency (Governments Only)s | Compared with other governments, do institutional arrangements provide a higher or lesser degree of accountability, transparency, and effectiveness? | N | N | N |
| | Are regulatory and oversight bodies insufficiently protected from inappropriate political influence? | N | N | N |
| | Are government officials insufficiently exposed to public scrutiny or held to insufficiently high ethical standards of conduct? | N | N | N |
| Institutional Strength, Governance, and Transparency (Governments Only)s | | N | N | N |
| Consolidated ESG Criteria Output: | | N | N | N |

* A Relevant Effect means that the impact of the applicable ESG risk factor has not changed the rating or rating trend on the issuer. A Significant Effect means that the impact of the applicable ESG risk factor has changed the rating or trend on the issuer.

Statement of Operations (Adjusted)

| (\$ thousands) | For the year ended April 30 | | | | |
|---|-----------------------------|---------|---------|---------|---------|
| | 2022 | 2021 | 2020 | 2019 | 2018 |
| Total operating revenue | 80,522 | 76,184 | 82,796 | 82,535 | 83,056 |
| Total expenditures | 85,075 | 80,152 | 84,701 | 86,599 | 85,496 |
| Operating result (adjusted) | (4,523) | (3,968) | (1,905) | (4,064) | (2,440) |
| Nonrecurring revenues (expenditures) ¹ | - | - | - | 19 | 2,916 |
| Change in fair value of interest rate swaps | - | - | - | - | 377 |
| Consolidated Balance as Reported | (4,523) | (3,968) | (1,905) | (4,045) | 853 |

Revenue

| | | | | | |
|--|--------|--------|--------|--------|--------|
| Tuition fees | 31,257 | 29,709 | 28,826 | 29,095 | 28,652 |
| Government grants | 39,238 | 38,840 | 42,051 | 40,341 | 42,107 |
| Ancillary services | 5,228 | 2,515 | 5,809 | 6,053 | 5,673 |
| Amortization of deferred capital contributions | 1,477 | 1,532 | 1,519 | 1,532 | 1,887 |
| Other revenue | 1,779 | 1,864 | 2,756 | 3,389 | 3,132 |
| Donations and other grants | 200 | 81 | 585 | 717 | 483 |
| Investment income | 1,373 | 1,643 | 1,250 | 1,408 | 1,122 |
| Total revenue | 80,552 | 76,184 | 82,796 | 82,535 | 83,056 |

Expense

| | | | | | |
|------------------------|--------|--------|--------|--------|--------|
| Salaries and benefits | 58,658 | 57,071 | 58,494 | 57,720 | 56,254 |
| Operating and research | 11,206 | 9,875 | 13,151 | 13,513 | 12,687 |
| Student aid | 4,768 | 4,481 | 4,736 | 4,497 | 4,432 |
| Occupancy costs | 6,022 | 4,171 | 3,726 | 6,178 | 6,443 |
| Interest charges | 995 | 991 | 999 | 1,085 | 1,705 |
| Amortization | 3,426 | 3,563 | 3,595 | 3,606 | 3,975 |
| Total expense | 85,075 | 80,152 | 84,701 | 86,599 | 85,496 |
| Capital expenditures | 534 | 213 | 831 | 874 | 2,824 |

¹ One time/nonrecurring items. In 2017–18, gain on disposition of assets.

Statement of Cash Flow (Adjusted)

| Statement of Cash Flow (DBRS Morningstar-adjusted) | For the year ended April 30 | | | | |
|---|-----------------------------|---------|---------|---------|---------|
| | 2022 | 2021 | 2020 | 2019 | 2018 |
| Consolidated balance as reported | (4,523) | (3,968) | (1,905) | (4,045) | 853 |
| Employee future benefit expense | 629 | 662 | 561 | 556 | 494 |
| Amortization of capital assets | 3,426 | 3,563 | 3,595 | 3,606 | 3,975 |
| Amortization of deferred capital contributions | (1,477) | (1,532) | (1,519) | (1,532) | (1,887) |
| Other noncash adjustments | - | - | - | (19) | (2,916) |
| Cash flow from operations | (1,945) | (1,275) | 732 | (1,434) | 519 |
| Change in working capital | (691) | 5,140 | 850 | (2,898) | (1,533) |
| Operating cash flow after working capital | (2,636) | 3,865 | 1,582 | (4,332) | (1,014) |
| Net capital expenditures | (534) | (213) | (831) | (874) | (2,824) |
| Free cash flow | (3,170) | 3,652 | 751 | (5,206) | (3,838) |
| Financing activities | (776) | (828) | (283) | (50) | 1,473 |
| Investing activities (excluding capex) | 4,516 | (394) | 899 | (119) | 10,671 |
| Increase (decrease) in cash | 570 | 2,430 | 1,367 | (5,375) | 8,306 |
| Cash and cash equivalents, beginning of year | 13,296 | 10,866 | 9,499 | 14,874 | 6,568 |
| Cash and cash equivalents, end of year | 13,866 | 13,296 | 10,866 | 9,499 | 14,874 |

Statement of Financial Position (Adjusted)

| Statement of Financial Position (\$ thousands) | As at April 30 | | | | |
|---|----------------|----------------|----------------|----------------|----------------|
| Assets | 2022 | 2021 | 2020 | 2019 | 2018 |
| Cash and cash equivalents | 13,866 | 13,296 | 10,866 | 9,499 | 14,874 |
| Receivables | 2,438 | 2,831 | 2,770 | 4,461 | 3,584 |
| Investments | 26,378 | 30,894 | 30,500 | 31,399 | 31,261 |
| Capital assets | 69,637 | 72,529 | 75,879 | 78,643 | 81,375 |
| Other assets | 845 | 940 | 619 | 794 | 645 |
| Total assets | 113,164 | 120,490 | 120,634 | 124,796 | 131,739 |
| Liabilities and Deferred Capital Contributions | | | | | |
| Payables and other current liabilities | 6,520 | 6,416 | 5,080 | 4,696 | 7,558 |
| Deferred revenue | 6,441 | 6,273 | 3,535 | 3,373 | 4,117 |
| Deferred contributions | 11,784 | 13,246 | 11,801 | 13,651 | 12,789 |
| Deferred capital contributions | 32,499 | 33,732 | 35,036 | 35,805 | 37,226 |
| Employee future benefits | 7,956 | 10,047 | 10,132 | 8,894 | 6,523 |
| Long-term debt | 33,492 | 34,705 | 35,881 | 37,022 | 38,308 |
| Total liabilities | 98,692 | 104,419 | 101,465 | 103,441 | 106,521 |
| Net Assets | | | | | |
| Unrestricted net assets | (10,335) | (9,457) | (8,215) | (7,111) | (3,393) |
| Internally restricted | 7,903 | 8,371 | 9,477 | 9,814 | 9,637 |
| Equity in capital assets | 4,578 | 5,024 | 5,894 | 6,747 | 7,332 |
| Endowments | 12,326 | 12,133 | 12,013 | 11,905 | 11,642 |
| Total net assets | 14,472 | 16,071 | 19,169 | 21,355 | 25,218 |
| Total liabilities and net assets | 113,164 | 120,490 | 120,634 | 124,796 | 131,739 |
| Commitments and Other Obligations (\$ thousands) | | | | | |
| Guarantees ¹ | 6,301 | 6,461 | - | - | - |
| Capital commitments | - | - | - | - | - |
| | 6,301 | 6,461 | - | - | - |

¹ Represents guarantee for Student Centre debt to be recouped through student levy.

| DBRS Morningstar-Adjusted Summary Statistics | For the year ended April 30 | | | | |
|--|-----------------------------|-------------|-------------|-------------|-------------|
| | 2022 | 2021 | 2020 | 2019 | 2018 |
| Total Enrolment (FTE) ¹ | 4,599 | 4,428 | 4,406 | 4,199 | 4,215 |
| - Undergraduate | 96% | 96% | 93% | 93% | 93% |
| - Graduate | 4% | 4% | 7% | 7% | 7% |
| Total annual enrolment change | 3.9% | 0.5% | 4.9% | (0.4%) | (0.5%) |
| Domestic (headcount, %) | 98.5% | 99.0% | 98.4% | 98.7% | 98.8% |
| International (headcount, %) | 1.5% | 1.0% | 1.6% | 1.3% | 1.2% |
| Total Employees (Full-time) | 419 | 417 | 419 | 431 | 438 |
| - Faculty & Instructors (Full-time) | 173 ² | 199 | 190 | 194 | 187 |
| Operating Results (DBRS-adjusted) | | | | | |
| Surplus (deficit) (\$ thousands) | (4,523) | (3,968) | (1,905) | (4,064) | (2,440) |
| - As % of revenues | (5.6%) | (5.2%) | (2.3%) | (4.9%) | (2.9%) |
| -5-year average (rolling) | (4.2%) | (3.4%) | (2.8%) | (3.5%) | (3.7%) |
| Revenue Mix (as % of total DBRS-adjusted revenue) | | | | | |
| - Government funding (federal + provincial) | 50.5% | 53.0% | 52.6% | 50.7% | 53.0% |
| - Student fees | 38.8% | 39.0% | 34.8% | 35.3% | 34.5% |
| - Ancillary | 6.5% | 3.3% | 7.0% | 7.3% | 6.8% |
| - Donation and investment income | 2.0% | 2.3% | 2.2% | 2.6% | 1.9% |
| - Other | 2.2% | 2.4% | 3.3% | 4.1% | 3.8% |
| Debt and Liquidity Analysis | | | | | |
| Total debt (\$ millions) | 39.8 | 41.2 | 35.9 | 37.0 | 38.3 |
| - Per FTE student (\$) | 8,653 | 9,296 | 8,143 | 8,817 | 9,087 |
| Debt, contingencies & commitments (\$ millions) | 47.7 | 51.2 | 46.0 | 45.9 | 44.8 |
| - Per FTE student (\$) | 10,383 | 11,565 | 10,442 | 10,935 | 10,635 |
| Expendable resources (\$ millions) ³ | 5.5 | 9.0 | 11.4 | 11.6 | 12.8 |
| - As % of total debt | 13.9% | 21.8% | 31.8% | 31.3% | 33.3% |
| Interest costs as % of total expenditure | 1.2% | 1.2% | 1.2% | 1.3% | 2.0% |
| Interest coverage ratio (times) | (1.0) | (0.3) | 1.7 | (0.3) | 1.3 |
| Endowment Funds | | | | | |
| Total market value (\$ millions) | 12.3 | 12.1 | 12.0 | 11.9 | 11.6 |
| - Per FTE student (\$) | 2,680 | 2,740 | 2,726 | 2,835 | 2,762 |
| - Annual change | 1.6% | 1.0% | 0.9% | 2.3% | -0.4% |

1. Funding eligible full-time equivalent undergraduate and graduate, excluding unfunded students/programs/courses. Presented on a standard credit load basis. Includes continuing education.

2. F2022 full-time faculty positions excludes individuals replacing leaves and sabbaticals.

3. DBRS Morningstar estimate. Includes unrestricted or internally-restricted endowment assets (none at Nipissing), internally-restricted net assets (excluding investment in capital assets and employee future benefits), the unrestricted surplus (deficit), and interest rate swaps.

Rating History

| Issuer | Debt | Current | 2021 | 2020 | 2019 | 2018 | 2017 |
|----------------------|---------------|---------|------|------|------|------|------|
| Nipissing University | Issuer Rating | BBB | N.R. | N.R. | N.R. | N.R. | N.R. |

Related Research

- *University Applications Grow in Ontario - What Does it Mean for Enrolments?*, February 28, 2022.
- *International Student Recruitment Rebound Hindered by Canada's Visa Processing Backlog*, November 1, 2022.
- *Rating Public Universities*, May 5, 2022.

About DBRS Morningstar

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We rate more than 3,000 issuers and nearly 60,000 securities worldwide, providing independent credit ratings for financial institutions, corporate and sovereign entities, and structured finance products and instruments. Market innovators choose to work with us because of our agility, transparency, and tech-forward approach.

