



Meeting Book - February 2024 Board of Governors Meeting (OPEN SESSION)

Open Session

1. Call to Order/Land Acknowledgement <i>As we begin this meeting, I would like to acknowledge that we are in the territory of the Robinson-Huron Territory 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.</i>		Dave Smits
2. Declaration of Conflict of Interest		Dave Smits
3. Use of Recording and/or Broadcasting Devices <i>Only pre-approved methods of recording and/or broadcasting may be used. Disseminating any information during the meeting is prohibited.</i>		Dave Smits
4. Consent Agenda <i>That the items included "for adoption" on the February 15, 2024, consent agenda for the Open Session of the Board of Governors meeting be approved as circulated, while the items on the consent agenda "for information only" be received.</i>	Resolution	Dave Smits
i. i) For Adoption a. a) Minutes of Previous Board of Governors Meeting(s) - Open Session 2023-11-30 - Open Session Minutes.pdf		
ii. ii) For Information a. a) Minutes from Meetings of the Board's Standing Committees 2024-01-29 - Plant & Property Minutes 2024-01-29 Audit Finance Minutes (final).docx 2024-01-29 Community Relations Minutes.docx b. b) Reports from Other Committees/Bodies 24-02 - NUAAB Report to BoG.pdf 24-02 - NUICE BoG Report.pdf NUSU Board of Governors Report - February 15, 2024 Feb 15 Senate Report.pdf		
5. Adoption of Regular Agenda <i>That the Board of Governors adopt the February 15, 2024, Open Session regular agenda as circulated.</i>	Resolution	Dave Smits
6. Chair's Remarks		Dave Smits
7. Chancellor's Remarks		Dr. Paul Cook (d.Litt)

8. President's Remarks i. Athletics Report a. The President's Report on Intercollegiate Athletics		Dr. Kevin Wamsley
9. Academic and Operational Planning (APOP) i. APOP Board Report February		Cheryl Sutton/Ann-Barbara Graff
10. Vice-President's Remarks i. Provost and Vice-President, Academic a. PVPA February 2024 Board Report ii. Vice-President, Finance & Administration a. 2024-02-15 VPFA Report.docx		Dr. Ann-Barbara Graff Cheryl Sutton
11. Board Committee Reports i. Audit & Finance Committee <i>That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the Signing Authority Policy as presented.</i> a. 2.1.2012.B Signing Authority Policy - Updated Jan 2024 - draft.docx b. IT Investment Plan, Risk Assessment and Disaster Recovery Plan IT Update- October 2023.pdf	Resolution	Dave Smits
12. Board Representatives on Other Committees/Bodies i. Nipissing University Student Union (NUSU)		
13. Question Period		
14. Other Business		
15. Next Meeting Dates/Adjournment <i>That the Open Session of the Board of Governors' regular meeting now adjourn.</i>	Resolution	

NIPISSING UNIVERSITY

BOARD OF GOVERNORS MEETING

OPEN SESSION

November 30, 2023

The Open Session of the regular Board of Governors meeting was held on Thursday, November 30, 2023, at 3:30 p.m. in the President's Boardroom and via Zoom Remote Conferencing.

Members Present: Dave Smits, Board Chair

Veronica Afonso
Marianne Berube
Patti Carr
Paul Cook
Em Cooke
Fran Couchie
John D'Agostino
Stacie Fiddler
Judy Koziol
Jamie Lowery
Alisher Mansurov
Riley McEntee
Laurel Muldoon
Jamie Murton
Judy Smith
Janet Stockton
Maurice Switzer
Kevin Wamsley
Kathy Wilcox

Regrets:

Blaine Hatt
Jessica McMillan
Jonathan Muterera
Joe Sinicrope
Ravil Veli

Invited Guests:

Ann-Barbara Graff (PVPA)
Cheryl Sutton (VPFA)
Abby Blaszczyk (University Secretary)
Renee Hacquard
Graydon Raymer
Cheryl Zimba

Official Observers:

of Observers: 3

Recording Secretary: Patricia Lupton, Executive Assistant, Office of the President

1. Call to Order/Land Acknowledgment

The meeting was called to order at 3:35 p.m. The Board Chair offered a traditional land acknowledgement.

2. Declaration of Conflict of Interest

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

3. Use of Recording and/or Broadcasting Devices

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

4. Consent Agenda

The following items were included on the consent agenda:

- i. For Adoption
 - (a) Minutes of the September 15, 2023, 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 23, 2023;
 - 2. Audit & Finance Committee - Minutes from October 23, 2023;
 - 3. Community Relations Committee - Minutes from October 23, 2023;
 - 4. Fundraising Committee - Minutes from October 23, 2023; and
 - 5. Plant & Property Committee - Minutes from October 23, 2023.
 - b) Reports from Other Committees/Bodies
 - 1. Nipissing University Indigenous Council on Education (NUICE)
 - 2. Nipissing University Student Union (NUSU)
 - 3. Academic Senate

Resolution 2023-11.2-01: ***That the items included “for adoption” on the November 30, 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.***

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

5. Adoption of the Regular Agenda

Resolution 2023-11.2-02: ***That the Board of Governors adopt the November 30, 2023, Open Session regular agenda as circulated.***

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

6. Chair's Remarks

The Nipissing University Alumni Advisory Board (NUAAB) requires one representative from the Board of Governors and following a call for interest, Patti Carr agreed to allow her name to stand. The Board Chair also encouraged Board members to subscribe to NU News and highlighted the recent profile of Laurel Muldoon.

7. Chancellor's Remarks

The Chancellor spoke about ongoing fundraising initiatives for the Student Support Fund, with a more fulsome report expected in the new year.

8. President's Remarks

The President provided a report on recent and upcoming activities on campus and in the community. The report, which is appended to these minutes, provided a summary on the Blue-Ribbon Panel Report, of which the President noted nothing unexpected within the report, though he did express his disappointment at the lack of focus of the ongoing inequity of the distribution of the Northern Grant. Meetings with the Minister and Deputy Minister continue to be scheduled and the President and Executive Team continue to advocate for measures that work toward a sustainable future.

Dr. Wamsley also highlighted the Fall enrolment numbers and Winter projections, noting that all projections remain on track for a balanced budget for this fiscal year. As part of that projection, Nipissing University anticipates a reasonable cohort of students for the Winter term, both domestic and international, and expects these students will be adequately housed.

He concluded his report by announcing over \$20,000 was raised on Giving Tuesday in support of the Student Support Fund. Following this announcement, the Chair challenged the Board to a goal of 100% board participation, noting no gift is too small.

9. Operational and Academic Planning

- **Operational Planning – The Priorities Framework**

Following a request from the Board to highlight 'green lit' activities, a 50-page sampling of a Priorities Framework was provided, with the President noting that the completed document will be upwards of 200 pages. A university-wide call was made, through the management group, for all faculty and staff to provide 'green lit' activities and the number of responses received was extensive.

President Wamsley summarized the responses, stating that the Strategic Plan was based on very good work that has been underway at the University for some time, and the aspirations within the Plan are within the bandwidth of staff and faculty. In addition to the 'green light' call, the 'yellow' and 'red' lit activities will demonstrate what we will be moving toward and what shows our current gaps. The completed document will show plans, who is responsible for each plan and associated timelines with measurable targets.

- **APOP**

The Provost and Vice-President, Academic and Vice-President, Finance & Administration have jointly committed to working together on the implementation of both the Academic Plan and Operational Plan (APOP). Since the Board last met, there has been an APOP launch and the establishment of a convening group. As a gap analysis is conducted to ensure appropriate processes, a series of discussions on targeted topics is underway and it is the hope of both Vice-President's that these discussions ensure all staff and faculty understand how we will create key performance indicators (KPIs) through cooperation and clear identification of goals.

Questions and comments were welcomed. Board members expressed their interest in the final document, and it is expected that the plan will be presented at the June 2024 meeting of the Board. In response to a question regarding the relation of the Priorities Framework and our responsibilities in fulfilling our commitments to Truth and Reconciliation, the Provost noted that as part of the must-haves identified within the report is the commitment to the Truth and Reconciliation Commission of Canada: Calls to Action. An additional question was raised about how this plan will be communicated and the President confirmed it will be hosted on the Strategic Plan website.

10. Vice-Presidents' Remarks

The Provost and Vice-President, Academic (PVPA)

The following resolution was made:

Resolution 2023-11.2-03:

That the Board of Governors accept the recommendation of the Provost and Vice-President, Academic to appoint the following individuals, with the terms as outlined, to the Research Ethic Board:

- ***Dr. Amir Erfani, Professor, Faculty of Arts & Science (Faculty Representative) – 3-year term – October 15, 2023, - June 30, 2026 (Renewable).***

*Moved by Veronica Afonso; seconded by Marianne Berube.
Carried.*

Following the resolution, the PVPA highlighted several items of interest from the submitted report, including the conclusion of the collective bargaining process with FASBU, the undertaking of a comprehensive review of our current recruitment practices and a successful Fall Open House.

Dr. Graff also spoke to the interim positions in senior positions at the decanal level, as searches are expected to be underway shortly for a permanent Dean of Arts & Science and AVPRIGS. A search is currently ongoing for the AVP, Students.

Questions were welcomed, and in response to an inquiry about housing for the upcoming term, the PVPA confirmed there will be 67 vacant suites within the residence buildings in January, a dedicated staff member to ensure incoming students have adequate housing, and the continuation of the Committee responsible for addressing the housing crisis, both immediate and long-term. A question was raised around the 12.8% increase in applications and if that can be attributed to recruitment efforts, and the PVPA spoke to the number of variables associated with applications, including recruitment year-over-year, post-Covid effectiveness, etc.

The Vice-President, Finance & Administration (VPFA)

The Vice-President, Finance & Administration noted that, since her written report was submitted, confirmation was received from the Auditor General of Ontario that seven (7) of the 34 recommendations have been signed off as fully implemented. Most of the recommendations related to financial processes and financial reporting to the Board, and more details will come forward at the next meeting of the Audit & Finance Committee. The VPFA also received notice that the University is now in a position to reinstate the five million dollar line of credit and following an internal review, it is anticipated that a more fulsome update will be brought to Audit & Finance.

11. Board Committee Reports

University Governance Committee

The Provost and Vice-President, Academic presented revisions to the Sexual Violence and Sexual Misconduct Policy, highlighting significant additions, including the term 'sexual misconduct' both in the title of the policy and defined in detail throughout.

