



Meeting Book - Board of Governors Meeting

Open Session

1. Call to Order/Land Acknowledgement

As we begin this meeting, I would like to acknowledge that we are in the territory of the Robinson-Huron 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.

John
D'Agostino

2. Declaration of Conflict of Interest

John
D'Agostino

3. Use of Recording and/or Broadcasting Devices

*Only pre-approved methods of recording and/or broadcasting may be used.
Disseminating any information during the meeting is prohibited.*

John
D'Agostino

4. Consent Agenda

That the items included "for adoption" on the February 13, 2025, 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.

Resolution

John
D'Agostino

i. i) For Adoption

a. a) Minutes of Previous Board of Governors Meeting(s) - Open Session

2024-11-28 - Open Session Minutes.pdf

2025-01-24 - Special Meeting Minutes (Open Discussion).docx

ii. ii) For Information

a. a) Minutes from Meetings of the Board's Standing Committees

2025-01-27 - UGC Minutes.docx

2025-01-27 Audit Finance Minutes (final).pdf

2025-01-27 - Community Relations Minutes.docx

2025-01-27 - Fundraising Minutes.pdf

2024-10-21 - Plant & Property Minutes.pdf

b. b) Reports from Other Committees/Bodies

25-02 - NUAAB Report to BoG.pdf

Senate Report to the Board of Governors February 3, 2025.docx

5. Adoption of Regular Agenda

That the Board of Governors adopt the February 13, 2025, Open Session regular agenda as circulated.

Resolution

John
D'Agostino

6. Vice-Chair's Remarks

John
D'Agostino

i. Presidential Reappointment Committee

The composition of the search committee includes:

Resolution to follow

Two (2) non-constituent members of the Board of Governors (elected by the Board of Governors).

7. Chancellor's Remarks		Dr. Scott Russell (d.Litt)
8. President's Remarks		Dr. Kevin Wamsley
9. Strategic Mandate Agreement (SMA) 4		Stephen Tedesco
i. BOG.SMA4.METRIC.SUMMARY.02.05.2025.pdf		
10. Vice-President's Remarks		
i. Provost and Vice-President, Academic		Dr. Ann-Barbara Graff
a. PVPA February 2025 Board Report.docx		
ii. Vice-President, Finance & Administration		Renee Hacquard
a. VPFA Board Report - February 2025.docx		
11. Board Committee Reports		
i. Fundraising Committee		Ravil Veli
a. Gift Acceptance Policy	Resolution	
<i>That the Board of Governors accept the recommendation of the Fundraising Committee to approve the revisions to the Gift Acceptance Policy as presented.</i>		
Gift Acceptance Policy - 2025.docx		
b. Naming of Campus Assets Policy	Resolution	
<i>That the Board of Governors accept the recommendation of the Fundraising Committee to approve the revisions to the Naming of Campus Assets Policy as presented</i>		
Naming of Campus Assets Policy - 2025.docx		
12. Board Representatives on Other Committees/Bodies		
i. Nipissing University Student Union (NUSU)		
a. NUSU February Board of Governors Report .pdf		
ii. Academic Senate	Resolution	Ann-Barbara Graff
<i>That the Board of Governors accept the recommendation of the Executive Committee to formally close the Scholar Practitioner Program (SPP) effective April 30, 2025.</i>		
iii. The Joint Committee of the Board and Senate on Governance	Resolution	Kevin Wamsley
<i>That the Board of Governors accept the recommendation of the Joint Committee to approve the Suspension of Enrolment Procedures as presented.</i>		
a. Final Program Suspension Procedure v.2 (2).pdf		
13. Question Period		
14. Other Business		
15. Next Meeting Dates/Adjournment	Resolution	
<i>That the Open Session of the Board of Governors' regular meeting now adjourn.</i>		

NIPISSING UNIVERSITY
BOARD OF GOVERNORS MEETING

OPEN SESSION

November 28, 2024

The Open Session of the regular Board of Governors meeting was held on Thursday, November 28, 2024, at 5:30 p.m. in the President's Boardroom and via Zoom Remote Conferencing.