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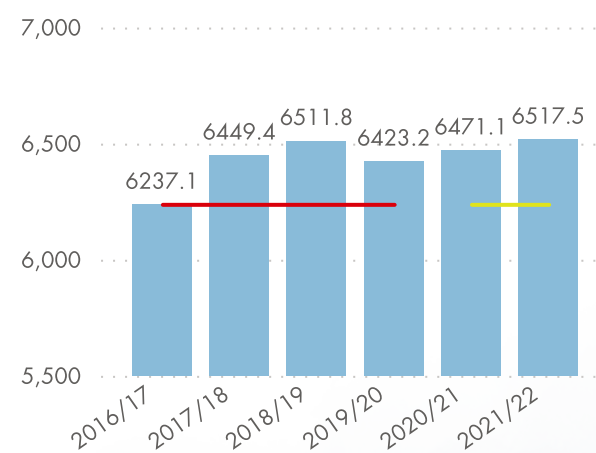
Strategic Mandate Agreement 3

Enrolment Corridor (WGU)

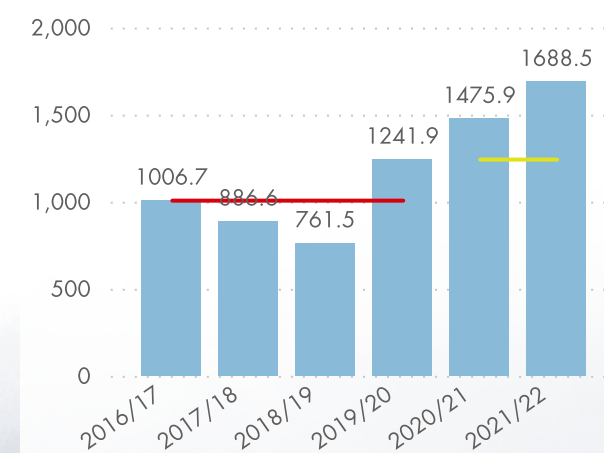
Enrolment Corridor (WGU)

| Year | Undergraduate | Teacher Education | Masters | PhD | Total | Moving Average |
|---------|---------------|-------------------|---------|--------|----------|----------------|
| 2016/17 | 6,236.56 | 1,006.10 | 403.28 | 228.80 | 7,874.74 | |
| 2017/18 | 6,449.36 | 886.62 | 351.94 | 227.20 | 7,915.12 | 7,874.74 |
| 2018/19 | 6,511.81 | 761.47 | 394.26 | 214.40 | 7,881.94 | 7,882.82 |
| 2019/20 | 6,423.20 | 1,241.93 | 355.72 | 211.20 | 8,232.05 | 7,884.26 |
| 2020/21 | 6,471.14 | 1,475.95 | 418.86 | 249.60 | 8,615.55 | 7,955.72 |
| 2021/22 | 6,517.49 | 1,688.50 | 410.20 | 307.20 | 8,923.39 | 8,103.88 |

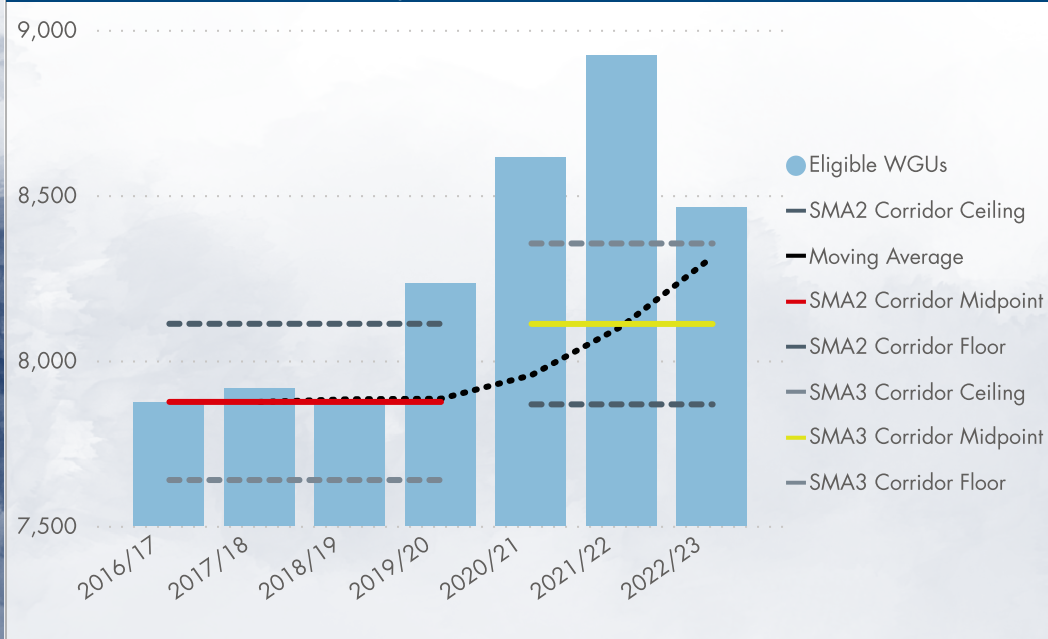
Undergraduate



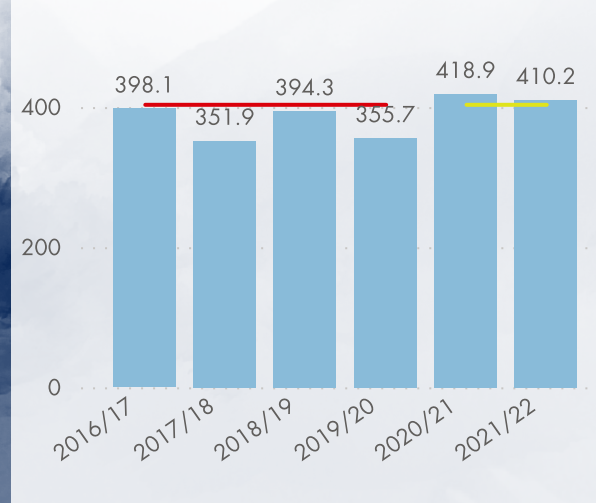
Teacher Education



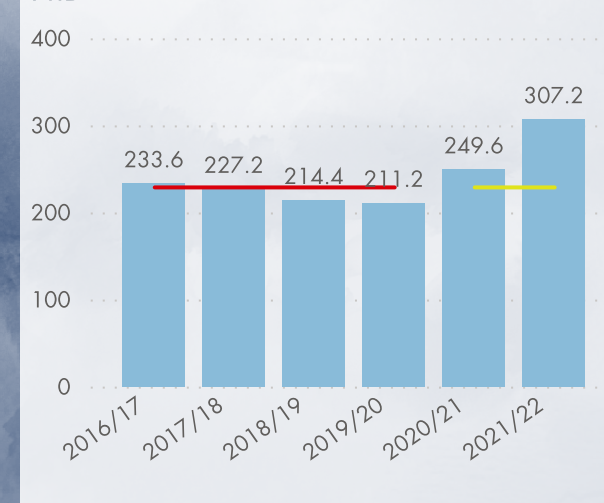
Enrolment Corridor Close-Up



Masters



PhD



*Current year values are not final until after the count date(s).

Strategic Mandate Agreement 3

Performance-Based Funding - Notional Allocation

| Differentiation Envelope - Performance/Student Success Metrics | 2020/21 | | 2021/22 | | 2022/23 | | 2023/24 | | 2024/25 | |
|---|-------------|---------------------|-------------|---------------------|-------------|---------------------|-------------|---------------------|-------------|---------------------|
| | Weight | Notional Allocation | Weight | Notional Allocation | Weight | Notional Allocation | Weight | Notional Allocation | Weight | Notional Allocation |
| METRIC 1: Graduate Employment Rate in a Related Field | 10% | \$856,338 | 5% | \$559,751 | 5% | \$715,520 | 5% | \$140,205 | 5% | \$350,512 |
| METRIC 2: Institutional Strength/Focus | 35% | \$2,997,183 | 30% | \$3,358,507 | 10% | \$1,431,039 | 10% | \$280,409 | 10% | \$701,024 |
| METRIC 3: Graduation Rate | 10% | \$856,338 | 5% | \$559,751 | 5% | \$715,520 | 5% | \$140,205 | 5% | \$350,512 |
| METRIC 4: Community/Local Impact | 25% | \$2,140,845 | 30% | \$3,358,507 | 20% | \$2,862,079 | 20% | \$560,819 | 20% | \$1,402,047 |
| METRIC 5: Institution-Specific (Economic Impact) | 10% | \$856,338 | 10% | \$1,119,502 | 20% | \$2,862,079 | 20% | \$560,819 | 20% | \$1,402,047 |
| METRIC 6: Research Funding & Capacity: Federal Tri-Agency Funding Secured | 10% | \$856,338 | 5% | \$559,751 | 5% | \$715,520 | 5% | \$140,205 | 5% | \$350,512 |
| METRIC 7: Experiential Learning | | | 5% | \$559,751 | 20% | \$2,862,079 | 20% | \$560,819 | 20% | \$1,402,047 |
| METRIC 8: Innovation: Research Revenue from Private Sector Sources | | | 5% | \$559,751 | 5% | \$715,520 | 5% | \$140,205 | 5% | \$350,512 |
| METRIC 9: Graduate Employment Earnings | | | 5% | \$559,751 | 5% | \$715,520 | 5% | \$140,205 | 5% | \$350,512 |
| METRIC 10: Skills and Competencies | | | | | 5% | \$715,520 | 5% | \$140,205 | 5% | \$350,512 |
| TOTAL | 100% | \$8,563,380 | 100% | \$11,195,024 | 100% | \$14,310,394 | 100% | \$2,804,094 | 100% | \$7,010,235 |

| Overall Grant Distribution | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|
| ⊕ Differentiation Envelope - Performance/Student Success | \$8,563,380 | \$11,593,596 | \$14,310,394 | \$2,804,094 | \$7,010,235 |
| ⊕ General Enrolment | \$19,100,206 | \$16,393,622 | \$13,690,198 | \$25,196,498 | \$20,990,357 |
| ⊕ Special Purpose Grants | \$6,249,103 | \$5,868,924 | \$6,249,103 | \$6,249,103 | \$6,249,103 |
| Total | \$33,912,689 | \$33,856,142 | \$34,249,695 | \$34,249,695 | \$34,249,695 |

Updated: June-08-22 *** Pending operationalization decisions and assessment of the sector's readiness for activation starting in Year 4 (2023-24). The planned system-wide proportion tied to funding [e.g., performance-based funding grant] is anticipated at 10% in Year 4 (2023-24), increasing to 25% in Year 5 (2024-25), while overall Differentiation Envelope amounts may be held at a higher proportion pending operationalization decisions.

Strategic Mandate Agreement 3

Metric 1: Graduate Employment Rate in a Related Field

Definition: Proportion of graduates of undergraduate (bachelor or first professional degree) programs employed full-time who consider their jobs either "closely" or "somewhat" related to the skills they developed in their university program, two years after graduation.

Data Source: MTCU Ontario University Graduate Survey (OUGS)

Calculation Methodology: Numerator - Number of graduates who are both a) employed/self-employed full time and b) answered that their job is "closely related" or "somewhat related" to skills developed at university - divided by - Denominator - Number of OUGS respondents employed/self-employed full time.

Inclusions: Domestic, International, Full-Time, Part-Time, Undergraduate, Online, Self-Employed Graduates, Collaborative Nursing.