Clarifying questions pertaining to language were addressed and following discussion, a resolution was made:

Resolution 2023-11.2-04:

That the Board of Governors accept the recommendation of the University Governance Committee to approve the revisions to the Sexual Violence Policy as presented.

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

12. Board Representatives on Other Committees/Bodies

Nipissing University Student Union

The NUSU President spoke to the upcoming election period for Student Executives and encouraged Board members to submit any concerns or violations of campaign rules to NUSU.

Academic Senate

The University moved to consolidate and merge programs in July 2023. However, following several concerns raised by Senators, a motion was proposed to revert back to the structure in Arts & Science as of June 30, 2023. The matter was brought to the Joint Committee, and the Committee recommended to Senate that all the academic units, excluding 2, would merge. Following a vote at the Academic Senate, the following resolution was made:

Resolution 2023-11.2-05: ***That the Board of Governors accept the recommendation of the Academic Senate to create the following academic units:***

- ***History, Ancient Studies and Anthropology***
- ***Sociology, Psychology, and Child and Family Studies***
- ***Gender Equality and Social Justice, Indigenous Studies, and Religions and Cultures***
- ***Philosophy, Political Science and Economics, and Social Welfare and Social Development***
- ***English and Fine Arts***

And that the following academic units shall amalgamate with a preferred unit by no later than 1 January 2024:

- ***Biology and Chemistry***
- ***Geography and Geology***

*Moved by Marianne Berube; seconded by Kathy Wilcox
1 Abstention.
Carried.*

13. Question Period

Following a discussion at the September 15, 2023, meeting of the Board of Governors, an update was requested on the naming of Campus Assets, particularly the library. The President confirmed that discussions are ongoing, and investigative work around past and current policies continues. He is hopeful that a fulsome report on how to move forward will be available at the next meeting.

A concern was raised around affordability and portion sizes through Sodexo, food provider service, and the AVP, Finance and infrastructure indicated that a request was already submitted for Sodexo to undergo a market review to ensure services and prices are within the North Bay market.

In response to a question regarding potential program cuts, the PVPA spoke to the ongoing program reviews, including those that have few faculty, low enrolment, or programs that are

under-subscribed, and it is likely that some programs will be delivered in an alternative format following the review.

14. Other Business

The President announced, with mixed feelings, the upcoming retirement of Vice-President of Finance and Administration, Cheryl Sutton. Cheryl joined Nipissing University in 2010 as the Director of Human Resources, became the Associate Vice-President of Finance and Human Resources in 2014, and the Vice-President, Finance & Administration in 2016. Cheryl stepped in as Interim President of Nipissing in July 2020, steering the ship through the pandemic until the end of June 2021.

As Vice-President Sutton plans to depart in June 2024, a hiring committee will be formed, and the following resolution was made:

Resolution 2023-11.2-06: ***That the Board of Governors appoint Marianne Berube and Janet Stockton to the Vice-President, Finance & Administration Hiring Committee.***

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

15. Next Meeting/Adjournment

The next Committee Day is scheduled for Monday, January 29, 2024.

The next Board meeting is scheduled for Thursday, February 15, 2024.

Resolution 2023-11.2-06: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

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

Open session adjourned at 5:35 p.m.

President & Vice-Chancellor/Secretary of the Board

Board Chair



President's Report to the Board of Governors – November 30, 2023

President's Report

Good afternoon, Board members.

As you are all aware, the Blue-Ribbon Panel report was released publicly two weeks ago. I would like to provide a brief response and summary here and will be pleased to take your questions. Our immediate response is that there are no surprises in the report, with the exception that it falls short on its recommendations to securing the sustainability of our universities. There are no surprises because we provided the data and the feedback to the questions which fuelled this report in our submissions to the Blue-Ribbon Panel. Our university has been audited several times, has reported extensively on cost-saving measures, has reported on the unintended consequences of a model of frozen tuition, and on the problem of unfunded students and a failure to renegotiate our corridor funding, and so many times we have raised the issue of the inequities of Northern Grant distribution to the Province. I think that the Report does carry some weight, that the public nature of the report will have an impact, and that the Minister will be forced to act, to a certain extent. I do not believe that this is the time for us to analyze the document or to make calculations – we do not have any idea of how the Province will respond. We do appreciate that the Report makes a case for special attention to the Northern institutions – but only insofar as to suggest for more collaboration and sharing of services, and perhaps a Maple League of Universities approach to course offerings – and no mention of reallocating the Northern Grant.

Recommendation 1 speaks to increasing tuition and the government grant – and to corresponding attention to grants and loans. Recommendation 2 is more specific to altering corridor funding – some clarity lacking there. Recommendation 3 pertains to having some flexibility to adjust to market demands; Recommendation 4 is all about fiscal responsibility, reporting, financial ratings, and risk management; and recommendation 5 is about providing some oversight and assistance to institutions at risk and attending to local labour markets. As you are all aware, we have made the case very clearly that the university sector requires significant investment. We have also made the case that it should not entirely fall on the backs of students. The recommended 5% increase in tuition, with following 2% annual increases, will not place us back to our 2018 levels but it will help. A 10% increase in operating grants will help but will not sustain us in the future. Unfortunately, the Panel did not address the Northern Grant issue which we believe is the key to our sustainability. And we would be pleased to work with other northern institutions and southern partners provided that our institutional autonomy is not compromised.

We have continued to schedule meetings with the Province and will continue to advocate for measures that we believe will make us sustainable. With that in mind, we are forced, like the other



President's Report to the Board of Governors – November 30, 2023

institutions to await the government response to the report. When that happens, we will make the calculations and model our financial outlook for the next few years. In the meantime, we will be prepared to state our case for the appropriate levels of support, to model financial situations where that support is not forthcoming, while at the same time advocating for our autonomy and stating our willingness to work with other institutions.

Next, I would like to report generally on matters of concern for the Board that are alluded to in other reports for this meeting. First, based on our Fall numbers and our Winter projections, we are projecting a balanced budget for this fiscal. Second, and a part of that projection, we anticipate a reasonable cohort of students, both domestic and international to arrive in January; third, and also following is that we expect these students to be adequately housed.

We are pleased to report that we raised \$11,600 during our Giving Tuesday campaign and I would like to thank our Board members who donated to assist our Student Support Fund.



NIPISSING UNIVERSITY BOARD OF GOVERNORS

PLANT & PROPERTY COMMITTEE MEETING

OPEN SESSION

January 29, 2024

The Plant & Property Committee met on Monday, January 29, 2024, at 3:30 p.m. in the President's Boardroom (F303) and via Zoom Remote Conferencing.

Members present: Judy Smith, Committee Chair
Judy Koziol
Joe Sinicrope
Ravil Veli
Alisher Mansurov
Jessica McMillan
Riley McEntee
Dave Smits
Maurice Switzer
Kevin Wamsley
Cheryl Sutton (VPFA - non-voting)
Ann-Barbara Graff (PVPA – non-voting)
Abby Blaszczyk, University Secretary (non-voting)

Regrets: Paul Cook
Preston English (non-voting)

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

Recording Secretary: Patricia Lupton, Executive Assistant, Office of the President

1. Call to Order/Land Acknowledgement

The Committee Chair called the meeting to order at 3:30 p.m. A traditional land acknowledgment was made.

2. Call for Conflicts of Interest

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

3. Capital & Construction Update

David Drenth, Director of Facilities provided a Capital & Construction update. The presentation, which is appended to these minutes, highlighted major updates to the Fire Annunciator System, repairs to roofing, and upgrades to outdoor lighting across the campus.

A question was raised about projects funded through the Facilities Renewal Grant that come in under budget and if those additional funds are returned to the province. The Director of Facilities indicated that additional funds are always allocated to other projects. In response to an inquiry about the liability of a third party beach volleyball court on campus, the Vice-President, Finance and Administration noted a service agreement would be in place, developed with legal advice.

4. Outdoor Classroom

Motion: *That the Plant and Property Committee move in-camera at 3:56 p.m.*

Moved by Kevin Wamsley; seconded by Ravil Veli.

Motion: *That the Plant and Property Committee move out of camera at 4:07 p.m.*

Moved by Kevin Wamsley; seconded by Judy Koziol.

5. Facilities Condition Index Review

The Director reviewed the Facilities Condition Index which is the cross-industry standard measure of condition that represents the percent ratio of deferred maintenance backlog cost to the current replacement value. Nipissing holds a low rating due to the relatively young age of the buildings, which is considered a healthy rating when comparing to other institutions.

6. Other Business

Following an inquiry about the life span of the fire alarm system raised at the last meeting, the Director noted that the system is expected to have a fifteen-year life span. The systems installed at Nipissing and Canadore will likely be kept in service longer with planned replacements of select system elements.

The meeting adjourned at 4:26 p.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

January 29, 2024

The Audit and Finance Committee met on Monday, January 29, 2024, at 10:30 a.m. in the President's Boardroom (F303) and Zoom remote conferencing.

Members Present: Dave Smits, Board Chair
Patti Carr
John D'Agostino
Jonathan Muterera
Em Cooke
Jessica McMillan
Kevin Wamsley
Cheryl Sutton (VP, Finance & Administration – non-voting)
Ann-Barbara Graff (Provost – non-voting)
Abby Blaszczyk (University Secretary)

Regrets: Marianne Berube, Committee Chair
Paul Cook
Riley McEntee (Student Observer)
Janet Stockton

Guests: Renée Hacquard, AVP, Finance & Infrastructure

Recording Secretary: Patricia Lupton, Executive Assistant, Office of the President

1. Call to Order/Land Acknowledgement

The meeting was called to order at 10:32 a.m. and a traditional land acknowledgement was made.

2. Conflict of Interest

The Board Chair filled the role of Chair for the meeting and called for any conflicts of interest; no such declarations were made.

3. Semester Close Results Compared to Budget (Including Projections, Cash Flow, Capital Debt Ratios and Financial Health Ratios)

The Assistant Vice-President, Finance & Infrastructure presented the Fall Semester Close results as at December 31, 2023, highlighting areas of interest including a surplus within both the Operating fund and Ancillary fund which is in line with expectations. The AVP also highlighted projection

updates including an additional \$1.5 million in government grants related to the Nursing program expansion, and updated projections for International tuition revenues which continue to exceed budget. The AVP noted a \$238,000 better than budget projection in Ancillary revenues, largely due to residence accommodation being better than budget. With a consolidated surplus of approximately \$17.5 million as of December 31, 2023, the University is projecting a consolidated surplus of approximately \$2 million at year-end, with expenses to outweigh revenues for the remaining four months of the fiscal year. The AVP noted that these projections may be conservative and updated projections will be available at the March 4, 2024, meeting of the Audit & Finance Committee.