Members Present: Dave Smits, Board Chair

Anahit Armenakyan
Marianne Berube
Patti Carr
Fran Couchie
John D'Agostino
Stacie Fiddler
Judy Koziol
Jessica McMillan
Laurel Muldoon
Doris Olmstead
Joe Sinicrope
Katrina Srigley
Maurice Switzer
Scott Russell
Ravil Veli
Kevin Wamsley
Kathy Wilcox
Sarah Winters

Regrets:

Matt DeVuono
Jamie Lowery
Alisher Mansurov
Judy Smith
Janet Stockton
Harikesh Panchal

Invited Guests: Ann-Barbara Graff (PVPA)
Renee Hacquard (VPFA)
Abby Blaszczyk (University Secretary)
Cheryl Zimba
Cheryl Foy

Official Observers:

of Observers: 2

Recording Secretary: Maggie Horsfield, Office of the President

1. Call to Order/Land Acknowledgment

The meeting was called to order at 5:31 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 26, 2024, Board of Governors Meeting (Open Session);
- ii. For Information Only
 - a) Minutes from Meetings of the Board's Standing Committee:
 - 1. University Governance Committee – Minutes from October 21, 2024;
 - 2. Audit & Finance Committee - Minutes from October 21, 2024;
 - 3. Community Relations Committee – Minutes from October 21, 2024;
 - 4. Fundraising Committee – Minutes from October 21, 2024; and
 - 5. Plant & Property Committee – Minutes from October 21, 2024.
 - b) Reports from Other Committees/Bodies:
 - 1. Academic Senate

Resolution 2024-11-01: ***That the items included “for adoption” on the November 28, 2024, 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 Ravil Veli; seconded by Marianne Berube.
Carried.*

5. Adoption of the Regular Agenda

Resolution 2024-11-02: ***That the Board of Governors adopt the November 28, 2024, Open Session regular agenda as circulated.***

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

6. Chair's Remarks

The Board Chair welcomed Cheryl Foy, President of Strategic Governance Consulting Services, who has been engaged to carry out a governance review, as funded through the Ontario Government's Efficiency and Accountability Fund. Ms. Foy has conducted both in-person and online surveys with members of both the Board of Governors and Senate, with a report expected for presentation to the Board in January. The NOUS Group has been contracted to review the remaining mandated areas, which include academic programming, physical assets and facilities, collaborative procurement opportunities, and revenue generating opportunities.

7. Chancellor's Remarks

The Chancellor provided remarks which are appended to these minutes. Dr. Russell spoke to his recent interactions with Nipissing staff, and current and prospective students, highlighting the connections made at the Ontario Universities Fair and the Fall Open House.

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, included an environmental scan of the post-secondary landscape, which stems from meetings of university executive members at the national and provincial levels. As a direct consequence of the international student portfolio and the ongoing tuition freeze, many universities are experiencing significant in-year deficits, including over \$300 million in deficits in Ontario universities this year.

At Nipissing University, there was great interest at both the Ontario Universities Fair and the Fall Open House, as well as an increase in applications for 2025-26. However, survey evidence suggests more and more Canadians are questioning the value of a university education, which raises broader concerns within society. The President spoke to the importance of shifting our approach to the way we present post-secondary education, utilizing our alumni, the Board of Governors, Academic Senate, and our students to be very clear about how the Nipissing University experience has positively impacted them.

Dr. Wamsley also spoke to recent meetings with members of the Ministry to discuss the next stages of the Strategic Mandate Agreement (SMA4), which begins in September 2025. The government was responsive to the 98.5% job rate for graduates at Nipissing, the jobs created annually within North Bay exceeding 1200, and local partnerships extend to over 350 groups regionally. Advocacy efforts are ongoing with the Province.

9. Academic Plan/Operational Plan

A finalized version of the Academic and Operational Plan was circulated with the meeting materials, and appended to these minutes is a document mapping each APOP action item to a commitment from the Strategic Plan. Work is ongoing to summarize the progress to date for the Board, with 47 of 73 actions underway.

10. Vice-Presidents' Remarks

The Provost and Vice-President, Academic (PVPA)

The PVPA highlighted the Ontario Universities Fair (OUF) and the Fall Open House, noting a decrease in participation at OUF, but an increase in attendance. Dr. Graff congratulated those faculty members who have received internal research awards, as well as the Women's Soccer team, who ranked 2nd in Ontario and 5th nationally.

In response to a question about how the University will accommodate an increase in international students, the PVPA spoke to the significant reduction this year in international students as a result of federal restrictions. As such, the University is not expecting a big increase in 2025-26. As recruitment numbers grow, campus resources, including residence, mental health, bridging, and competencies, will grow as well.