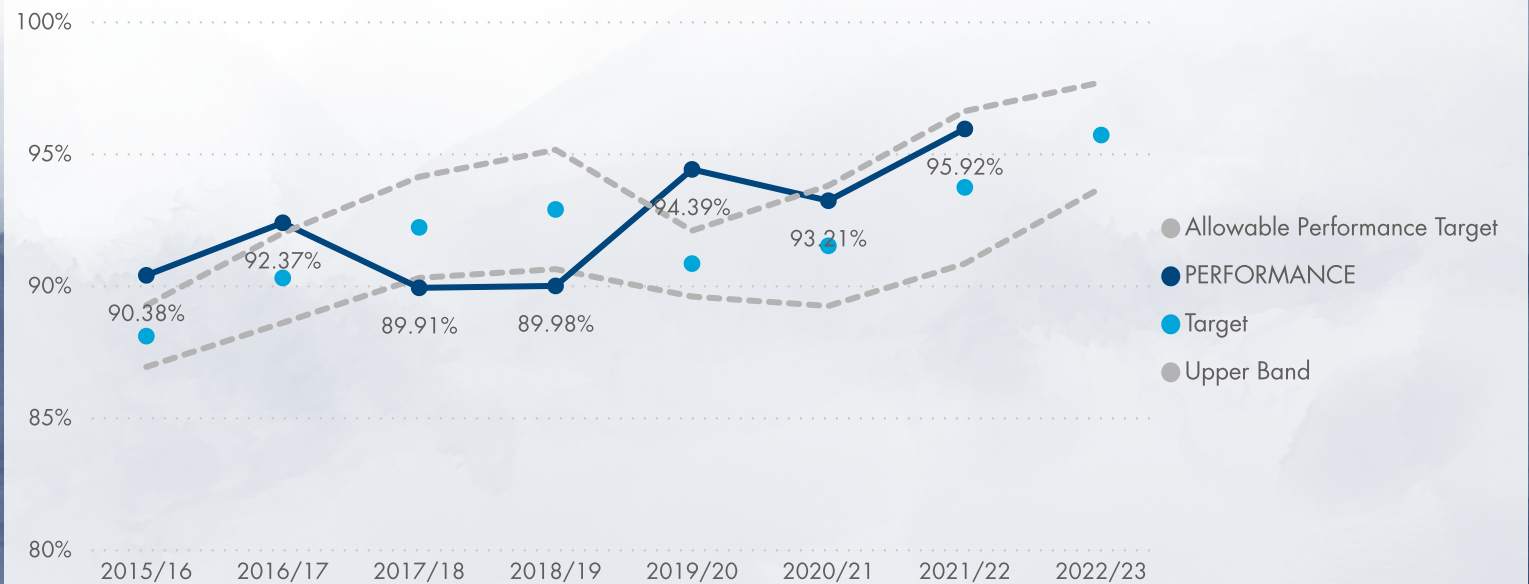
Exclusions: Graduate.

Reporting Period: Two years after graduation (ie. 2017-18 data represents employment rate of 2015 graduates after two years). Data is collected and tabulated between November and may of an academic year, and available for use/release at the beginning of the next academic year.

Metric will be activated for performance/outcomes-based funding in Year 1 of SMA3, 2020-21.

Notes: "Employed graduates" in this case refers to those who are in a paid job, or self employed, working 30+ hours a week. It does not include respondents who, at the time of survey, had been offered a job starting at a later date.

| Year | Weight | Notional Allocation | Target Achievement | Actual Allocation | Loss Due to Underachievement | Theoretical Reallocation |
|---------|--------|---------------------|--------------------|-------------------|------------------------------|--------------------------|
| 2015/16 | | | 103.99% | | | |
| 2016/17 | | | 104.28% | | | |
| 2017/18 | | | 99.58% | | | |
| 2018/19 | | | 99.30% | | | |
| 2019/20 | | | 105.38% | | | |
| 2020/21 | 10% | \$856,338 | 104.47% | \$856,338 | | \$217 |
| 2021/22 | 5% | \$559,751 | 105.62% | \$559,751 | | \$17 |
| 2022/23 | 5% | \$715,520 | | | | |
| 2023/24 | 5% | \$140,205 | | | | |
| 2024/25 | 5% | \$350,512 | | | | |



Strategic Mandate Agreement 3

Metric 2: Institutional Strength/Focus - Education

Education includes: FORPOS 139, 142, 190, 273, 439

Definition: Proportion of enrolment in an institution's program area(s) of strength.

Data Source: University Statistical and Enrolment Report (USER), Enrolment data collection

Calculation Methodology: *Numerator* - Total Enrolment (FFTEs, domestic and international) in Program Area of Strength - divided by - *Denominator* - Total Institutional Enrolment (FFTEs, domestic and international).

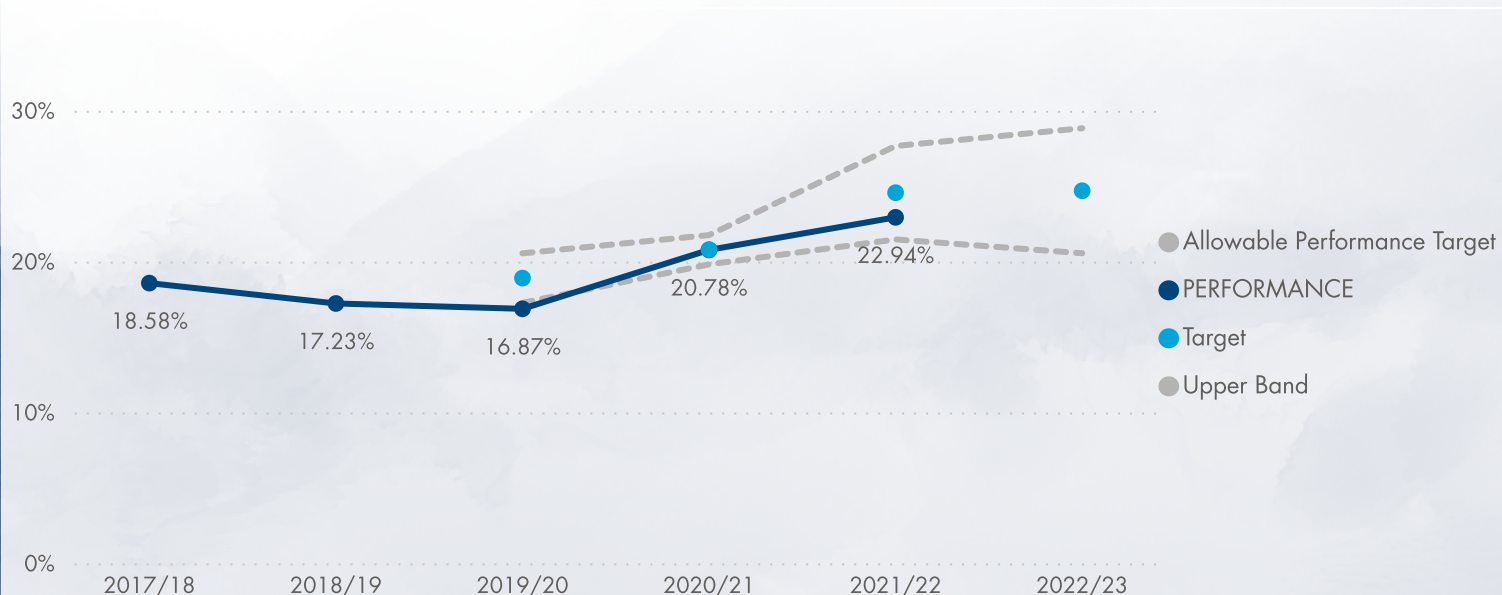
Inclusions: Collaborative Nursing; Affiliates; Undergraduate FFTE(All terms Fiscal Year, Spring/Summer, Fall, Winter); Graduate FFTE (Fall and Summer Fiscal Year).

Reporting Period: All term undergraduate and Summer/Fall graduate students (data available in June/July), evaluated with a one-year lag.

Metric will be activated for performance/outcomes-based funding in Year 1 of SMA3, 2020-21.

***Minimum band of tolerance is 3%.*

| Year | Weight | Notional Allocation | Target Achievement | Actual Allocation | Loss Due to Underachievement | Theoretical Reallocation |
|---------|--------|---------------------|--------------------|-------------------|------------------------------|--------------------------|
| 2019/20 | | | 97.72% | | | |
| 2020/21 | 35% | \$2,997,183 | 104.83% | \$2,997,183 | | |
| 2021/22 | 30% | \$3,358,507 | 106.82% | \$3,358,507 | | \$157 |
| 2022/23 | 10% | \$1,431,039 | | | | |
| 2023/24 | 10% | \$280,409 | | | | |
| 2024/25 | 10% | \$701,024 | | | | |



Strategic Mandate Agreement 3

Metric 3: Graduation Rate

Definition: Proportion of all new, full-time, year one university students of undergraduate (bachelor or first professional degree) programs who commenced their study in a given fall term and graduated from the same institution within 7 years.

Data Source: University Statistical and Enrolment Report (USER), Enrolment and Degrees Awarded data collections

Calculation Methodology: Using the ministry Key Performance Indicator graduation rate the methodology involves the selection of new, full-time, year one undergraduate students on the Fall enrolment file, with a valid and unique student ID, and seeking a bachelor/first professional degree (*Denominator*). The subset is matched against students who received a degree (in any program) from the same institution during the most current 7 years (*Numerator*). Note that the ministry will use this methodology until the metric can be adjusted for OEN-based student mobility data (expected 2022-23).

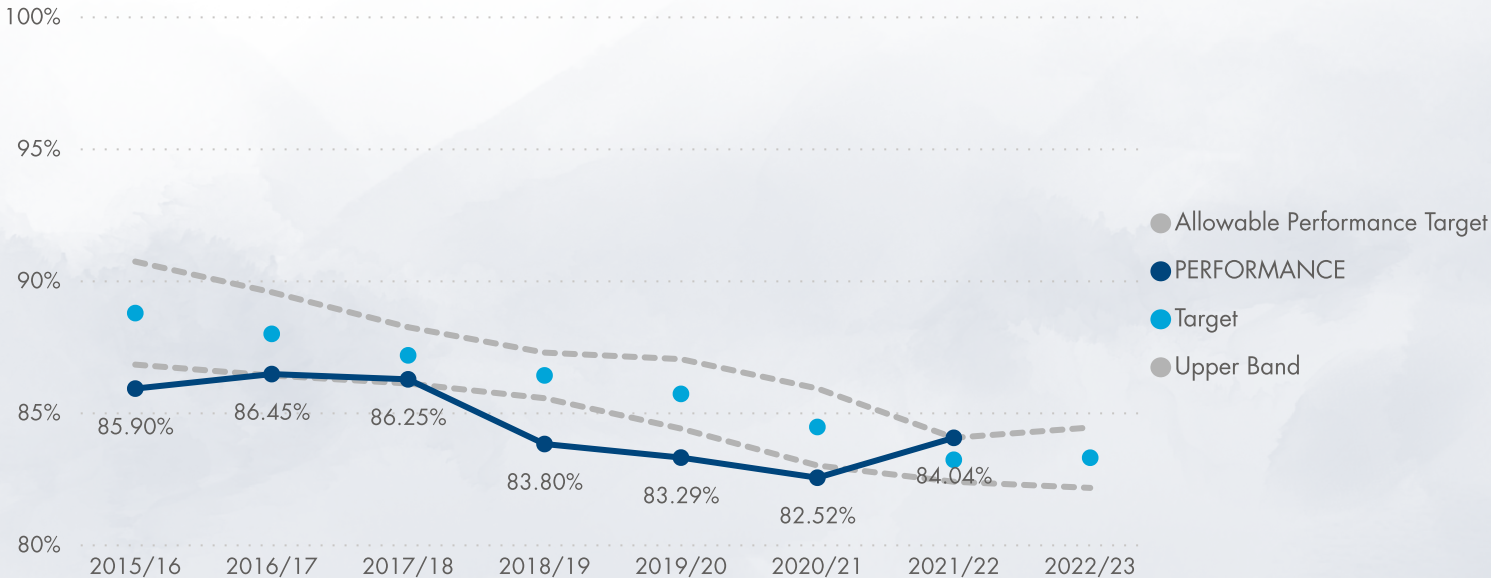
Inclusions: Domestic, International, Full-Time, Undergraduate, Online, Collaborative Nursing;

Exclusions: Part-Time, Graduate.

Reporting Period: Year of graduation (eg. 2011 entering cohort graduated as of 2018 calendar year).

Metric will be activated for performance/outcomes-based funding in Year 1 of SMA3, 2020-21.

| Year | Weight | Notional Allocation | Target Achievement | Actual Allocation | Loss Due to Underachievement | Theoretical Reallocation |
|---------|--------|---------------------|--------------------|-------------------|------------------------------|--------------------------|
| 2015/16 | | | 98.95% | | | |
| 2016/17 | | | 100.06% | | | |
| 2017/18 | | | 100.18% | | | |
| 2018/19 | | | 97.97% | | | |
| 2019/20 | | | 98.70% | | | |
| 2020/21 | 10% | \$856,338 | 99.44% | \$851,557 | (\$4,781) | (\$4,781) |
| 2021/22 | 5% | \$559,751 | 102.02% | \$559,751 | | \$643 |
| 2022/23 | 5% | \$715,520 | | | | |
| 2023/24 | 5% | \$140,205 | | | | |
| 2024/25 | 5% | \$350,512 | | | | |



Strategic Mandate Agreement 3

Metric 4: Community/Local Impact of Student Enrolment

Definition: Institutional enrolment share in the population of the city(cities)/town(s) in which the institution is located.