When reviewing the Statement of Financial Position as of December 31, 2023, and compared to April 30, 2023, AVP Hacquard highlighted an increase in assets due to billing of tuition and residence fees, a decrease in liabilities due to the spending of deferred revenue from prior year, and an increase in net assets due to the overall surplus and new donations to endowments. Unrestricted and Restricted cash reconciliation for the fiscal year show sufficient cash to cover restricted obligations.

On review of the Ministry's Financial Sustainability Framework ratios, the AVP highlighted updates and changes to the framework, with the overall score for last fiscal year being 'medium' rather than 'high' as previously anticipated. It is expected that the projected results in year should improve the Working Capital Ratio, which would result in an overall score of 'low'. In order for Nipissing University to be considered 'no action,' we would require at least \$2-3 million in additional spendable net assets and a credit rating of AA (low).

The Assistant Vice-President did note we continue to meet the ratios as defined within the Capital Debt Policy. As at December 31, 2023, the interest burden ratio is calculated at 1.06%, debt per student FTE is approximately \$6,600, and the ratio of debt to total revenue is 42%. It is expected these ratios will continue to improve as no additional debt will be incurred.

4. Signing Authority Policy

Minor amendments to the Signing Authority Policy were introduced, and included the addition of the Associate Vice-President, Research, Innovation and Graduate Studies as a signing officer for proposals and contracts pertaining to research in an effort to streamline administrative processes in the Research Office.

Following an opportunity for questions, a motion was made:

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

*Moved by John D'Agostino; Seconded by Patti Carr.
Carried.*

5. Enrolment Update

The Provost and Vice-President, Academic provided a high-level overview of enrolment trends, highlighting an overall increase of approximately 1%, with a slight decrease in domestic and an increase in international. A review of the processes, including times between application and offer/response, is currently underway.

When reviewing early applications for the 2024/25 academic year, the PVPA noted a 6% increase when comparing year-over-year, though application increases are not consistent across all programs and some programs will see suspensions given the unsustainable enrolment numbers.

In response to a question regarding the decrease in domestic applicants and FTEs, the PVPA again spoke of the importance of response time for offers as well as continued communication, both with current applicants as well as deferrals.

6. 2024/25 Budget Update

Budget submissions were received last week and information is currently being summarized in order to prepare for meetings with individual budget holders the week of February 12, 2024. Given the budgetary impacts of the recent Federal announcement regarding caps on International Students, scenario planning is underway to ensure the overall budget accounts for the uncertainty. The final draft budget is on track to be presented at the April 15, 2024, meeting of the Audit and Finance Committee.

7. DBRS Morning Start Public Credit Rating

A detailed Credit Rating Report from DBRS is appended to these minutes. The AVP highlighted a rating change from BBB with a negative trend to BBB Stable. This change was due to improvements in the operating results and in enrolment and operating outlooks. The report highlights strengths in high-level government funding and support, no unfunded pension liabilities, and a moderate debt burden. It also highlighted some weaknesses, including a limited control of revenue and fixed cost base, limited flexibility with expenses and a weaker academic profile and program concentration. The report supports ongoing advocacy efforts with the Ministry as it highlights the need for increased tuition rates to address our overall sustainability efforts.

8. Financial Sustainability Update

Following the year-end results presented in Agenda item 3, the Vice-President, Finance & Administration highlighted that, while the sustainability initiatives undertaken in the past 3-5 years have resulted in a more stable cash situation, the University does remain fragile. There is a continued push on ancillary revenues and focus remains on enrolment, internal efficiencies, and constant government advocacy.

9. Other Business

- **Fraud Incident**

The Finance Department was made aware that a fraud incident occurred in December 2023, in which \$3000 was paid to an individual who had hacked an existing vendor's email account, requesting a change to the payment method. The incident has been discussed internally and changes have been implemented to the internal controls, including confirmation by telephone anytime a vendor, new or old, requests a change to the method of payment. Per discussions with the North Bay Police, there is some chance of solving the incident.

The meeting adjourned at 11:23 a.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

COMMUNITY RELATIONS COMMITTEE MEETING

OPEN SESSION

January 29, 2024

The Community Relations Committee met on October 23, 2023, at 1:30 p.m. in the President's Boardroom (F303) and via Zoom remote conferencing.

Members Present: Stacie Fiddler, Committee Chair
Patti Carr
Judy Smith
Blaine Hatt
Veronica Alfonso
Dave Smits
Riley McEntee
Laurel Muldoon
Maurice Switzer
Jamie Lowery
Kevin Wamsley
Cheryl Sutton (VPFA – non-voting)
Ann-Barbara Graff (Provost & Vice-President, Academic – non-voting)
Abby Blaszcyk (University Secretary – non-voting)

Regrets: Paul Cook
Janet Stockton

Guests:

Recording Secretary: Patricia Lupton, Executive Assistant, Office of the President

1. Call to Order/Land Acknowledgement

The meeting was called to order at 1:35 pm. A traditional land acknowledgement was offered.

2. Conflict of Interest

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

3. Selection of Committee Vice-Chair

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

4. Review of Committee Terms of Reference

The terms of reference were circulated with the committee agenda and reviewed by the Committee Chair. The Chair reiterated the importance of utilizing community connections to move strategic objectives forward.

A suggestion was made to include language around principles of gender balance, diversity and equity in the Terms of Reference, and this was noted for a future by-law review.

5. Discussion of Work Plan

The Annual Work Plan was circulated with the committee agenda and the Committee Chair reviewed it in detail, highlighting the importance of community speakers and identifying key strategic partnerships, including the possibility of a joint University/City of North Bay Committee to discuss engagement.

6. Community Engagement Report: Community and Impact Report

The President presented the Community Engagement Report, which is appended to these minutes, and stemmed from his first six months in office where he noted a lack of awareness about who Nipissing University is and what we are doing in and for our community. He highlighted the large amount of data received and asked the Committee for suggestions on how they would like to receive the information and members stressed the importance of consolidating the information to ensure the document can be used for both marketing and engagement.

Dr. Wamsley also commented on a number of events and activities happening in the community, or for community members on campus. The Nursing Simulation Lab will be hosting a grand opening in April, with the potential to utilize the centre for training to external groups, such as first responders. The Witness Blanket Exhibit, in partnership with Canadore College, is currently on display in The Village until February 16, 2024.

The University has entered into a partnership with Spaces Shared, a software that connects adults with students looking for housing. He was hopeful to see what enhancements this software will bring to domestic and international students in the next six months.

7. Other Business

There was no other business.

The meeting was adjourned at 2:28 p.m.

Recording Secretary

Committee Chair



**Nipissing University Alumni Advisory Board report to Board of Governors
February 2024**

Winter Semester

NUAAB would like to wish all staff, faculty and students a wonderful start to their winter semester. We are looking forward to witnessing everyone's hard work, and officially welcoming a new cohort of Alumni to our ranks at Convocation this spring.

3rd Annual Shoot for Change Charity Basketball Game

NUAAB provided a \$5,000 donation towards the annual Shoot for Change Charity Basketball Games that took place on January 20th. To date, NUAAB has donated \$15,000 to the Warren Lindsay Bursary which supports BIPOC student at Nipissing.

Nipissing Lakers Athletics Wall of Fame

At our December meeting, NUAAB passed a motion to provide Lakers Athletics with \$7,000 for the construction and installation of a Wall of Fame at the Robert J. Surtees Student Athletic Centre. We look forward to reflecting and celebrating on the successes of athletic alumni in the years ahead!

NU Café

Brought to you by Ten Thousand Coffees and supported by RBC FutureLaunch, the NU Café is an excellent way for members of the Nipissing community to gain support at every stage of their career journey. We are proud to report we have received funding from RBC FutureLaunch to continue this program through 2024.

If you haven't joined, now is a great time to come and connect with students and alumni. The next round of introductions begins February 6th, 2024. Sign up to join the conversation [here!](#)

Nipissing University Indigenous Council on Education Update to Nipissing University Board of Governors February, 2024

The following are the latest campus initiatives involving the Nipissing University Indigenous Council on Education since the last Board of Governors report submitted November 2023 as well as upcoming events:

- **Jan. 18th, “The Witness Blanket” Opening**

Inspired by a woven blanket, the Witness Blanket is a large-scale work of art that contains hundreds of items reclaimed from residential schools, churches, government buildings, and traditional and cultural structures from across Canada. An estimated 150,000 First Nations, Metis, and Inuit children attended 130 residential schools operated by churches for the federal government between 1831 and 1996. To date the confirmed death toll for children attending the schools stands at over 6,000.

This traveling art exhibit is co-hosted by Nipissing University and Canadore College and has been a strong example of what both institutions can accomplish when working together. The viewing hours for the [Witness Blanket Exhibit](#) are Monday to Friday, 10am to 3pm, with Wednesday evening access until 9pm and will remain open until Friday, February 16th. The campus community is also invited to take time to view the 90-minute Witness Blanket documentary on Fridays in the G107 Theatre auditorium from 10 a.m. to 12 p.m. These screenings will also be open to the public.

- **“The Witness Blanket” - School Visits to Campus**

Until Friday, February 16th several hundred students will be joining us from West Ferris Secondary School, Chippewa Secondary School, Northern Secondary School, Algonquin Secondary School, and Maple Ridge in Powassan. While visiting the campus, students will receive a tour of both institutions, the library, and have the opportunity to connect with current Nipissing University students. All visiting schools have been provided supplementary teaching resources to support student learning and adequately brief them on the significance of the exhibit prior to their arrival.

- **Feb. 2nd, Indigenous Student Vendors Market 2024**

The Nipissing University Indigenous Student Circle in collaboration and partnership with Enji giigdoyang, Office of Indigenous Initiatives staff, are proud to share that the first Indigenous student market of 2024 was a huge success. Students worked tirelessly over the past several weeks preparing their handmade crafts and items to sell at the market. This was the first Indigenous student market of the Winter with more planned later in the semester. Details will be shared as soon as dates/times are confirmed.

- **Feb. 9th, Polishing the Chain Through Education**

Dr. Cindy Peltier (Chair, Indigenous Education and Special Advisor to the President on Indigenous Matters) will be leading this month’s session with a Learning Circle at the Witness Blanket Exhibit with guests, Elder June Commanda (Nipissing First Nation community leader and residential school Survivor) and community Knowledge Keepers Nancy Allaire (former teacher, principal, and Nipissing First Nation Education Director) and Alysha Allaire (Near North District School Board language teacher and community language advocate) as they share their unique perspectives on Indigenous Education by looking at the past, present and future. Please visit the Polishing the Chain [website](#) for more information on upcoming sessions.