Data Source: University Statistical and Enrolment Report (USER), Enrolment data collection; Census Data (Statistics Canada)

Calculation Methodology: *Numerator* - Institution's total headcount enrolment (full and part time, domestic and international) - divided by *Denominator* - Population (15 to 64 year-old) of the city(cities)/town(s); Census Divisions, Census Subdivisions, and/or Census Metropolitan Areas as per geographic classification used by Statistics Canada in which the institutional campuses are located, using 2016 Census data.

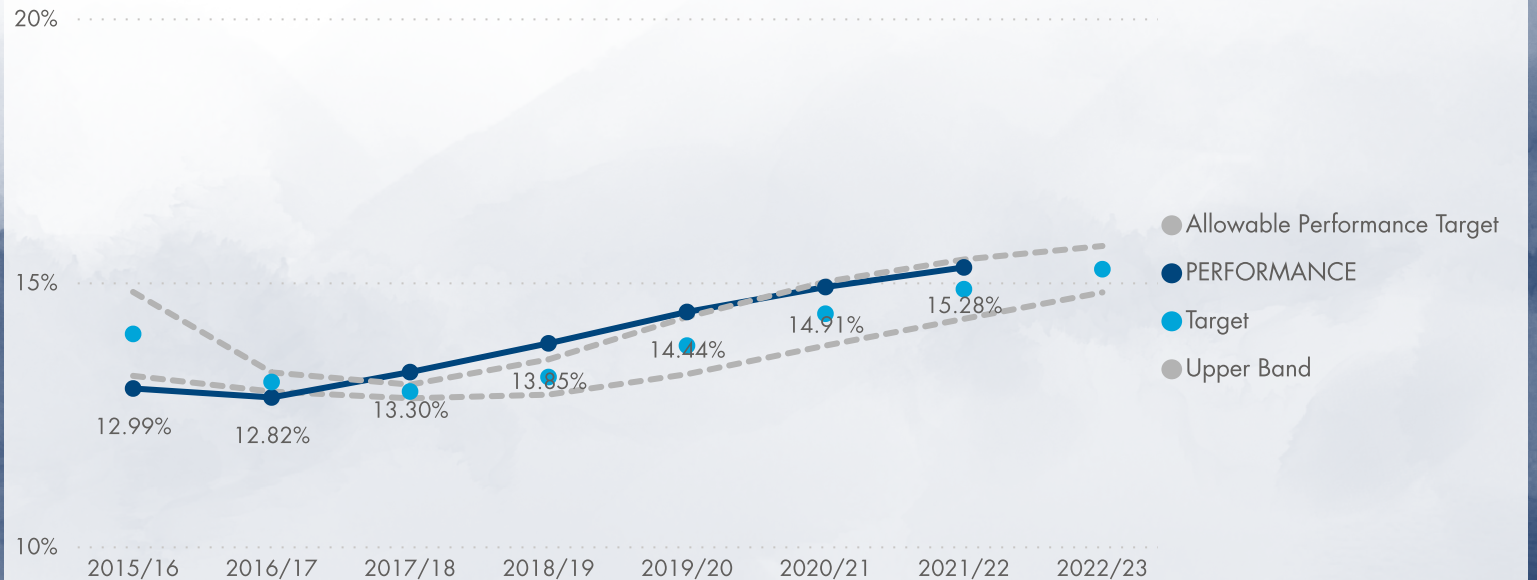
Note that 2016 Census population will be used as the denominator for the duration of SMA3.

Inclusions: Domestic, International, Full-Time, Part-Time, Undergraduate, Graduate.

Reporting Period: Fall term enrolment (data available by February) and population data is Census 2016.

Metric will be activated for performance/outcomes-based funding in Year 1 of SMA3, 2020-21.

| Year | Weight | Notional Allocation | Target Achievement | Actual Allocation | Loss Due to Underachievement | Theoretical Reallocation |
|---------|--------|---------------------|--------------------|-------------------|------------------------------|--------------------------|
| 2015/16 | | | 98.19% | | | |
| 2016/17 | | | 99.14% | | | |
| 2017/18 | | | 103.88% | | | |
| 2018/19 | | | 107.55% | | | |
| 2019/20 | | | 108.89% | | | |
| 2020/21 | 25% | \$2,140,845 | 108.04% | \$2,140,845 | | \$257 |
| 2021/22 | 30% | \$3,358,507 | 106.81% | \$3,358,507 | | \$763 |
| 2022/23 | 20% | \$2,862,079 | | | | |
| 2023/24 | 20% | \$560,819 | | | | |
| 2024/25 | 20% | \$1,402,047 | | | | |



Strategic Mandate Agreement 3

Metric 5: Institution-Specific (Economic Impact)

Definition: Economic Impact of students enrolled at Nipissing from outside North Bay based on the following Ontario average household expenditures: food, rent and public transportation

Data Source: University Statistical and Enrolment Report (USER), Enrolment data collection; OUAC; Statistics Canada table 11-10-0222-01 (Household spending, Canada, regions and provinces)

Calculation Methodology: Total enrolment headcount of students with a home postal code unlike P1A, P1B, or P1C (OUAC) * average annual Ontario household spend (Statscan)

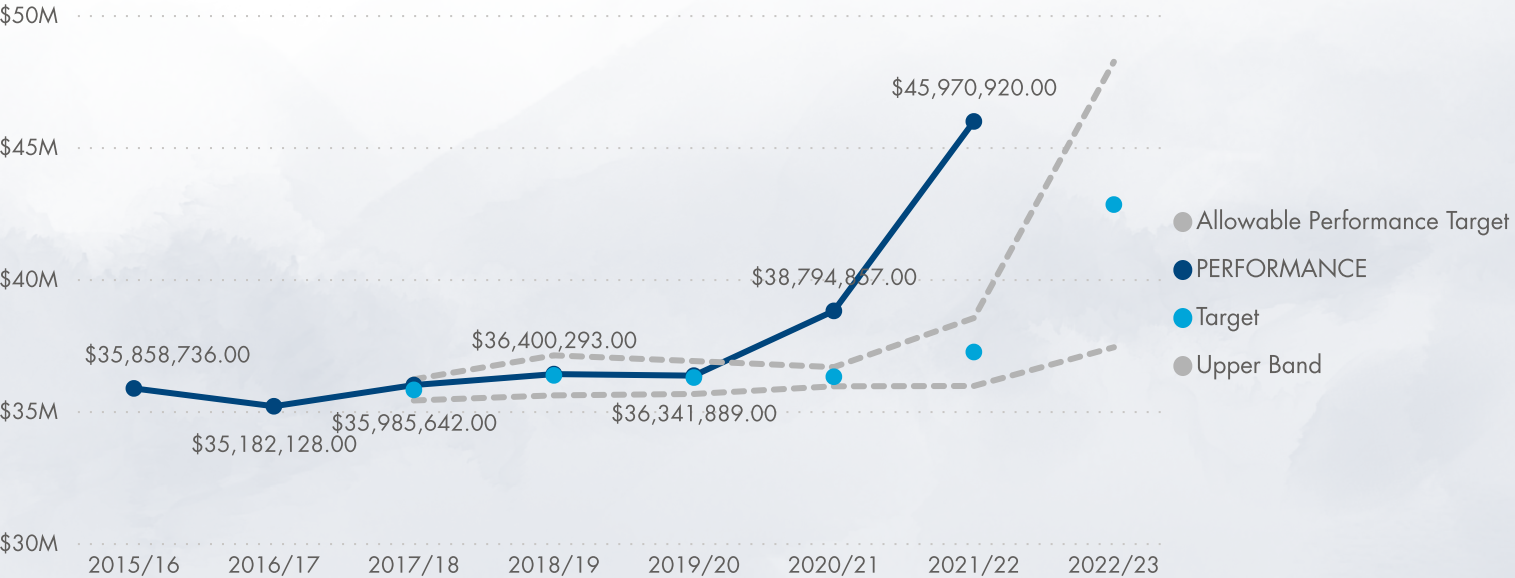
Inclusions: Students who applied to the institution through OUAC with a 101, 105, PTIME or TEAS application type.

Exclusions: Students who did not apply through OUAC, Students with missing home postal code/zip in OUAC.

Reporting Period: Fall term enrolment

Metric will be activated for performance/outcomes-based funding in Year 1 of SMA3, 2020-21.

| SMA YEAR | Weight | Notional Allocation | Target Achievement | Actual Allocation | Loss Due to Underachievement | Theoretical Reallocation |
|----------|--------|---------------------|--------------------|-------------------|------------------------------|--------------------------|
| 2017/18 | | | 101.65% | | | |
| 2018/19 | | | 102.27% | | | |
| 2019/20 | | | 101.95% | | | |
| 2020/21 | 10% | \$856,338 | 107.95% | \$856,338 | | |
| 2021/22 | 10% | \$1,119,502 | 127.87% | \$1,119,502 | | |
| 2022/23 | 20% | \$2,862,079 | | | | |
| 2023/24 | 20% | \$560,819 | | | | |
| 2024/25 | 20% | \$1,402,047 | | | | |



Strategic Mandate Agreement 3

Metric 6: Research Funding & Capacity: Federal Tri-Agency Funding Secured

Definition: Amount and proportion of funding received by institution from federal research granting agencies (SSHRC, NSERC, CIHR) in total Tri-Agency funding received by Ontario universities.

Data Source: Research Support Program, The Tri-Agency Institutional Programs Secretariat (TIPS)

Calculation Methodology: *Amount:* Tri-Agency funding
Proportion: Numerator - Tri-Agency funding per university - divided by Denominator - Total Tri-Agency funding, Ontario universities, 3-year rolling average, one-year slip.

Inclusions: Research grants from the the three federal research granting agencies - SSHRC, NSERC, and CIHR - and funds spent by the Network of Centres of Excellence (NCE) administrative centers hosted by universities received by universities and their affiliates such as research institutes, hospitals and other affiliates as confirmed by the university in the annual validation of affiliated institutions conducted by TIPS.

Exclusions: Funding for research chairs, fellowships, scholarships, awards and prizes.

Reporting Period: Fiscal Year

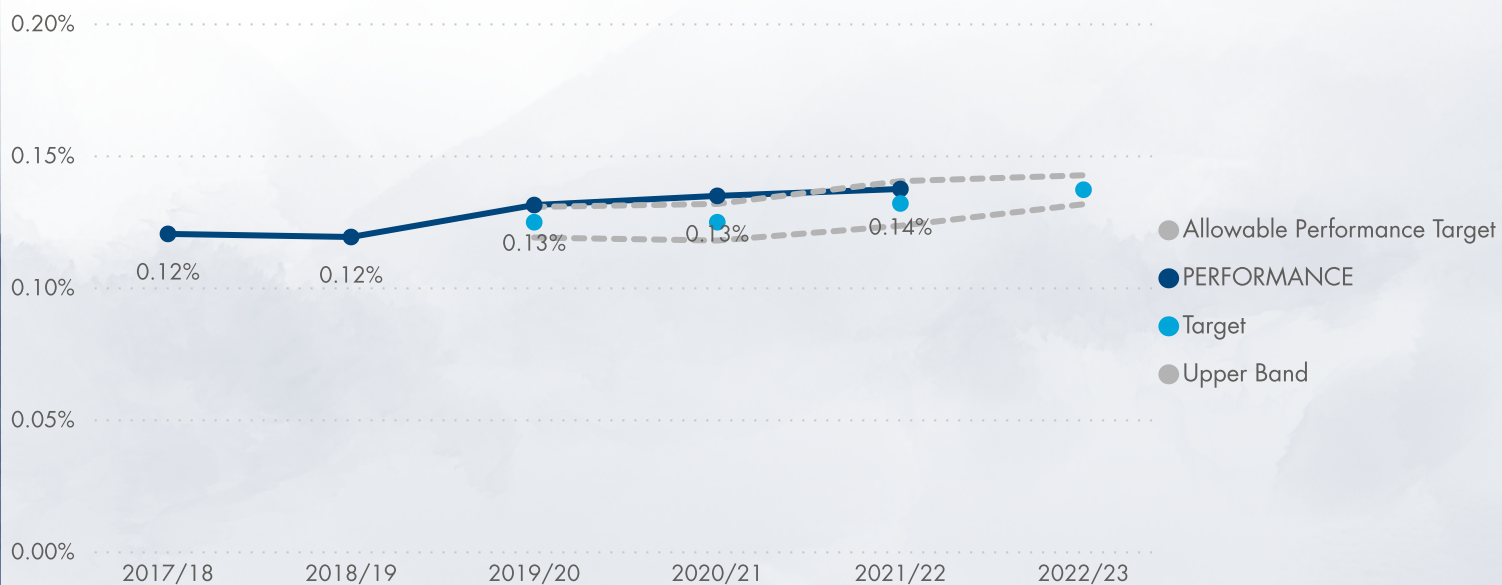
Metric will be activated for performance/outcomes-based funding in Year 1 of SMA3, 2020-21.