NUSU Board of Governors Report

February 15, 2024

Communities in Bloom

In the Fall Semester, NUSU participated in the local Communities in Bloom competition. The NUSU Student Centre was visited by the judges and received a rating of 13/15, and the North Bay community as a whole received five “blooms”, which is the highest rating they could receive. This qualifies them to compete in the national Communities in Bloom competition, something we look forward to being a part of again.

The judges' final report can be found here:

https://mcusercontent.com/da9d9b83d6cd2ebde4cd622bb/files/272c1404-5375-3d82-caf5-169cab8d8ff5/CIB_2023_North_Bay_Evaluation.pdf?utm_source=baytoday.ca&utm_campaign=baytoday.ca%3A%20outbound&utm_medium=referral

Chamber of Commerce: Business After Hours

On November 23, 2023, NUSU held a Business After Hours in partnership with the North Bay Chamber of Commerce. This was an opportunity for students to connect and work on their networking with business and community partners. We held a Maker's Market as well to promote Nipissing Lakers student businesses. We were so excited to hold this great event at NUSU. We are proud of the strong and sustained partnership with the Chamber of Commerce and local businesses in North Bay.

Canadian Federation of Students: National General Meeting

From November 24-28, NUSU President Riley McEntee and Vice-President, Advocacy & Awareness Harikesh Panchal represented NUSU at the Canadian Federation of Student's National General Meeting (CFS NGM). The conference held a variety of constituency meetings and caucus meetings with locals across the nation. We learned lots from one another, sharing in our commonalities and learning from our differences. We also ensured that northern and small university interests were heard during the CFS NGM.

NUSU Elections

The NUSU 2024/2025 Executive Elections took place from January 22-31, and the results were released on February 1. Election packages for Director and Senator elections will be going out in mid-February, with their election period taking place in

March. We look forward to announcing who the successful Directors and Senators will be at the next Academic Senate!

B.Ed Winter Semester Placements

Best of luck and safe travels to all the B.Ed students who depart for their placements this weekend (Feb. 9-11)! We hope they have an amazing time, learn lots, and show why Nipissing produces the best teachers.

Programming

NUSU kicked off the New Year with our Icebreaker Series, Starting on Sunday, January 7 and ending on Sunday, January 21. We hosted a variety of events meant to bring students together, “break the ice”, and foster new friendships.

NUSU and the History Society partnered together and organized a movie night, screening *Ordinary Men: The “Forgotten Holocaust”* (if you haven't seen it, it's on Netflix!). The event was in celebration of Dr. Hilary Earl's participation in and contributions to the documentary. The screening was followed by an informal Q&A with her as the guest of honour. The event took place on Monday, January 29 in the NUSU Student Centre and was well attended by both students and faculty.

Our Winter Semester Academic Week ran from Monday, February 5 until Saturday, February 10. This week included a wide variety of events, including Goodie Bags, Bowling, and Minute To Win It games!

We are hosting two Night Owls nights the week before Reading Week, on Tuesday, February 13 and Wednesday, February 14.

Nipissing University
Report of the Academic Senate

February 15, 2023

November 17, 2023

- University guidelines pertaining to the issuing of public statements were included in the Senate Agenda, and the President noted that all internal and external statements are routed through the Board Chair and the Board of Governors as a whole.
- In response to a communication received regarding the authority of the PVPA to suspend enrolment and admission to programs, the PVPA drew Senators attentions to the Nipissing University Act, which provides powers to Senate to make recommendations to the Board of Governors respecting the establishment, maintenance, modification or termination of organizational structures including faculties, schools, institutes, departments and Chairs, it does not delegate authority to Senate for operational considerations which do not alter the structure of a degree. In the absence of posted guidelines, a formal process and guidelines are now under development with input from the Deans, Chairs and Registrar's Office. The suspension procedures are included with this report.
- G. McCann, D. Tabachnick, R. Vanderlee and K. Lucas were elected to the Chancellor's Selection Committee.

December 8, 2023

- A discussion around the distinction between program redundancy and suspension of enrolment in programs took place, with the PVPA advising that program redundancy is the removal of a program from academic offerings which requires an affirmative vote from Senate and a recommendation to the Board of Governors. The Board would be required to remove the program from offerings and the information is communicated to the province and, should there be interest in reinstating that program, an application would have to be submitted.
- Suspension of enrolment is an operational decision, and is happening in a number of different programs, primarily in response to low program enrolment and the inability to deliver the programs as designed. This provides a two-year window to determine if program redundancy is appropriate or the program will be offered again in a strengthened format.
- Senator G. Phillips was elected to serve as Deputy Senate Speaker for a three-year term, effective immediately.

January 12, 2024

- The Arts & Science Council recommended to Senate the creation of a clear policy pertaining to the suspension of admissions and enrolments. Senate ultimately deferred the motion to recommend the issue be referred to the Joint Committee of the Board and Senate on Governance and this is now under advisement by the Board for possible joint referral.
- The PVPA advised of the search for the AVP Research, Innovation and Graduate Studies and the Dean of Arts & Science, both of which require Senate representation.
- The Provost reported that enrolment in the Ancient Studies program has been suspended following acceptance of the recommendation of the Dean of Arts & Science. It is expected that a

subset of Ancient Studies courses will be merged into the History program and program modifications will now make their way through the appropriate committees.

- Nominations were sought for representation on the Search Committee for the Dean of Arts & Science from faculty for which the Dean is being selected and an anonymous online elected was distributed to Senators.
- Elections were held for several committees, and the following members were elected:
 - Senators D. Hay and R. Wenghofer were elected to the Search Committee for the Vice-President, Finance & Administration
 - Senator K. Ferguson was elected to the Search Committee for the Dean of Arts & Science (from a faculty other than the one for which the Dean is being selected)
 - Senators A. Schinkel-Ivy, A. Weeks, N.Stevens and T. Sibbald were elected to the Search Committee for the Associate Vice-President, Research, Innovation and Graduate Studies.

Program Admission Suspension Procedure

Responsible Office: PVPA

Effective Date: December 1, 2023

Rationale:

In order to ensure that the programs we deliver meet the ongoing and evolving needs of all stakeholders (especially students), that they are viable, sustainable (reflected in strong enrolments), academically rigorous, deliverable without resorting to independent study courses or waivers, and align with the University's strategic plan, Nipissing University reserves the right to temporarily suspend admissions to programs in order to ensure we have time to redress issues with the aim of retooling programs without simultaneously attempting to deliver programming to incoming students.

Purpose:

This procedure is intended to:

- Detail the procedure for the suspension of admission to programs.
- Establish the duties and responsibilities of various units involved in academic program admissions suspension.

Definitions:

Application cycle: The application cycle begins on the date that the University accepts applications for the upcoming academic year. For example, applications for the academic year (September, January and May intakes) are received as early as September of the previous year through a common provincial portal, although international student applications may be at a different time. The Registrar monitors applications and enrolment patterns in concert with the Deans.

SEM: Strategic Enrolment Management is the integration of all enrolment, retention, and program data which is an integral part of the University's annual planning procedures.

Enrolment planning cycle: Nipissing is working to establish enrolment targets projected for approximately five (5) years. Currently, for undergraduate programs, those students who are enrolled at reporting dates (November 1), at a minimum, need to reflect a healthy program intake (1:6), i.e., for every 1 student that graduates with a four-year degree, 6 incoming students declare themselves a major. For graduate programs, Nipissing must meet the annual

enrolment targets set out in the original proposals for approval from the Province in order to be considered in good health.

Program: the complete set and sequence of courses, combinations of courses and/or other units of study, research and practice prescribed by Nipissing University for the fulfillment of the requirements of a degree, diploma, or certificate. For the purposes of this protocol, this is limited to any program designation that appears on a student's transcript.

Program Redundancy: The permanent closure of a program occurs when a program permanently ceases to be offered by the University. A program declared redundant is removed from the list of approved program offerings after a recommendation is produced from Senate for program closure and that motion is affirmed by the Board of Governors. The procedure outlined in this guideline document is not to be confused with the program redundancy process.

Suspension: Admission suspension is intended as a temporary measure and occurs when admission to all sections of a program, or discrete part of a program (for instance, a stream) is stopped for one or more intake periods in order for the program to retool and to ensure sustainability. If the program is unable to redress inherent challenges through a period of temporary suspension and the best efforts of colleagues, it would then move through the program redundancy process after the Provost has formally accepted the recommendation of the Dean.

Teach-out Plan: A program plan that provides for the equitable treatment of students who are registered in a program for which admission is suspended by the University. It is designed to ensure that all registered students are provided with options for completion of the suspended program.

Procedures:

- 1. Program Suspensions outside of the application cycle:**
 - 1.1. The Dean, along with administrators and academic faculty, will review programs on an ongoing basis through formal and informal processes.
 - 1.2. Recommendations regarding program admission suspension will take various factors into account, including enrolment levels, the academic integrity of the program, unsustainable program costs but may also take place as a result of the analysis produced through the annual program review.
 - 1.3. As well, suspension of enrolment may be taken as the result of direction from an external body, including accreditors, IQAP and CASN.

- 2. Program Intake Suspensions during the Application Cycle for reasons of low enrolment:**
 - 2.1. Program registration during an application cycle may be suspended for up to two academic years.

- 2.2. Ongoing review of the admission data will take place and program intakes may be recommended for suspension of enrolment.
- 2.3. Students will be advised when a program intake is suspended and offered admission in other available programs or assistance will be provided to find a similar program at Nipissing University or another comparable institution. Compensation for application and other related fees will be considered.

3. Process for Suspension

- 3.1. Recommendations for the suspension of enrolment to a program must be presented by the Dean to the Provost and Vice-President, Academic (PVPA) for consideration.
- 3.2. If endorsed by the PVPA, those programs recommended for suspension will then be presented to the Senior Executive Team and Registrar for information.
- 3.3. The Dean will notify the membership of the AQAPC of their recommendation to suspend enrolment to the program with convenience to Senate. See checklist below (Appendix B).
- 3.4. Once the decision has been made to suspend enrolment to a program, the decision is communicated to the University Management Group, Senate, NUFA, and NUSU.
- 3.5. A decision to suspend program admission will normally be taken as late as three months prior to the start date for any program intake. However, the University will work diligently to make evidence-based decisions on suspension as soon as knowable.
- 3.6. Any program intake that is not suspended three months prior to the program start date for reasons of low enrolment will be offered in that academic year, regardless of not meeting the minimum enrolment targets.