Note: For performance/outcomes-based funding calculation, only proportions will be used.

This metric is calculated based on the rolling average of three years, one-year slipped.

***Minimum band of tolerance is 4%.

| Year | Weight | Notional Allocation | Target Achievement | Actual Allocation | Loss Due to Underachievement | Theoretical Reallocation |
|---------|--------|---------------------|--------------------|-------------------|------------------------------|--------------------------|
| 2019/20 | | | 110.35% | | | |
| 2020/21 | 10% | \$856,338 | 114.38% | \$856,338 | | \$6,971 |
| 2021/22 | 5% | \$559,751 | 111.29% | \$559,751 | | \$2,139 |
| 2022/23 | 5% | \$715,520 | | | | |
| 2023/24 | 5% | \$140,205 | | | | |
| 2024/25 | 5% | \$350,512 | | | | |



Strategic Mandate Agreement 3

Metric 7: Experiential Learning

Definition: Number and proportion of graduates in undergraduate programs, who participated in at least one course with required Experiential Learning (EL) component(s).

Data Source: Institutional Data

Calculation Methodology: *Count:* Graduates of undergraduate programs who participated in at least one course with required experiential learning component(s). *Proportion:* Numerator - Number of graduates in undergraduate programs, who participated in at least one course with required Experiential Learning (EL) component(s) - divided by Denominator - Total number of graduates.

Inclusions: Domestic, International, Full-Time, Part-Time, Undergraduate, Collaborative Nursing.

Exclusions: Graduate, Online**.

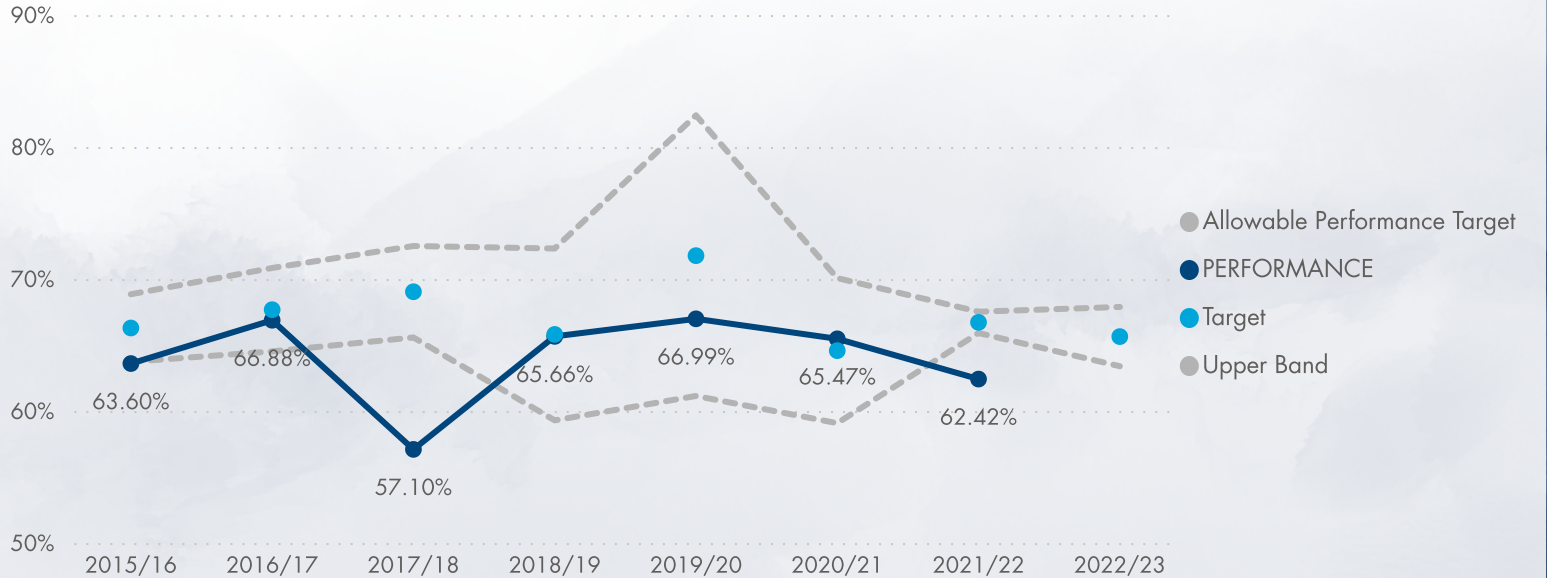
Metric will be activated for performance/outcomes-based funding in Year 2 of SMA3, 2021-22.

Note: For performance/outcomes-based funding calculation, only proportions will be used. For the purposes of SMA3 reporting, universities should follow the following guidelines:

- EL activity is a component of a for credit course in an undergraduate program.
- EL activity is tracked at the individual-level (ie. an institution must be able to determine if a graduate participated in EL).
- EL activity is structured and meaningful (ie. verified or evaluated and count towards course credit or credential completion).

**Includes BSCN.NURS.RPN.DIST

| Year | Weight | Notional Allocation | Target Achievement | Actual Allocation | Loss Due to Underachievement | Theoretical Reallocation |
|---------|--------|---------------------|--------------------|-------------------|------------------------------|--------------------------|
| 2015/16 | | | 99.78% | | | |
| 2016/17 | | | 103.66% | | | |
| 2017/18 | | | 87.07% | | | |
| 2018/19 | | | 110.73% | | | |
| 2019/20 | | | 109.56% | | | |
| 2020/21 | | | 110.82% | | | |
| 2021/22 | 5% | \$559,751 | 94.71% | \$530,114 | (\$29,637) | (\$29,637) |
| 2022/23 | 20% | \$2,862,079 | | | | |
| 2023/24 | 20% | \$560,819 | | | | |
| 2024/25 | 20% | \$1,402,047 | | | | |



Strategic Mandate Agreement 3

Metric 8: Research Revenue Attracted from Private Sector Sources

Definition: Total research revenue attracted from private sector and not-for-profit sources.

Data Source: Council of Ontario Finance Officers (COFO)

Calculation Methodology: Based on aggregated revenue amounts for Sponsored Research fund group by universities through the COFO Financial Report, in Table 11 - Donations, Non-Government Grants and Contracts.

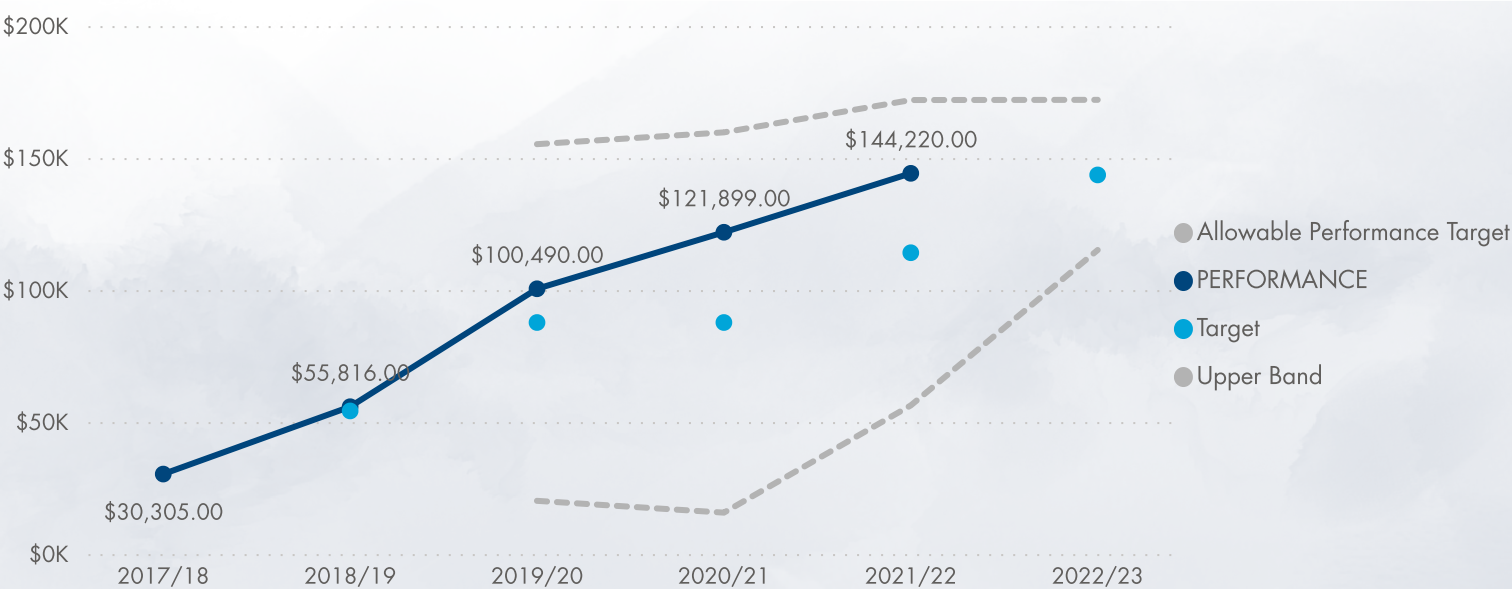
Inclusions: Total sponsored research revenue as reported in COFO Table 11 from donations, non-government grants and contracts received from individuals, business enterprises, foundations, and not-for-profit organizations, from both consolidated and not-consolidated entities.

Exclusions: In-kind contributions; Revenues from the following fund groups as reported in COFO Table 11: Capital, Trust, Operating, Other (Non-Credit), Ancillary and Endowment.

Note: **This metric is calculated based on the rolling average of three most recent years.**

Metric will be activated for performance/outcomes-based funding in Year 2 of SMA3, 2021-22.

| SMA YEAR | Weight | Notional Allocation | Target Achievement | Actual Allocation | Loss Due to Underachievement | Theoretical Reallocation |
|----------|--------|---------------------|--------------------|-------------------|------------------------------|--------------------------|
| 2019/20 | | | 498.36% | | | |
| 2020/21 | | | 776.79% | | | |
| 2021/22 | 5% | \$559,751 | 256.14% | \$559,751 | | \$394 |
| 2022/23 | 5% | \$715,520 | | | | |
| 2023/24 | 5% | \$140,205 | | | | |
| 2024/25 | 5% | \$350,512 | | | | |



Strategic Mandate Agreement 3

Metric 9: Graduate Employment Earnings

Definition: Median employment earnings of university graduates, two years after graduation.

Data Source: Education and Labour Market Longitudinal Platform (ELMLP), Statistics Canada

Calculation Methodology: Employment earnings of graduates in a given calendar year who submitted tax information two years after graduation and were employed or self-employed, based on the cross-sectional nominal data set. Institutional aggregate includes graduates of Undergraduate degree, Master's degree, Doctoral degree and Professional Degree programs, weighted by the number of graduates with the respective credential.

Inclusions: Domestic, International, Full-Time, Part-Time, Online, Preparatory programs, Collaborative Nursing; Self-employed graduates.

Exclusions: Graduates with no income information; Graduates enrolled in full-time studies when tax files are submitted two years after graduation.

Reporting Period: Two years after graduation.

Metric will be activated for performance/outcomes-based funding in Year 2 of SMA3, 2021-22.

| SMA YEAR | Weight | Notional Allocation | Target Achievement | Actual Allocation | Loss Due to Underachievement | Theoretical Reallocation |
|----------|--------|---------------------|--------------------|-------------------|------------------------------|--------------------------|
| 2018/19 | | | 103.33% | | | |
| 2019/20 | | | 110.45% | | | |
| 2020/21 | | | 124.12% | | | |
| 2021/22 | 5% | \$559,751 | 121.97% | \$559,751 | | |
| 2022/23 | 5% | \$715,520 | | | | |
| 2023/24 | 5% | \$140,205 | | | | |
| 2024/25 | 5% | \$350,512 | | | | |





**Nipissing University Alumni Advisory Board report to Board of Governors
January 2023**

Homecoming

Nipissing University's 2022 Homecoming weekend took place from November 18th – 19th, 2022. Overall, we saw an increase in alumni attendance from 2019, but a decrease in student attendance and general engagement overall. A few factors contributed to this including weather, placement within the academic year and a perceived lack of interest. The Nipissing University Homecoming Working Committee debriefed in early December and NUAAB's events sub-committee will come together in February to start planning for 2023. Dates have been set for September 22-24, 2023.