4. Communication with applicants and current students

- 4.1. Where possible, recommendations to suspend enrolment to a program of study shall be communicated in a timely manner such that decisions can be implemented in a way to minimize the impact on applicants and current students.
- 4.2. In cases where Nipissing University suspends enrolment to programs in which there is active student enrolment, the University will develop a teach-out plan and provide students enrolled in programs that have been suspended the opportunity to complete the program within the normal time as outlined in the Time to Completion Degree Requirements.

Appendix A: Annual Program Review Process

1. A template will be provided so that programs and Deans will be able to assess the sustainability of all programs based on a thorough Program Review which interrogates program performance data and other relevant criteria (listed below).
2. The criteria for assessment and supporting relevant data will be comprehensive in approach and will provide the opportunity to evaluate the program's value to students, the community at large and the University, as well as cost and resource factors. To inform the decision the factors to be taken into account include, but are not limited to (in no order of priority):
 - alignment with institutional mandate, vision, mission, strategic plan, strategic mandate agreement (SMA)
 - feedback from program faculty, staff and students
 - financial viability
 - graduate employment data
 - labour market demand
 - program quality metrics
 - relationship to other programs
 - resource requirements
 - retention/graduation rate
 - student demand
 - student satisfaction rate

Consultation shall occur with all relevant academic, administrative and support areas and, where applicable, with relevant external and accreditation bodies.

3. Recommendations for the suspension of a program must be presented to the PVPA for consideration. Further steps are outlined in the body of the procedure.
4. Recommendations for program redundancy must follow the process outlined in Senate and Board policy.

Appendix B: Checklist

Senate recognizes that the decision to temporarily suspend admission can be made by the Provost in consultation with the Dean and Registrar.

Senate will be notified of all program enrolment suspensions through the appropriate committee, AQAPC. Prior to submitting a notice of temporary suspension to AQAPC for information, the following checklist should be consulted, and confirmation that the checklist was consulted should be referenced in the documentation provided.

The relevant Dean(s) should do the following:

1. Ensure there are opportunities for affected individuals to provide input on the proposed suspension. In particular, Deans should consult with their Faculty Councils on the proposal and note whether or not this was done and, if not, why, in any communications.
2. Ensure that alternatives have been explored, and provide an explanation to affected individuals, including Faculty Councils and Senate, regarding the feasibility (or lack) of these alternatives.
3. Conduct an analysis of the anticipated effect, if any, the temporary suspension will have on other units/programs.
4. Conduct an analysis of the anticipated impact, if any, the temporary suspension will have on the institutional strategic and academic plans, and steps that will be taken to ensure that these plan goals continue to be met.
5. Develop a communication plan regarding the decision to suspend admissions, in consultation with the Provost and Registrar.
6. Develop a plan to ensure affected students can meet graduation requirements in consultation with the Registrar.
7. Convey the decision and rationale, prior to the decision coming into effect, to:
 - a. Students, staff, and faculty most closely affiliated with the program;
 - b. The broader academic community;
 - c. Faculty Council(s) as required; and
 - d. Senate thru AQAPC
8. Following presentation of the admissions suspension decision to AQAPC, a communications plan is to be put into effect, remembering that temporary suspensions of admissions are time-limited to a maximum of two (2) years.



THE PRESIDENT'S REPORT ON INTERCOLLEGIATE ATHLETICS

**Prepared for the Board of Governors
Nipissing University¹**



**Kevin B. Wamsley, PhD
President & Vice-Chancellor
Nipissing University
January 2024**

Intercollegiate Athletics²

For more than 125 years, intercollegiate athletics have played a role in the cultural life of Canadian Universities. Institutions such as McGill, Queen's, and the University of Toronto played a significant role in organizing and promoting sport at elite levels in the last portion of the 19th century and the Canadian Intercollegiate Athletic Union formed in 1906. Presently in 2023, fielding competitive sports teams is a budgeted aspect of public university operations in Canada and is often rationalized within the framework of sustaining a campus atmosphere of holistic learning and cultural experiences. It is widely argued that beyond the thrill of competition and the pursuit of athletic excellence, these sports programs contribute significantly to the rounded development of students, foster a sense of identity and pride, and establish strong community bonds. In many respects, competitive sports, recreational sports, and fitness activities may be categorized similarly to programs which offer music, art, dance, and other non-academic activities of self discovery and learning on our campuses, indeed, the broad experiences beyond the classroom.

These activities all require significant financial support and direct budgetary allocations, investments which compete for dollars with academic programs, research, and student services, the very core of every university's mission. At a time when academic programs and student services are being reviewed for relevance, efficiency, and student demand, when financial sustainability is at the forefront of planning, it is important to assess the value proposition of intercollegiate sport.

This report is by no means a comprehensive historical analysis of intercollegiate sport at Nipissing University over the past 30 years; rather, it is a snapshot – based on the most current, in-year data – which examines the qualitative and quantitative framework of athletics. This brief report frames the qualitative aspects of varsity sport that are impossible to measure in dollars and the quantitative elements best represented through our annual budget. The qualitative assets discussed here assume that these are environments and situations in which sports and sporting environments and staff are at their very best. It is a fact that sports environments can be toxic to experiences, relationships, and personal health and, while these issues are also of major concern, they are not explored in depth here.³

Nipissing University

Nipissing University received its Charter in 1992. In 1993, it joined the Ontario University Athletics Association, the Ontario Women's Intercollegiate Athletic Association, and the Ontario Colleges Athletic Association. That year, the university fielded a men's and women's cross-country team, a men's and women's Nordic ski team, and a women's volleyball team. The university added other teams as follows: men's volleyball (1995); men's soccer (1998); women's soccer (2000); men's hockey (2009); women's hockey (2013); men's and women's basketball (2014); men's lacrosse (2014); and, men's and women's rowing (2016).

Immeasurable Assets

1) Student Benefits

- Recruitment and Persistence

Without question, for a high school athlete who is leaving home to attend university, being recruited to a particular varsity team is a tremendous advantage. Transitioning to a new environment, away from parents and family, is difficult at the best of times. In the first instance, the recruitment process draws

attention to the individual value of the student-athlete: at Nipissing University, we want students to commit, to attend, and to succeed. In the second instance, it is the coach's role to make players feel welcome and to create an environment of easy transition, and in fact, some excitement. Third, it is a fundamental role of team members to ensure that new players feel welcome and to provide assistance when new players arrive and, sometimes, to look out for fellow teammates. Finally, being part of a team provides opportunities for group studying, study hall – and, on behalf of the university, coaches have an interest in ensuring each athlete attends class, completes assignments, and maintains an appropriate grade point average. Because of the significant amounts of time spent together, teammates recognize when fellow students are having problems or exhibiting behaviours of concern. As such, a team can have a direct influence on persistence from year to year.

- camaraderie and shared experiences

Athletes are drawn to fellow athletes to share experiences on and off the field. Teams by their nature provide opportunities to develop and maintain long term relationships.

- connection between success on the field and success in the classroom – not just results but experience

Immeasurable aspects of success occur in a range of positive experiences that stem directly from camps, practices, and games but also in the corollary social experiences on campus with teammates.

- Loneliness

Recent research⁴ reports that student loneliness is a significant public health issue on Canadian campuses. Those who belong to teams have an advantage here as they are required to interact meaningfully with others on a daily basis and coaches monitor their athletes' attendance, as do their teammates more informally.

- Health and exercise

Intercollegiate sports promote the importance of physical activity and a healthy lifestyle. As communities rally around their university teams, there is often an associated emphasis on wellness and fitness, encouraging residents to participate in sports and recreational activities (although there is very little evidence demonstrating that watching sports translates to exercising).

- Mentorship

As mentioned above, it is a coach's responsibility to mentor good behaviour, compassion, empathy, and to provide opportunity for success and to mentor leadership skills through drills, strategy, and situation-based learning. Athletes will also have opportunities to mentor younger teammates or to model for high school athletes.

- Leadership training, educational and personal development

In the best sporting environments, every athlete has the opportunity to learn leadership skills. Good coaches enable players to learn from their successes and their mistakes or lost opportunities. Athletics opens up many opportunities for personal growth.

- Service to the university and the community

Athletes make a tremendous service contribution to a university's reputation at many levels. Most of our teams create opportunities for activities in the North Bay community, whether it's garbage pick up, fundraising, visiting hospitals, or volunteering to help with younger athletes. Athletes understand that they are ambassadors for the university but, at the same time, their four to five years of service is of high value on their resumes when they graduate.

Total number of volunteer hours in the North Bay community by Nipissing University athletes: 5,180

Total number of community-focused events (example anti-bullying, anti-racism): 6

- Transferable skills

There are many employers who value the skill sets and personal traits that athletes develop during their careers. Coachability, teamwork, leadership, effort, and comradery are all learned assets that athletes carry beyond their university years.

- Identity and pride

Being a Laker encourages a current and life-long affiliation with the university and a certain degree of pride.

Total Number of Laker Alums: 2,755

Total Number of alums who donate: 32

2) University Benefits

- Brand recognition

There is no doubt that Nipissing University is recognized nationally in Canada because of its athletics program. Various sports teams and particular athletes have created significant visibility for the university through news stories, social media, and word-of-mouth (See Appendix A). A telling example is the Nipissing Women's Hockey Team, whose performance at National Championships continues to draw acclaim across the country. Recently, Nipissing University has established formal relationships with North Bay minor sports in soccer, volleyball, and hockey. The University has direct affiliations with organizations and the community through the Jr Lakers Soccer, Jr Lakers Volleyball, and Jr Lakers Hockey. This has provided an incredible surge in brand identification and recognition as hundreds of North Bay athletes wear Nipissing Lakers colours to compete. Additionally, there is a direct coordination of events between our varsity athletes and the community athletes and their parents.

- Civic boosterism

North Bay is decidedly a "sports town." A significant portion of the news media is dedicated to sports culture and performance. The local media dedicates a great deal of airtime to Nipissing athletics.

- Celebrating diversity

The Nipissing University athletics program attracts a diverse range of student athletes, having a direct influence on the diversity of the campus and the City of North Bay. We are all better for understanding, appreciating, and celebrating diversity in experiences, cultures, opinions, and languages.

- Community connections

Local residents often develop a strong attachment to their university's teams, considering them representative of the community's spirit and values.