A survey of 2022 Homecoming attendees was completed to solicit feedback. Most folks reported that they would prefer the event to return to the fall, that we diversify the events as part of the weekend, and that we include more alumni exclusive events. Overall, respondents reported that they enjoyed themselves overall. We will consider this feedback as we plan for Homecoming weekend in 2023.

Affinity Partners

TD Insurance has approached the alumni department about a new and exciting offer that will benefit alumni with small business insurance needs. The Alumni Office is learning more about this program and will collaborate with TD Insurance to begin to market this offering to Alumni.

TD Insurance has graciously provided a pair of Raptors tickets to raffle at the upcoming Shoot for Change event. Thank you!

LifeTouch will be on campus for the winter term January 23rd - February 2nd. They will be located in the Owl's Nest for their visit to campus. Last semester had a few hiccups but overall went smoothly.

Our Alumni Student Assistant, Hailly, has been busy working on the affinity comparison document so we can look at the gaps we have in benefits and services. This will help us continue to provide alumni with relevant products and services as a benefit to their membership as a Nipissing alumnus.

Nipissing University Indigenous Council on Education Update to Nipissing University Board of Governors February 9th, 2023

Our council is pleased to hear that Dr. Cindy Peltier has accepted an appointment as Special Advisor to the President on Indigenous Matters. Dr. Peltier, a citizen of Wiikwemkoong Unceded Territory on Manitoulin Island, has been a respected champion of the campus "Indigenization" process since its inception, and enjoys the respect of academic colleagues and students with whom she has shared her knowledge. She has already volunteered some of her sabbatical time to support NUICE's role in the university's strategic planning process.

In addition to the above exciting news regarding Dr. Peltier's appointment, the following are the latest developments of the Nipissing University Indigenous Council on Education since the last Board of Governors report submitted November, 2022:

- **Dec. 3, 2022** – Board of Governors engagement – At this retreat, board members engaged in Treaty learning with NUICE Chair, Maurice Switzer. Well respected Knowledge Holder, Brenda Lee and Amanda Bellefeuille were also available to share traditional skills and knowledge of wampum. These learnings were shared to enhance board member understanding of the treaty-like relationship that we hope evolves between Nipissing University and the Indigenous communities who send students to our campus. Board members were prompted throughout the afternoon to share thoughts and comments about the identity of Nipissing University and its role and service to community. A sincere thanks to the NU Strategic Planning Steering Committee for their dedication and commitment:
 - Kevin B Wamsley, PhD (Chair)
 - Elder Mike Couchie
 - Dr. Cindy Peltier (Honorary Committee Member)
 - Lindsey Voisin
 - Tanya Matthews
 - Terra Nevrencan
 - Steven Smits
 - Dr. Graydon Raymer
 - Tyrell Chambers
 - Dr. Michelann Parr
 - Heather Hersemeyer
 - Chris Hachkowski
 - Sema Chaudhry
 - Dr. Kristin Lucas
 - Romeo Fournier (co-facilitator)
 - Cristin Christopher (co-facilitator)
- **Dec. 16th, 2022 – NUICE and Indigenous Community Engagement**
An essential element of the NUICE input into the university's strategic planning process will be engagement with the Indigenous communities who send students to our campus. The NUICE Working Group has determined they would prefer to have Indigenous Community Engagement flow through their group with all invitations and communications coming from NUICE. As a means of starting this ongoing discussion, the following Indigenous groups will be contacted and scheduled for in-person engagements throughout the month of February:
 - NUICE – Feb. 7th
 - Nipissing First Nation - TBD
 - Dokis First Nation – TBD
 - Regional Education Council – Feb. 13th
- **Jan. 12th, 2023 – NUICE and the Strategic Planning Steering Committee meeting**
NUICE Chair, Maurice Switzer, joined the group at the first meeting of the new year. Dr. Cindy Peltier was also present. This meeting focused on regrouping as we embark on

this winter semester. The group revisited the understanding that this strategic planning process is the first step toward helping our campus define “who we are”, enabling us to engage in a more sustained, intentional Indigenous community engagement process which focuses on treaty relationships.

- **Feb. 7th, 2023 – NUICE Meeting and Strategic Engagement**
Indigenous community members who make up our NUICE membership will be engaging with the NU Strategic Planning Steering Committee for the afternoon on Tues. Feb. 7th (12-3pm). During this time, NUICE members will be encouraged to provide responses and engage in discussions which will prompt reflection about the future of Nipissing University.
- **Feb. 15th, 2023 – Aasgaabitaadwin Youth Leadership Conference**
OII Hosting Aasgaabitaadwin Youth Leadership Conference on Feb 15th with local indigenous youth from partnering school boards. Students will be working with local knowledge holder to learn about snowshoe making and mukluk making and have an opportunity to go snowshoeing on campus. In addition, Indigenous Peer Mentors are hosting a number of outdoor, land-based engagements for students and starting winter semester in-school sessions with local high schools.

Board of Governors Report February 9th, 2023

Food Bank

After the food bank usage increased five times from 2019, there has been an even greater increase since the beginning of January. On average we are seeing 20-30 students a day. NUSU has been requesting food bank items, both physical and monetary. Non-perishable food items and hygiene items can be dropped off to the NUSU Student Centre between the hours of 8:30am and 8:30pm (Monday to Thursday) or 8:30am to 4:30pm (Friday). Monetary donations can be e-transferred to finance@nusu.com with the password being foodbank.

Executives

Montana Taylor, VP Finance & Administration, stepped down before the Christmas break due to personal reasons. This position will not be filled this semester; however, Harikesh Panchal will replace Montana's voting position on the Board of Governors.

Executive elections took place last month. Executives for the 2023-2024 year will start their term on May 1st.

MENTal Strength Forum

Nipissing University and NUSU partnered on a men's mental health forum as part of the MENTal Strength program. A panel including Maurice Switzer led the conversation. Well done to Sarah Cantin, Bryanna Kelly, and Deven Doodnath who organized this event.

International students - January

NUSU held a welcome event for international students who arrived in Canada in January. This included a "Canadian" meal (poutine, beavertails and more), as well as attending the men's hockey game. This event allowed us to create relationships with the students and we have been fortunate to see them at numerous events already.

Holiday Cards for Seniors

Students partnered with NUSU to write holiday cards for seniors in the community. Over 300 cards were distributed to groups such as Cassellholme.



Provost & Vice-President, Academic and Research Report to the Board of Governors - February 9, 2023

PVPAR's Report

1. Work continues to finalize the academic structure for the upcoming year.
 - The Dean of Arts and Science and the Dean of Education and Professional Studies will remain interim.
 - The search for the Associate Vice President of Research, Innovation and Graduate Studies is ongoing.
2. Discussion of the Academic Plan continues at the Academic Quality Assurance and Planning Committee
3. Plans are ongoing for the Open House in March
 - The focus will be on conversion
 - Slightly different format with staff and faculty in their offices and classrooms
 - A picture of Life as a Laker
4. Ongoing consideration of structures and programs across the institution
5. Research Month
 - March is Research Month. We are looking forward to celebrating the impact of our researchers' work through a series of events designed to share our research with the broader community and with each other. We encourage faculty members to participate in the speaker sessions and remind their students to register for 3MT and the Undergraduate Research Conference.



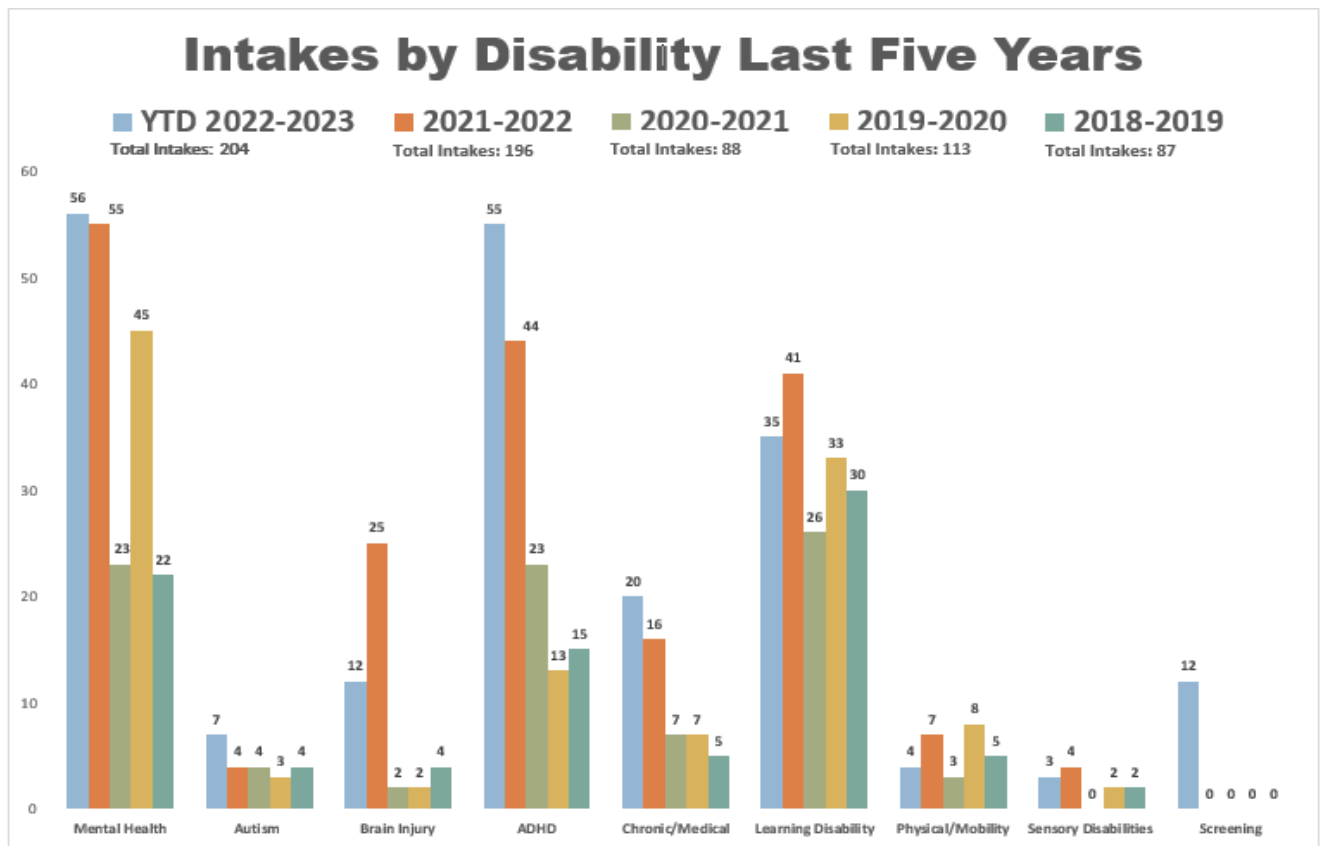
Provost & Vice-President, Academic and Research
Report to the Board of Governors - February 9, 2023

BOARD OF GOVERNORS REPORT ~ ASSISTANT VICE PRESIDENT, STUDENTS

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

STUDENT ACCESSIBILITY SERVICES

Student Accessibility Services has seen a substantial increase in registrations with their service. New Student Registrations / Intake numbers for the first half of the academic year have surpassed totals seen in the previous year and are more than double the totals seen in 2020. These increases are queried to be the result of wellness impacts on students from the COVID-19 pandemic or changes in the post-pandemic learning landscape. Student Accessibility Services is working diligently to ensure all students have the accommodations they require to be academically successful.





Provost & Vice-President, Academic and Research Report to the Board of Governors - February 9, 2023

STUDENT COUNSELLING SERVICES

In addition to providing direct support to students, SCS has been doing a great deal of collaboration with other departments in providing training presentations, and psychoeducation related to mental health supports and resources available to students.