Total attendance for events annually: 32,000

- Inspiration for youth

The presence of university sports teams can inspire local youth. Young athletes may look up to university players as role models, fostering a sense of aspiration and motivating them to pursue sports and higher education. This can contribute to positive youth development and community well-being. It is very common for North Bay parents to bring their children to Lakers' games.

- Cohesion

Sporting events provide opportunities for community members to come together, fostering social cohesion, which is valued by some. Whether it's a basketball or hockey game, these events create a shared experience that brings people of different ages, backgrounds, and other demographics together, promoting a sense of community.

- Teams to the community

Schools, organizations, and individuals value the interaction of Nipissing athletes with their students and employees.

Total volunteer hours in the community by coaches and staff: 2,430

- Community engagement

Nipissing games and camps welcome members of the North Bay and surrounding region to the campus, fostering and sustaining connections between the university and the wider public. Sporting events become cultural touchstones for communities, creating traditions that are passed down through generations. Whether it's a rivalry game or a championship celebration, these events become part of the local cultural fabric, contributing to a sense of continuity and shared history. Local residents often attend games, not only to support their teams but also to connect with neighbors and friends. Attendees at intercollegiate sports events have the opportunity to network and socialize. Community members, local businesses, and university alumni often come together, fostering connections that extend beyond the immediate sporting context. This networking can have positive implications for both the university and the community.

- Connections between students, staff, and faculty

Nipissing University faculty and staff members enjoy watching students perform, outside of the normal context of academic and student services. It is a healthy pathway to get to know students better.

- Economic impact

Hosting intercollegiate events has a positive economic impact on the university and on local communities. Visitors attending games contribute to local businesses, including restaurants, hotels, and shops. This influx of people stimulates economic growth and supports local businesses.

Total number of games hosted for all sports: 87 regular season

Total number of clinics hosted on campus (officials, coaches): 6

Estimated total of attendees to community-based programs: 1200

Estimated total of participants in other non OUA events on campus: 2000

Total number of hotel rooms booked by visiting teams: 522

Quantitative Analysis

Measurable Assets 2023-2024

Individual

- Recruitment - currently there are 259 (M 143; W 116) varsity athletes who compete for Nipissing University, approximately 5% of the onsite student population.

It is a fact that the majority of these students would not be attending Nipissing University if not for athletics. They would have selected another university and played there. It is also possible (we do not track) that students who were attracted to Nipissing and recruited by the coaching staff but were cut from the team will remain at the university.

- Persistence and Graduation

Based on several studies (United States),⁵ the NCAA reports that varsity athletes have higher persistence rates, tend to drop out at lower rates, have higher grades, and higher rates of graduation. Nipissing University is just beginning to collect data on the academic performance, rates of graduation, and rates of persistence, in general and on a per team basis. The preliminary and cursory results demonstrate that the findings from the United States to be accurate to a certain extent. For example, in 2020, at Nipissing University, athletes graduated at rates of 1.2% higher than the rest of the student population and in 2022 graduated at rates 2% higher. For those years respectively, athletes had rates of persistence that were 1.7% and 2.5% higher. The literature speculates that sports teach time management skills, organizational skills, competitiveness in the classroom, goal setting, striving for achievement, with some suggesting increased cognitive abilities because of fitness and blood flow. Academic success at Nipissing University is also directly reflected in the awarding of the status of Academic All Canadians. The Academic All Canadians program was initiated nationally by *U Sports* in 1988 to recognize those exceptional student-athletes who achieve an academic standing of 80 per cent or better while playing on one of their university's varsity teams. In 2020-21, 98 Nipissing University athletes were recognized, 42% of total athletes at the institution; in 2021-22, 88 or 41% of athletes were recognized; and, in 2022-23, 90 or 41% of Nipissing University athletes achieved at least 80 percent or better in academic standing.

Financial Information

Revenues

Student Fees: \$1.12m

Government Grants (estimated based on an average of \$8,647 per FTE): ~\$2.24m (approximate)

Tuition from intercollegiate athletes (\$7,000 to \$8,000): \$1.9m (approximate)

Residence revenues for athletes living in residence: \$360,000-\$500,000 (approximate)

Other: \$153,271

Donations: \$26,740

Expenditures

As is the case for *every* student attending Nipissing University, tuition revenues are utilized to offset the costs of instruction, student services, entrance scholarships, and infrastructural overhead. We cannot, therefore, assert a direct relationship between the number of athletes and net revenues to the University, independent of the overall costs of education.

Specific Expenditures Related to Athletics:

1) Salaries & Benefits

This includes salaries & benefit costs for all coaches, assistant coaches, and any direct administrative support (Director – Athletics, Manager – Intercollegiate Sport, Support Staff, student employment).

2) Scholarship Expenses

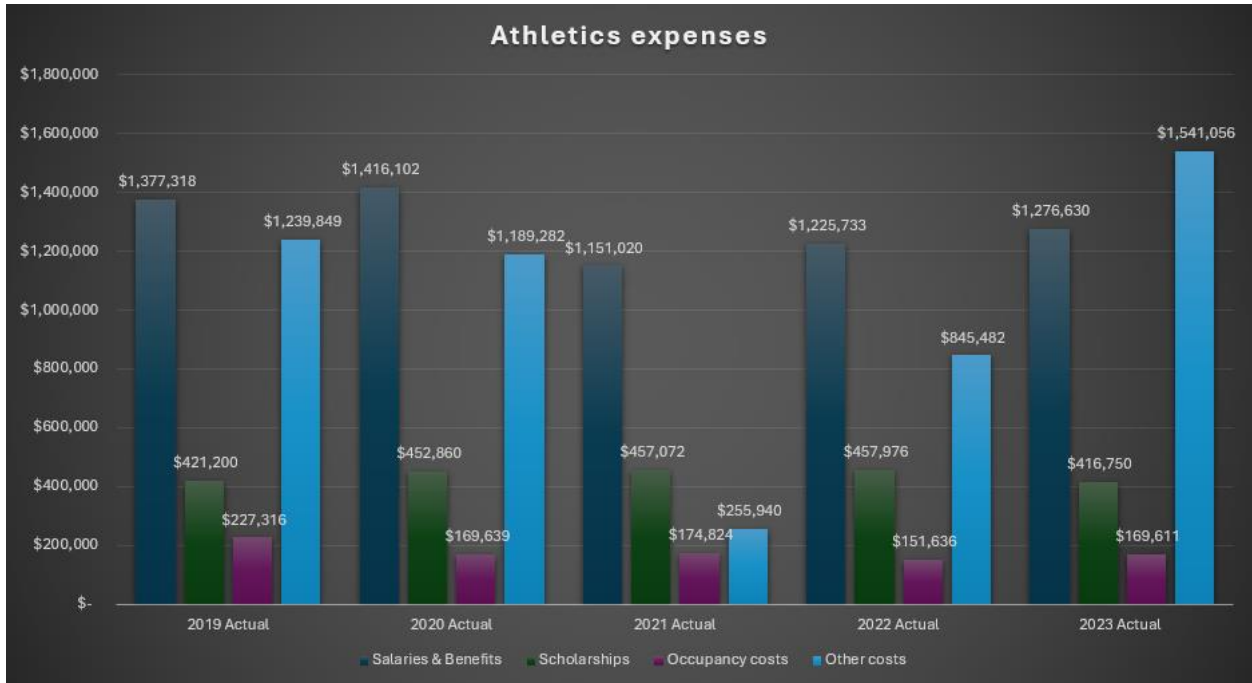
Athletics Financial Awards (AFA) expenses are included in this category. Athletes receiving entrance scholarships, or other donor funded awards are not included in this analysis.

3) Occupancy Costs

Occupancy costs include utilities, renovations, maintenance, insurance, and interest on long-term debt.

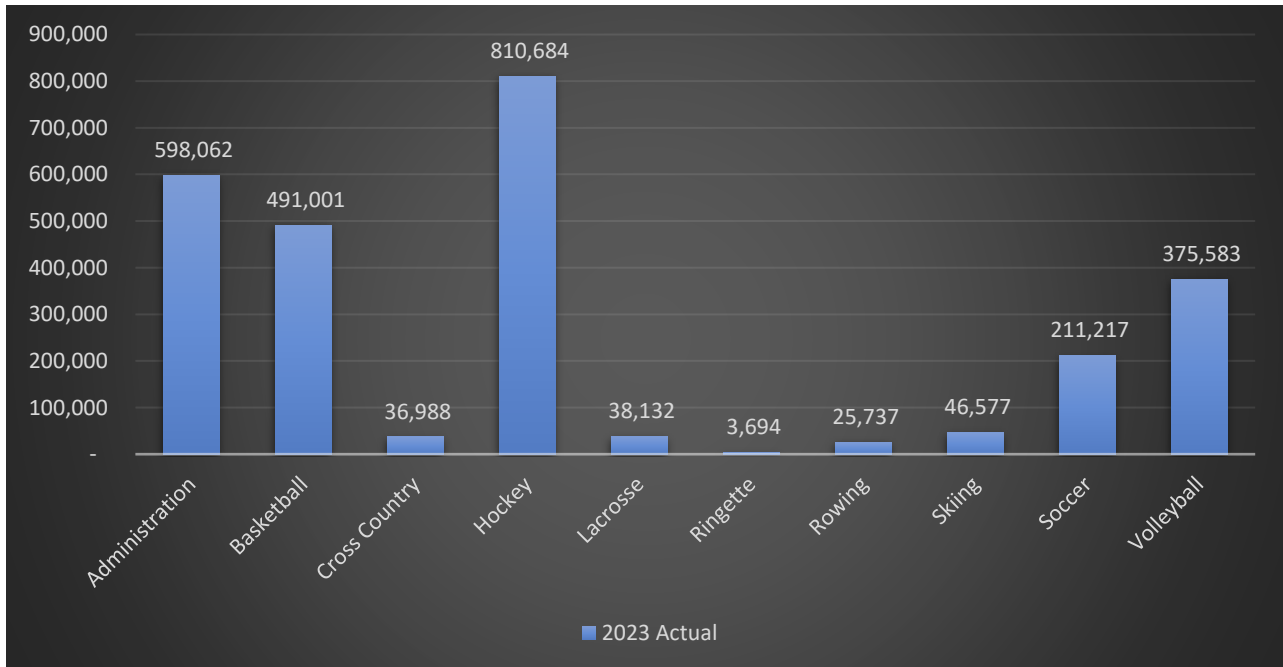
4) Other Costs

Other costs include any direct operating costs for athletics, such as team travel, recruitment travel, supplies, uniforms, and food expenses,



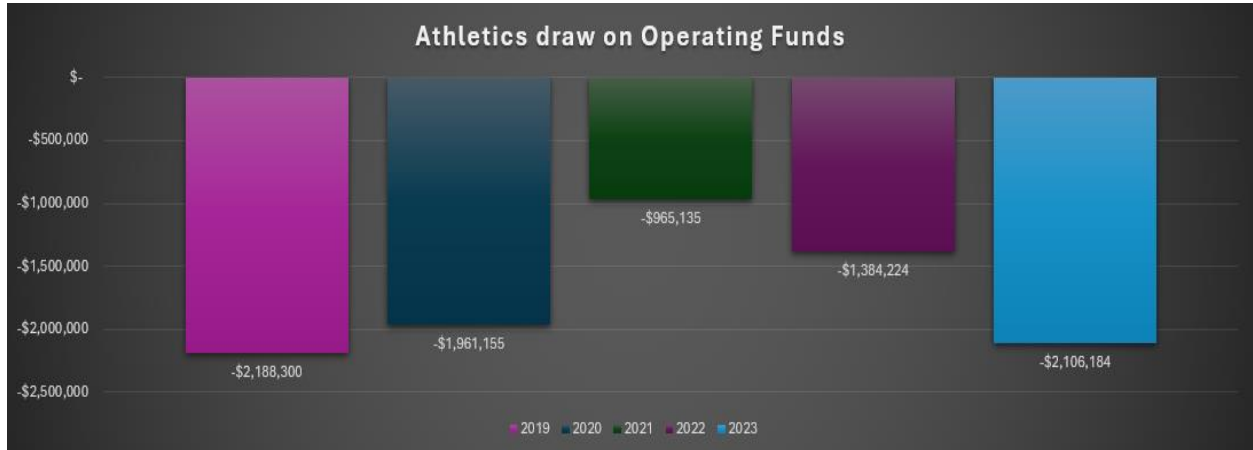
Net Expenditure by Sport

Nipissing currently fields teams in the following sports: basketball (m/w); cross country (m/w); hockey (m/w); lacrosse (m); ringette (w); rowing (m/w); Nordic skiing (m/w); soccer (m/w); volleyball (m/w).



Impact on Operating Fund

Nipissing University's operating fund covers approximately 60% of overall Athletics expenses, with the remaining 40% covered by other revenue sources. Some universities do not have significant structural deficits in their athletics programs. However, it is more common at smaller universities.



Other Statistics:

Total number of coaches: 12

Total number of assistant coaches: 40

Total number of volunteers: 4

Total number of employees who service athletes (athletic therapists, counsellors, trainers): 20

Total away games: 87 + competitions in Cross Country, Rowing, Nordic

Total number of hotel rooms away: 1,171

The Sustainability of Intercollegiate Athletics

There is no doubt that intercollegiate athletics plays a crucial role in shaping educational experiences, personal enrichment, campus culture, building strong alumni and community ties, and creating a national reputation for the university. However, it must be recognized that offering an athletics program is particularly financially challenging to smaller universities. Indeed, the costs of athletics are disproportionately represented in the budgets of these institutions. Universities collect fees from their student populations to cover the salaries and operational expenses of their programs. A university with a student population of 60,000, for example, could collect fees totalling \$6m – potentially not

encumbering *any* expenditures in the university operating budget, while having the capacity to offer an athletics program that is twice the size of Nipissing's athletics program.

Intercollegiate athletics attracts students to Nipissing University who would not otherwise attend. It is accurate to state that this brings significant revenues to the University. However, just as in the case of all students, these revenues must be distributed beyond the costs of the athletics program to the costs of providing an education to the athletes; the costs of instruction, the costs of student services, academic scholarships and bursaries, the costs of overhead for the university's facilities, including the library, classrooms, labs, utilities and maintenance must be accounted for. If we assume that all tuition dollars, residence revenues, and government grants are absorbed into the general revenues of Nipissing University as the costs of education, then the net cost of Athletics to operating is \$2.1m.

At this time, we are unable to estimate the value of the assets within intercollegiate athletics at Nipissing University, but we understand that there is significant value in brand, identity, reputation, affinity, product sales, and in fundraising and donation potential, and in the naming of physical assets such as the stadium and the sports complex. We believe that we are not yet realizing a modest percentage of the revenue generating potential of these assets. Given the potential reputational harm, at this time, we do not recommend cutting any sports from the current roster. We do recognize that the program's overall draw on the Operating Fund places the University at financial risk and we propose to enact a series of activities to substantially decrease the draw on the University's Operating Fund on an annual basis and to realize the revenue potential of the program's assets on a short and long term basis.

Over the next five years, we propose to:

- reduce the Operational Fund draw from \$2.1 to \$1m - \$1.5m
- continue to address cost efficiencies across all sport teams and facilities
- establish and sustain accurate budgets to better reflect a sustainable, comprehensive program
- determine the market value of our assets
- consolidate and maximize our fundraising efforts and donor contributions
- maximize our sales and revenue generating activities

These initiatives will be specifically outlined in the University's Operational Plan.

Notes

¹ The President is grateful for the assistance of Intercollegiate Athletics, and the offices of Institutional Planning, Finance and Administration, and the Provost in the preparation of this report.

² Intercollegiate athletics, varsity athletics, Athletics, intercollegiate sport are terms used interchangeably.

³ See Jane Crossman, ed., *Canadian Sport Sociology*, 2nd Ed., Thomson: 2008; Jay Coakley, *Sport in Society*, 4th Ed., Mosby, 1994; Don Morrow and Kevin Wamsley, *Sport in Canada: A History*, 4th Ed., Oxford: 2017.

⁴ Matthew James Fagan et al, "Lonely but not alone: Examining correlates of loneliness among Canadian post-secondary students," *Journal of American College Health*, 2023.

⁵ <https://www.ncaa.org/news/2021/12/2/general-college-athletes-continue-to-graduate-at-record-highs.aspx>;

https://www.lsureveille.com/daily/university-athletes-graduate-at-higher-rates-than-non-athletes/article_65e7313c-6a0e-11e4-86b7-73b3dd1cc1a7.html;

<https://openprairie.sdstate.edu/cgi/viewcontent.cgi?article=1014&context=jur>;

<https://www.csus.edu/faculty/m/fred.molitor/docs/sports%20and%20academic%20performance.pdf>;

<https://gmtm.com/articles/ncaa-graduation-rates-student-athletes>;

<https://www3.uwsp.edu/uwm/news/Pages/StudentAthleteSuccess.aspx>;

<https://www3.uwsp.edu/uwm/news/Pages/StudentAthleteSuccess.aspx>;

Appendix A

Social Media Impact

Website Total Users: 88,000+

Website Total Sessions: 147,000+

Website Total Page Views: 450,000+

Twitter Followers: 3,425

Twitter Impressions: 60,200 per day average

Facebook Followers: 3,400+

Facebook Post Engagement: 7,328 per month, per post (reactions, comments)

Facebook Post Reach: 47,916 per month, per post

Instagram Followers: 4,500+

Instagram Impressions: 128,344 per month

Profile Visits: 7,061 per month

Total Number of Social Media Followers: 11,325



Provost & Vice-President, Academic

Report to the Board of Governors – February 2024

PVPA's Report on Academic and Operational Planning

1. The APOP sessions that we have organized have been well attended (60+ on average) and we are approaching the midpoint in the process. We have met to discuss academic innovation (we will have more on this topic), staff and faculty recruitment and retention, talent development, and how to cultivate a campus where welcome and belonging are what faculty, staff, students and visitors feel.
2. We are entering a phase where we are also scheduling more focused but informal meetings, i.e., on how to ensure diversity in hiring which is also a conversation about how to redesign campus culture.
3. We continue to be on track for a June submission.





Provost & Vice-President, Academic

Report to the Board of Governors – February 2024

PVPA's Report

1. The new year has begun with a sense of purpose, as we address academic program renewal on a number of fronts.

Enrollment suspension: Last year, the University suspended enrollment into the SPP Nursing program. As per our procedure, we are working to retool that program and reintroduce it in 2025-26. Currently, we have suspended enrollment in Ancient Studies and, shortly, Economics. We are working with one more program to identify whether enrollment suspension is the best option for it as well.

Program review matrix: Working across faculties and administrative departments, we have designed a program review matrix which we are beta testing for release in March.

We have posted for a Manager, Quality Assurance and Program Innovation, a position designed to support academic programs reimagine the possibilities for their future form.

2. The Federal Government has made two announcements in January. Both anticipated and both will have implications for Nipissing.
 - (a) The Federal Government is addressing its concerns about research security by adopting a two-pronged test. Researchers working in areas that build capacity in industrial-military fields and who work in collaboration with an identified subset of listed partners will be deemed ineligible for Federal research grants.
 - (b) The Federal Government is responding to concerns about private colleges and housing inadequacies by imposing a cap on international students. This cap will be administered by the provinces. We are awaiting details on the program so that we can address the implications for our recruitment, but have begun internal conversations in anticipation of any announcement.
 - a. Given that graduate programs have been exempted from the cap, we are expediting our review of graduate programs. There are chronic structural deficits in most of these programs which we cannot address for 2024-25 recruitment. The influence 2025-26 recruitment, we would need to make changes by September 2024.