We are looking forward to offering some new service options within SCS. In 2022, a new Dibaadan Wellness Coordinator position was created, and we are excited to announce the position has been filled. The Coordinator will provide specialized wellness services, case management, and traditional indigenous wellness teachings. Currently the coordinator is in the process of seeking out student and staff feedback through surveys to gain a broader understand of activities and supports that would promote student wellness to best meet the needs of the students we are serving.

The Peer Support program is launching a new pilot initiative this month that will allow students to meet one-to-one with a peer supporter. There will continue to be the drop-in service available to students which will provide them an additional option for engaging in these peer-led supports. These one-one appointments with peer supporters will be booked in advance and will be offered virtually, and in-person. The drop in three days a week will continue to be in person only.

SEXUAL VIOLENCE PREVENTION AND EDUCATION

Over 250 student leaders participated in training and education with SVPE, including NUSU - O-Week Leaders, Residence Life, Office of Indigenous Initiatives - Mentors and Volunteers, Varsity Athletics (first-year students), School of Graduate Studies, and students in ENGL - 3217 (Coercion and Sexual Violence in Literature) and SWFL 3806 (Family Violence). We are looking forward to hosting Sexual and Reproductive Health Awareness Week on February 13-17th and the Smallest Steps, film screening and community networking event on March 6th.



Provost & Vice-President, Academic and Research Report to the Board of Governors - February 9, 2023

INTERNATIONAL STUDENT SUPPORT

For the January semester, the International Student Support office saw an intake of 93 new international students for post- baccalaureate and undergraduate programs as well as 9 international exchange students. This brings our compliment of international students at Nipissing University to 204 current students. All new students were invited to take part in International Winter Orientation, with 63 students attending.

The International Student Mentorship Program (ISMP) continues its strong return this year. For this semester there are 18 mentors and 50 mentees. Mentors will be coordinating social programming for students, guided by the ISMP executive and the ISS office. So far, two programs have been run by ISMP and the ISS office: an international student-faculty mixer on January 18th attended by 9 faculty and 40 students, and an ISMP Mentor-Mentee social on January 20th attended by 45 students total. ISS continues to partner with SDS colleagues to provide educational sessions for international students, including a Counselling Services led session on mental health for international students and a Career Services led session on the Rural Northern Immigration Pilot program.

The ISS office will continue to work towards collaborating with the North Bay Multicultural Centre on English Conversation Circles, as well as planning programs and creating resources to assist international students as they navigate Nipissing University, North Bay, and Canada.

STUDENT LEARNING AND TRANSITIONS

Student Learning & Transitions, in conjunction with International Student Support, executed the International Lakers Orientation Day for the winter intake of 70 student registrants. In recognizing the importance of international students transition to living and learning in Canada, intentional programming was delivered by various NU staff, NUSU, and the North Bay Community.

Career Services is excited to host two Career Fairs this semester. The Education Career Fair for prospective teachers will be facilitated on Friday, February 3rd. Students will have the opportunity to meet and chat with over 30 provincial, national and international recruiters about potential employment opportunities.



Provost & Vice-President, Academic and Research Report to the Board of Governors - February 9, 2023

The wider Career Fair will be held Wednesday, March 8th and facilitated in conjunction with Canadore College and Yes Employment. Students will be invited to meet with up to 60 potential employers from 10-2 in the Shared Gymnasium.

We're gearing up for the 2023 Dave Marshall Leadership Awards, and we'd like to thank everyone who has already nominated a student for their exceptional leadership skills. As the nominations close on January 31st at 11:59pm, there's still time to nominate a student. We encourage everyone to have a look at the award criteria and distribution, as well as the nomination form, viewable through www.nipissingu.ca/dmla. In particular, we're in search of faculty members to nominate students within the Academic category.

Please save the date for the ceremony itself, which will be held on Thursday, March 9th, at 1:30 p.m. in the Nipissing Theatre (F213). A reception with light refreshments will be held in the Small Caf (A246) after the ceremony.

RESIDENCE LIFE

The Residence Life department opened the application for 2023-2024 fall/winter enrollment on Saturday January 21st, 2023. Students were anxiously awaiting the opening, with over 130 students signing on to the application at midnight when it opened! As of the last review by staff on January 21st, over 250 students had initiated applications within the first day. As of January 31st, just 10 days later, there are 543 applications completed by students, and Finance has confirmed that 341 of those have made deposits to confirm their application. This represents a new record for early applications, not previously seen by the Residence Life department.

Students from all cohorts (101, 105, returning upper years, B.Ed. and International), can continue to apply. A select number of early registrants will receive confirmation of a booking in early April, with the remainder placed on a waitlist, until we confirm that we can fulfill our direct from high school guarantee based on applications and deposits submitted by June 1st, 2023.



Vice-President, Finance & Administration

Report to the Board of Governors - February 9, 2023

VPFA's Report

1. 2023/24 Budget Cycle Update

Budget holders have been provided preliminary budgets and they have until January 25th to submit any budget requests. Integrated Budget Committee will be meeting with budget holders to review budgets in the first few weeks of February in preparation for the budget presentation to the Audit & Finance Committee of the Board of Governors on April 17, 2023. As we have not been apprised of changes to the provincial tuition framework, this will be a difficult budget process.

2. Credit Rating

Please see attached a copy of our DBRS Morning Star Credit Rating. Our current rating is BBB with a negative trend. Rating is supported by relatively low debt, the absence of unfunded pension liabilities and significant financial support by the Province. The negative trend reflects ongoing deficits which are eroding expendable net assets, and lack of available liquidity (or cash) especially in light of the Line of Credit being temporarily restricted. A positive rating action is possible if we have improved access to internal or external liquidity and return to sustainable operating surpluses to rebuild balance sheet flexibility.

3. Government Advocacy

Regular meetings have been held with representatives from the Ministry of Colleges and Universities. These discussions center around our current financial position, within the context of the new Financial Accountability Framework. President Wamsley has also been advocating directly with the Minister and our MPP, Vic Fedeli as well.

4. Labour Relations Update

The recent agreement with our Contract Academic Staff Bargaining Unit (CASBU) has been fully ratified by both parties. Over the next few months, we will commence bargaining with both our OPSEU Local 608 staff union as well as our Full-Time Academic Staff Bargaining Unit (FASBU).

NIPISSING UNIVERSITY

| | |
|-------------------------|--|
| Policy Category: | Financial |
| Policy Number: | 2.1.2012.B |
| Policy Name: | Signing Authority Policy |
| Responsible Department: | Vice-President, Finance & Administration |
| Approval Date: | April 12, 2012 |
| Approval Authority: | Board of Governors |
| Last Updated: | March 6, 2018 |
| Review Date: | September 2022 |

A. Purpose

The Board of Governors has the authority to manage the business and affairs of the University. In order to effectively manage these affairs, the Board, by this Policy, delegates authority to University Officers and employees as set out herein. The purpose of this policy is to specify the authority of various members of the University community to bind the University contractually. This policy is intended to expand the authorities granted by virtue of the [Board of Governors By-Law IV "Corporate Seal and Execution of Documents."](#)

B. Scope

This policy applies to all documents of the University under the jurisdiction of the Board of Governors regardless of whether Board approval is required for a particular document. Documents include: all contracts, construction contracts, employment contracts, gift agreements, purchase contracts, research proposals, research contracts, banking, investments, borrowing, and other situations not specifically mentioned in the Policy.

C. General

1. Any person who has been granted signing authority by an authorization in this Policy shall not sign a document until he or she has ensured that the agreement or transaction has received all required internal approvals.
2. No individual shall sign any document or enter into any oral or written agreement that creates an obligation or undertaking on behalf of the University unless the individual has the authority to do so under this Policy.

Signing Authority Policy

3. All employees have the obligation to understand the extent and limits of their authority, if any, and understand and comply with the University's policies, regulations, procedures and processes.
4. Individuals that have been granted authority under this Policy shall ensure:
 - a) that the University has the ability to meet the obligations being made;
 - b) that any agreement complies with the laws of Canada and Ontario
 - c) that any intellectual property matters have been properly considered in accordance with the University's policies and collective agreements
 - d) that any agreement is consistent with the University's Strategic Plans, annual budget, collective agreements, and the mandate, and mission of the University.
5. Prior to signing an agreement that is out of the ordinary, contrary to past practice or otherwise unusual, signing officers must consider the possible precedent that the agreement could set and seek advice from their supervisor. In these cases, signing officers should consider whether the importance of the agreement or the risks involved in it, justify the agreement being taken to the Board of Governors for information or approval.
6. Documents creating external financial reporting requirements for the University must be sent for approval to the Vice-President, Finance & Administration, in advance of their signature, and evidence of the approval of the Vice-President, Finance & Administration, must be provided in advance to those intended to sign the Document.
7. In the event that the President is of the view that any Document, irrespective of its total value or the length of its term, is of extraordinary significance to the University (on the basis of either an unusually high risk factor, the potential for exceptional public scrutiny, or impact on the academic reputation of the University), then the President shall bring such Document or cause such document to be brought to the Board of Governors prior to its signature and shall seek the Board's direction in that respect.
8. The Vice-President, Finance & Administration, may make non-material changes to these authorizations to reflect:
 - a) changes to the titles of positions included in these Authorizations
 - b) the deletion of positions included in these Authorizations; and
 - c) the addition of positions directly comparable to those included in these Authorizations.

Such revisions shall be in the form of a memorandum by the Vice-President, Finance & Administration. Each revision will take effect upon being filed with the University Secretary.

D. Definitions

"Construction Contracts" shall mean all proposals, contracts, subcontracts, letters of intent, memoranda of agreement, obligations, indemnities, covenants, stipulations, and all other documents evidencing what is or may be a binding, legal relationship between the University and one or more third parties, in connection with the design, execution and delivery of capital projects at the University.

Signing Authority Policy

“**Contracts**” shall mean any written deeds, transfers, assignments, contracts, subcontracts, letters of intent, memoranda of understanding, memoranda of agreement, obligations, certificates, leases, licenses, permits, indemnities, covenants, stipulations, and all other documents evidencing what is or may be a binding, legal relationship between the University and one or more third parties, but the term shall specifically exclude Construction Contracts, Employment Contracts, Gift Agreements, Purchase Contracts, and Research Contracts.

“**Employment Contracts**” shall mean offers of continuing employment, contracts of employment (whether of limited or unlimited term), and offers of renewal of contracts of employment.

“**Gift Agreements**” shall mean agreements involving the voluntary transfer of either personal property, real property, or both to the University by a donor to the University, the terms of which are settled between such donor and the Department of Development and Alumni Relations.

“**Purchase Contracts**” shall mean both purchase orders and contracts **or agreements** for the purchase of services or products by the University resulting from the issuance of purchase orders by the Purchasing Department.

“**Research Contracts**” shall mean agreements, contracts, subcontracts, letters of intent, memoranda of understanding, memoranda of agreement, and all other documents entered into between the University and a granting agency or sponsor organization where any of the researcher’s affiliation to the University and the University’s identity, facilities, or students is to be invoked in the conduct of the research activity contemplated by the agreement.

“**Research Proposals**” shall mean proposals for research grants or other research support developed at or through the University by or with the support of any member of the University community, to be submitted to any granting or other agency outside of the University, including without limitation the Social Sciences and Humanities Research Council of Canada (SSHRC), the Natural Sciences and Engineering Research Council of Canada (NSERC), and the Canadian Institutes of Health Research (CIHR).

“**Signing Officer**” is an individual who has been granted, through the approval of the Board of Governors, the ability to sign contracts, documents or other instruments in writing on behalf of the University thereby making commitments to other parties.