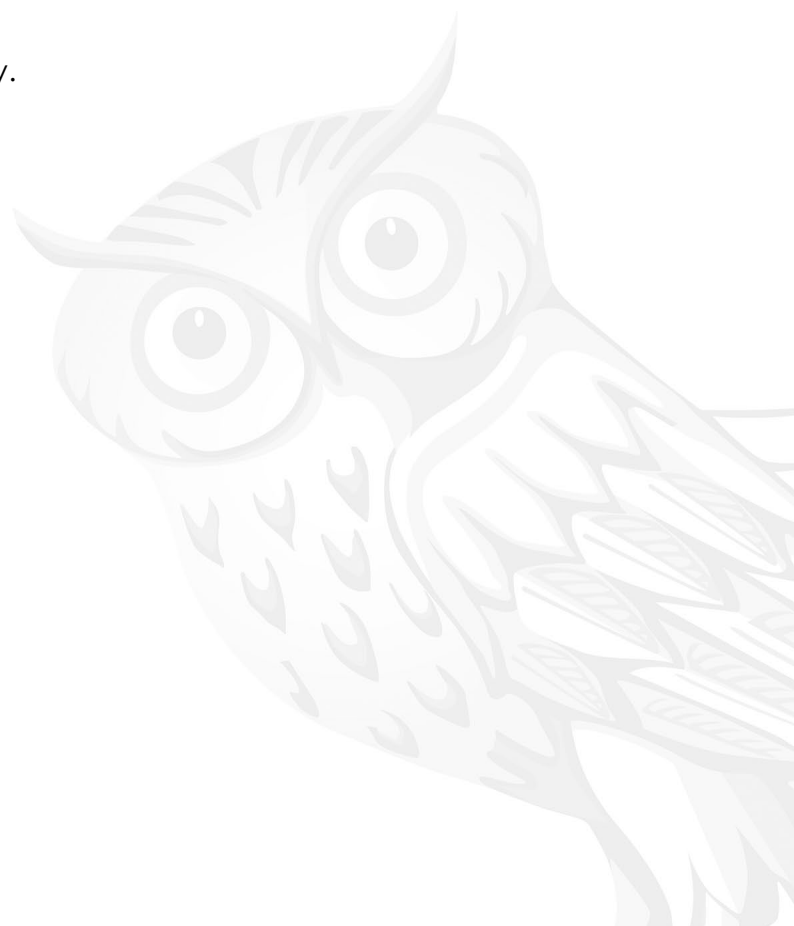


Provost & Vice-President, Academic

3. Academic and Operational Planning (APOP) continues. Since our last update, we have had well attended meetings to discuss staff recruitment and retention as well as faculty recruitment and retention.
4. Academic oversight responsibilities at Senate remain contentious at Nipissing, without a legacy of mature governance processes and accountabilities.
5. We are moving forward with two academic administrative searches: AVPRIGS and Dean, Arts and Science. We are also moving forward with searches for the Associate Deans of Graduate Studies and of Education.
6. The Provincial Government is also approaching the deadline of January 1, 2025 as set out in the *Accessibility for Ontarians with Disabilities Act, 2005* to have in place the Postsecondary Education Standards and each of the measures, policies, practices and requirements implemented.

RESIDENCE LIFE

At time of writing, we have ~92% occupancy.





Vice-President, Finance & Administration

Report to the Board of Governors – February 2024

Financial Sustainability Update

- We are anticipating revenues to exceed budget due to strong enrolment, increases to government grants related to Nursing, as well as increased Ancillary revenues. This reflects well on our efforts to diversify and increase our revenue base.
- It is important to note that our Credit Rating improved from BBB (with a negative trend) to BBB (stable) this year. Under the Ministry's Financial Sustainability Framework, we have moved from the high risk category to the medium risk category.
- We anticipate we will complete negotiations with TD Bank for a line of credit of \$5M within the coming weeks.
- As we prepare the 2024-25 budget, we are evaluating the impact of the recent Federal announcement regarding a cap on international students. We hope to have more information from the Provincial government before we finalize the budget.
 - Finally, our Academic Planning and Operational Planning process (APOP) will continue to contemplate sustainability strategies moving forward.

Cybersecurity Exercise

- Cybersecurity risk mitigation continues to be a priority of the Administration team. University Technology Services continues to seek training options for all staff as education regarding cybersecurity is one of the top risk mitigation efforts available.
- A select group from the University Management Group was recently involved in a Tabletop Exercise where email scenarios were presented, and participants discussed how to handle each situation. These tabletop exercises strive to prepare us for the eventuality of such an incident at Nipissing University.
- Participants gained a clearer understanding of how these events unfold, the critical role all incident response team members have in these situations, and the need for continual improvement given the evolving nature of these threats.
- Further training is currently being planned, including another Tabletop Exercise.

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

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 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 confirmation procedures.

Signing Authority Policy

- 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:

- 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)
- 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;
- b. any contract or agreement which in the opinion of the responsible Vice-President exposes the University to an uncertain and potentially significant liability;

Signing Authority Policy

- 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)
 - Associate Vice-President, Research, Innovation & Graduate Studies
 - 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)
 - Associate Vice-President, Research, Innovation & Graduate Studies
 - Assistant Vice-President, Finance & Infrastructure
- 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

- 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:

Signing Authority Policy

- 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, Budgeting & Accounting
- d. With respect to purchase order transactions in excess of \$100,000, any two of the following individuals:
 - President
 - Vice-President(s)
 - Assistant Vice-President, Finance & Infrastructure
 - Manager, 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
 - Assistant Vice-President, Human Resources and Equity, Diversity & Inclusion
 - d. Support Positions
 - Assistant Vice-President, Human Resources and Equity, Diversity & Inclusion
 - e. Full-time Faculty Appointments
 - Vice-President, Academic and Research
 - f. Part-time Faculty

Signing Authority Policy

- 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 projects in excess of \$1,000,000:

Any two of the following:

- Vice-President(s)
- 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.

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

U N I V E R S I T Y

Audit & Finance Committee

University Technology Services Update
October 23, 2023



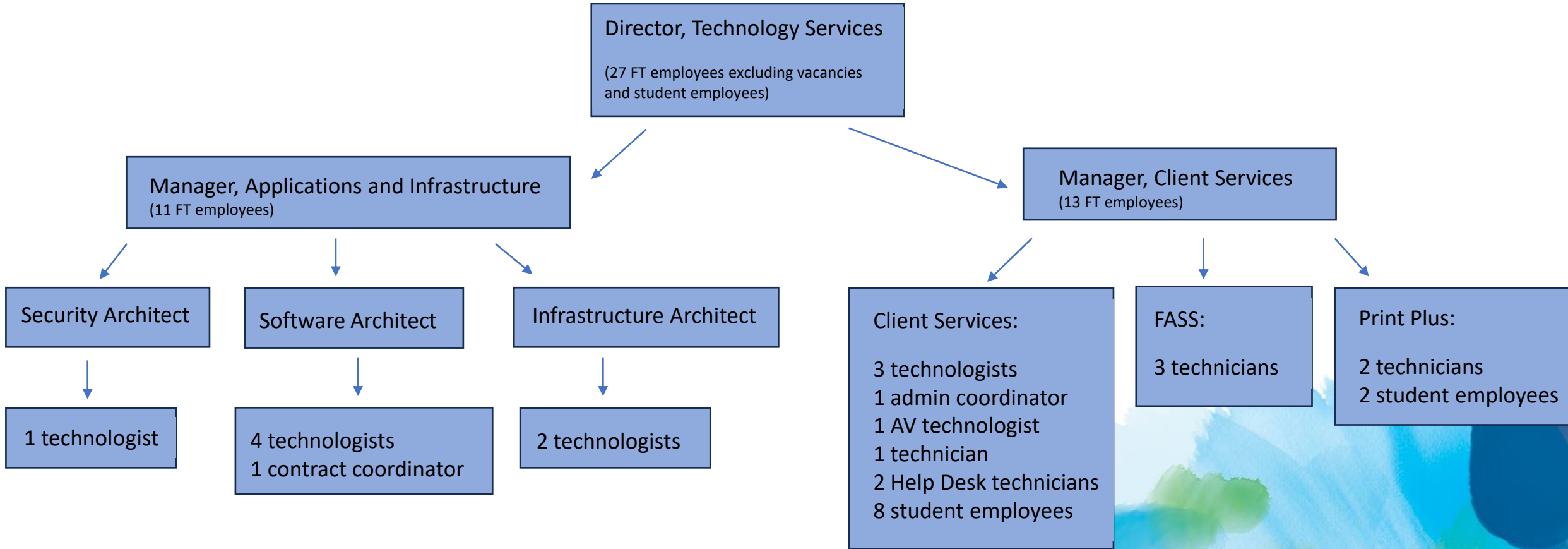
What is University Technology Services (UTS)

UTS oversees and manages the institution's information technology resources and services. Its responsibilities include maintaining campus networks and applications, providing technical support to students, staff and faculty, ensuring data security, and facilitating the use of technology for teaching and administrative purposes.



[This Photo](#) by Unknown Author is licensed under [CC BY-NC](#)

UTS Organization Chart



UTS Mission

Our mission is to develop a dynamic and forward-looking technology landscape that aligns with the overarching goals of the University.

We are committed to promoting innovation, cooperation and ongoing enhancement while strongly focusing on safety, inclusivity, and fairness within our technological solutions and services.

We aim to optimize user experience, facilitate digital transformation, and cultivate meaningful connections with all stakeholders while utilizing our technology resources sustainably and responsibly.



IT Investment Plan

Focus on OPEX versus CAPEX

- leasing instead of buying computing equipment

Group buying power

- Ontario Education Collaborative Marketplace
- Vendor of record
- Provincial MS licensing agreement
- Partner organizations

Flexible costing models

- Pay per use where applicable

Mindful procurement

- Review of IT procurement requests/contracts to reduce duplication, ensure integration, compliance and cost effectiveness



IT Risk Assessment

Identify and Assess Risks:

- Know your assets - UTS' ticket tracking system includes an asset management module for hardware and software, all computers receive an asset tag and are life-cycled through the system
- Know your threat landscape – UTS has identified that main threats faced by NU as cybersecurity attacks, hardware/software failure, environmental issues (e.g., power instability), data loss/corruption
- Know your vulnerabilities - UTS procures quarterly vulnerability assessments, and obtains external vulnerability assessments from cybersecurity partners including our cyber insurance provider, and participates in weekly/biweekly/monthly industry vulnerability information sessions
- Know the risk severity by considering impact and probability – UTS' incident response plan categorizes risk as part of its tiering system that determines the level of response required

Mitigate Risks:

- Have a diverse set of risk mitigation tools in your toolbox - UTS has a large contingent of risk mitigation tools, partnerships, processes, policies and procedures for internal and external risk factors (e.g., CrowdStrike, MS Defender, SolarWinds, KnowBe4, PAWs, cloud strategies, managed devices, Coalition, CanSSOC, LCM, ORION, CCCS, BitSight, BeyondTrust, CIS Controls, vulnerability management protocols, etc.)
- Understand that the risk is shared - UTS works to ensure that the training and awareness of system and data users and data owners using quarterly cybersecurity campaigns, monthly phishing exercises, quarterly Teams ownership reports and focused supplemental training and messaging.



IT Disaster Recovery

Workplace flexibility in case of on campus incident (e.g., pandemic)

- Remote work capabilities (e.g., laptops, VPN, MS endpoint management, etc.)
- Cloud infrastructure with minimal reliance of on premises infrastructure

IT Incident Response Plan for cybersecurity incidents

- Developed with the guidance of external experts
- Reviews include regular table-top exercises
- Includes identification of critical systems, activation procedures, responsible persons, communications and documentation procedures

Response to loss of data or data corruption

- Backup and restore with MS Azure Backup cloud-based solution (georedundant, encrypted)
- MS 365 enables data and profile restoration