E. Policy

1. Banking

i. The signing officers of the University’s bank accounts are the positions of:

- Chair of the Board of Governors
- Vice-Chair of the Board of Governors
- Chair of the Audit and Finance Committee of the Board of Governors
- President
- Vice-President(s)
- Assistant Vice-President, Finance & Infrastructure
- ~~Director of Finance~~

Signing Authority Policy

- ii. Any two of the signing officers for the University's bank accounts are hereby authorized on behalf of the University to:
 - a. To borrow money for operating purposes only from the Bank upon the credit of the University on cheques, promissory notes, bills of exchange or other instruments, whether negotiable or not, or otherwise;
 - b. To sign, make, draw, accept, endorse, execute and deliver for the Banks on behalf of and in the name of the University all such cheques, promissory notes, bills of exchange, as well as drafts, acceptances, orders for the payment of money, securities, and other agreements, documents and instruments, whether or not negotiable or not, as may be necessary or useful in connection with the borrowings of money by and any other banking business of the University; and
 - c. To borrow, from time to time, from the University's authorized bankers, a sum or sums not exceeding in the aggregate the maximum credit limit which shall be established from time to time by arrangements between the University and its bankers. The expectation is that this borrowing facility is used on a very limited, seasonal or short-term basis.
- iii. Any one of the signing officers for the University's bank accounts is hereby authorized on behalf of the University to negotiate or deposit with or transfer to the Bank (but for the credit of the University's account only) all or any cheques, promissory notes, drafts, acceptances, bills of exchange and orders for payment of money, and for such purpose to draw, sign or endorse the same, or any of them, or to deliver the same, or any of them, to the Bank endorsed with the name of the University impressed thereon by a rubber stamp and other devices
- iv. Any one of the signing officers for the University's bank accounts, or any delegate designated by the ~~Director of Finance~~ [Assistant Vice-President, Finance & Infrastructure](#), is authorized to receive all paid cheques, statements and other debit vouchers charged to any account of the University and to execute from time to time, the Bank's form of receipt therefore.
- v. All financial services agreements, documents and instruments signed, made, drawn, accepted, endorsed or executed as aforesaid shall be valid and binding on the University.
- vi. The University shall furnish to the Banks a list of the names and positions of all persons authorized by this Authorization to do any act or thing, together with specimens of their signatures, and shall notify the Banks from time to time in writing of any change of such persons and positions. Such list when received by the Banks shall be binding on the University until written notice to the contrary shall have been given to the Banks and receipt of such notification acknowledged by the Banks.
- vii. The banks are authorized and directed to pay all amounts submitted to them for electronic funds transfer to payee accounts for the purposes of payroll transfers and payments to vendors. The University and the Banks will utilize security protocols and systems for transferring the electronic data from the University to the Banks and appropriate

Signing Authority Policy

confirmation procedures.

- viii. The Banks are hereby authorized and directed to pay any and all cheques which may be presented for payment bearing the facsimile signatures, produced or imprinted thereon by mechanical or electronic means, of any two of the aforementioned authorized signing officers, to all intents and purposes as though such cheques had been signed in their own handwriting and duly issued by such signing officers with the authority and on behalf of the University.

2. Investments

- i. Any two of the following individuals are hereby authorized on behalf of the University to complete investment transactions in connection with the transfer of short-term investments or long-term investments in accordance with relevant policies and procedures governing the University's investments:

One of the following:

- President
- Vice-President(s)

Plus ~~one of~~:

- ~~Director of Finance~~
- ~~Manager, Treasury, Trust & Financial Reporting~~ Assistant Vice-President, Finance & Infrastructure

3. General Contracts

- i. Subject to the Conditions of 3. ii. below, any two of following individuals are hereby authorized on behalf of the University to enter into and to bind the University to the terms of contracts and agreements relating to the general operation and development and expansion of the University for all matters not specifically mentioned by this policy or governed by another Board policy or requiring prior approval by the Board of Governors:

- Chair of the Board of Governors
- Vice-Chair of the Board of Governors
- Chair of the Audit and Finance Committee of the Board of Governors
- President
- Vice-President(s)
- ~~Director of Finance~~ Assistant Vice-President, Finance & Infrastructure

- ii. Prior approval by a resolution of the Board of Governors OR the Executive Committee of the Board will be required with respect to:

- a. any contract or agreement, including contracts for the purchase or sale of goods or services, where the obligation of the University or the benefit to the University exceeds \$1,000,000;

Signing Authority Policy

- b. any contract or agreement which in the opinion of the responsible Vice-President exposes the University to an uncertain and potentially significant liability;
- c. any contract or agreement in which the opinion of the responsible Vice-President is precedent setting or involves sensitive issues;
- d. any lease, license or other agreement for the use or occupation of University real property by third parties or the real property of third parties by the University where the term is or may be in excess of the five years (including therein any periods of renewal or extension provided for in the lease, license, or agreement) or the annual rental or other annual payment thereunder exceeds \$500,000.

4. Research Proposals and Contracts

- i. Subject to 4. ii. below, the following individuals are hereby appointed as signing officers of the University to enter into and execute contracts on behalf of the University relating to the provision of research for or by the University:
 - a. With respect to contracts or agreements where the liability of or the benefit to the University will NOT exceed \$50,000, any one of the following:
 - President
 - Vice-President(s)
 - ~~Director of Finance~~ Assistant Vice-President, Finance & Infrastructure
 - b. With respect to contracts or agreements where the liability of or the benefit to the University will not exceed \$1,000,000, any two of the following:
 - President
 - Vice-President(s)
 - Assistant Vice-President, Finance & Infrastructure
 - ~~Director of Finance~~
- ii. Prior approval by a resolution of the Board of Governors or Executive Committee of the Board will be required with respect to:
 - a. any contract or agreement where the obligation or the benefit to the University exceeds \$1,000,000;
 - b. any contract or agreement which in the opinion of the Vice-President, Academic and Research, exposes the University to an uncertain and potentially significant liability;
 - c. any contract or agreement in which the opinion of the Vice-President, Academic and Research, is precedent setting or involves sensitive issues.

5. Purchase Contracts

Signing Authority Policy

- i. The following individuals are hereby authorized as signing officers of the University to issue purchase orders within approved budgets and to bind the University to the terms thereof for goods and services in general for maximum amounts as hereafter specified:
 - a. With respect to purchase order transactions of up to \$5,000:
 - Purchasing Clerk
 - b. With respect to purchase order transactions up to \$25,000:
 - Buyer
 - c. With respect to purchase order transactions of up to \$100,000:
 - Manager, ~~Accounting and Purchasing Services~~Budgeting & Accounting
 - d. With respect to purchase order transactions in excess of \$100,000, any two of the following individuals:
 - President
 - Vice-President(s)
 - ~~Director of Finance~~Assistant Vice-President, Finance & Infrastructure
 - Manager, ~~Accounting and Purchasing Services~~Budgeting & Accounting

6. Employment Contracts

- i. Subject to completing a Position Authorization Form where applicable, the authority on behalf of the University to make offers and sign agreements for employment are as follows:
 - a. President's Position
 - Chair of the Board of Governors
 - b. Vice-President Positions
 - President
 - c. Administrative Positions
 - ~~Director, Human Resources~~Assistant Vice-President, Human Resources and Equity, Diversity & Inclusion
 - d. Support Positions
 - Assistant Vice-President, Human Resources and Equity, Diversity & Inclusion
 - ~~Director, Human Resources~~
 - e. Full-time Faculty Appointments

Signing Authority Policy

- Vice-President, Academic and Research
- f. Part-time Faculty
 - Dean of the respective faculty

7. Academic Contracts

- i. The following individuals are hereby appointed as signing officers of the University to enter into and execute contracts on behalf of the University relating to the establishment of affiliations with other Post-Secondary Institutions or other external agencies, including but not limiting to agreements for the creation of collaborative programs, partnership agreements, etc.:

- Vice-President, Academic and Research

Plus any one of the following individuals:

- President
- Vice-President, Finance & Administration
- Assistant Vice-President, Finance & Infrastructure

8. Construction Contracts

- i. The following individuals are hereby appointed as signing officers of the University to enter into and execute contracts on behalf of the University relating to capital construction and renovations directly related to the operation and maintenance of buildings and the development of the University facilities subject to obtaining prior approval by resolution of the Board of Governors for all capital ~~construction~~ projects in excess of \$1,000,000:

Any two of the following:

- Vice-President(s)
- ~~Director of Finance~~ Assistant Vice-President, Finance & Infrastructure
- Director, Facilities
- President

9. Gift Agreements

- i. Gift Agreements in which the total value does not exceed \$100,000 may be signed on behalf of the University by the Senior Development Officer.
- ii. Gift Agreements in which the total value does not exceed \$500,000 may be signed on behalf of the University by the Vice-President, Finance & Administration.
- iii. Gift Agreements in which the total value exceeds \$500,000 must be signed on behalf of the University by the Vice-President, Finance & Administration and the President.

Signing Authority Policy

Inquiries regarding the interpretation, practices and procedures to be following in administering matters relating to this policy should be directed to the Vice-President, Finance & Administration.

NIPISSING UNIVERSITY

| | |
|--------------------------------|---|
| Policy Category: | General |
| Policy Number: | TBD |
| Policy Name: | Appointment/Reappointment of a Chancellor |
| Responsible Department: | Office of the President |
| Original Approval Date: | April 1993 |
| Approval Authority: | Board of Governors |
| Last Updated: | September 2001 |
| Next Review Date: | TBD |

I. General

The Chancellor of Nipissing University is appointed by the Board of Governors. The Chancellor is the titular head of the University and shall confer all degrees, honorary degrees, diplomas and certificates. The Chancellor is an outstanding role model who not only demonstrates a passion for education but appreciates and demonstrates a commitment to the vision, mission, and values of Nipissing University as set out in the Strategic Plan. The term of office is four (4) years, and the Chancellor may be appointed for a maximum of two consecutive terms.

The position of Chancellor does not remove or replace any duty or power of the Board of Governors, the Senate, or the President.

II. Selection Process

The Chancellor is selected through the following process:

1. In the penultimate year of a Chancellor's second term, the President shall issue a public call for nominations from the Nipissing University community. In the event of a notice of resignation or notice of intention not to stand for reappointment to a second term, such a public call shall be made as soon as practical.
2. Following the call for nominations, a Selection Committee shall be formed. The selection committee shall be comprised of:
 - the President & Vice-Chancellor who shall be Chair;
 - four (4) tenured or tenure track faculty with at least one (1) from each faculty (elected by Senate);
 - one (1) Vice-President or Associate/Assistant VP (appointed by the President & Vice-Chancellor);
 - one (1) Dean (appointed by the President & Vice-Chancellor);
 - four (4) non-constituent members of the Board of Governors (elected by the Board of Governors);
 - one (1) student (elected by the Nipissing University Student Union); and
 - one (1) non-academic regular full-time staff member (elected by support staff & administration).

3. The President & Vice-Chancellor shall act as Chair of the Selection Committee and will convene all meetings.
4. The selection committee shall establish its own criteria and process for selection, noting specifically the following:
 - All proceedings of the Selection Committee are confidential.
 - The Selection Committee will be committed to equity and diversity.
 - Nominees who are in public office or who are currently associated with the University will not be considered.
 - Nominations will normally be accompanied by a rationale and curriculum vitae.
 - The Selection Committee will strive for consensus. In the event that consensus is not possible, a decision will be made by simple majority vote.
 - The Selection Committee's chosen candidate for appointment (or reappointment) shall be recommended to the Board of Governors in the form of a written report.
5. The Selection Committee shall deliberate on the nominations received. No more than one candidate will be recommended for the position of Chancellor.
6. Once a decision on a single candidate is made, the Chair shall confirm the willingness of the individual to stand for appointment prior to presenting the Selection Committee's recommendation to the Senate and the Board of Governors.
7. The Selection Committee will submit its recommendation (via a written report) to Senate for endorsement. Senate's endorsement, together with the Selection Committee's written report, shall go forward to the Executive Committee of the Board of Governors in the form of a recommendation from Senate.
8. The recommendation shall be brought forward to the Board, via the Executive Committee, in a closed session Board meeting.
9. All proceedings of the Selection Committee, as well as Senate and Board deliberations regarding the selection of a Chancellor, will be in-camera.

III. **Reappointment Process**

1. In the final year of the Chancellor's first term, the President & Vice-Chancellor shall confirm the willingness of the current Chancellor to complete a second term.
2. If the Chancellor confirms that they are willing to stand for a second term, a Reappointment Committee will be formed. The composition of the Reappointment Committee will be as outlined in section **II.2** of this policy, and the following steps shall follow:
 - a) The Committee Chair shall convene a meeting of the Reappointment Committee.
 - b) The Reappointment Committee will determine whether or not the current Chancellor should be offered a second term. A final decision will be made by simple majority vote.
 - c) If the recommendation for reappointment is positive, section **II.7-9** of this policy will follow.
 - d) If the recommendation is negative, the Committee Chair will inform the Chancellor, and a new search will begin. In such an event, the Committee Chair will determine whether a new Selection

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Committee will be struck or if the new search will be conducted with the original Selection Committee.

3. Should the Chancellor confirm that they will not stand for a second term, the selection process as outlined in section **II.1-9** of this policy shall follow.