- Nipissing University Research Ethics Board

Per the Terms of Reference for the Research Ethics Board, the Board of Governors appoints NUREB members, including Chairs, through a fair and impartial process. The following resolution was brought forward:

Resolution 2024-11-03: ***That the Board of Governors accept the recommendation of the Provost and Vice-President, Academic to appoint Dr. Geoff Hartley as Vice-Chair, Training, Education, and Community Engagement (VC-TECE) of the Nipissing University Research Ethics Board (NUREB) for a three-year term effective immediately.***

*Moved by Ravil Velj; seconded by John D'Agostino.
Carried.*

- Annual Sexual Violence Report

The AVP, Students (Interim) provided the annual Sexual Violence Report for 2023-24.

The Vice-President, Finance & Administration (VPFA)

The VPFA was pleased to report that, for information, TD Bank would be removing covenants with respect to the General Security Agreement due to financial improvements.

12. Board Committee Reports

Audit and Finance Committee

The Chair of the Audit and Finance Committee spoke to highlights of the recent committee meeting, which included an in-depth Investment Performance review. The Chair noted that, while we are performing to our benchmark, the University does remain a conservative investor, while also speaking to a conversation around ethical investment at both the Investment Sub-Committee and Audit & Finance Committee levels. PH&N incorporates environmental, social, and governance (ESG) factors into investments, and as RBC is among the largest shareholder nationally, they are able to engage with Canadian companies on ethical investment on behalf of their clients.

The 2025/26 budget process was included in the meeting materials, and a resolution was brought forward:

Resolution 2024-11-04:

That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2025/26 Budget Process as presented.

*Moved by Marianne Berube; seconded by Ravil Veli.
Carried.*

13. Board Representatives on Other Committees/Bodies

Nipissing University Student Union

No report

Nipissing University Indigenous Council on Education

The Chair of NUICE provided an update on recent activities, noting the departure of the Director of the Office of Indigenous Initiatives, and spoke to his Mr. Fournier's active and Thoughtful engagement with students, on campus, and in the surrounding community. The

Chair also expressed his appreciation for the commitments to reconciliation within the Strategic Plan and noted that meetings were upcoming with members of NUICE and senior leadership to ensure the content is appropriately translated in the Academic and Operational Plan.

14. Question Period

A request was made to include the Senate Executive Committee minutes in the Board package and this will be brought under advisement.

A member questioned if the NOUS Group or Cheryl Foy of Strategic Governance Consulting Services would be utilizing generative AI when writing their reports. The PVPA indicated she would confirm. A request was made for more information on how the University is adapting within continually evolving AI environment, and it was noted that a working group has been established for AI policies, usage and possibilities. There are current expectations that should a student utilize AI, they are to site it, and syllabi should state how/if it can be used.

An additional request was made for an update on the status of the Joint Committee's work on suspension of enrolment. The President that the committee has met on numerous occasions and to date, there is a current proposal on regulations that covers the suspension process and procedures. The Joint Committee has a deadline in place to vote on the proposal and an update will be available at the next Board meeting.

15. Other Business

Nipissing University was asked to be a signatory to the Canadian Military, Veteran, and Family Connected Campus Consortium (CMVF3C), a consortium of public sector institutes and associated community partners committed to advancing military connected campuses in Canada and beyond. It is a collaborative and systematic approach to ensure the academic success and well-being of students. The President highlighted that there was no financial implication in signing on to this consortium.

Following discussion, a resolution was made:

Resolution 2024-11-05:

That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2025/26 Budget Process as presented.

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

16. Next Meeting/Adjournment

The next Committee Day is January 27, 2025, and will include all standing committees.

The next Board meeting is February 13, 2025.

Resolution 2024-11-06: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

*Moved by Judy Koziol; seconded by John D'Agostino.
Carried.*

Open session adjourned at 7:07 p.m.

President & Vice-Chancellor/Secretary of the Board

Board Chair



Chancellor's Report to the Board

November 2024

Chancellor's Report

It's great to be here, albeit virtually, and to be able to comment on the impressive work that's being done at Nipissing with regard to the future of the institution.

In particular, I am mindful of the commitment that our leaders have made to long term financial stability in an uncertain time for the entire sector and our belief that we need to embrace and celebrate our unique character in post secondary education. We are indeed, a small, intimate, student centred, university, and to my way of thinking that's not a bad thing at all. It gives us an identity and helps us define what is valuable to the students who choose to pursue their studies here.

Through my interactions with the folks at Nipissing and my visits to campus, it strikes me that our school offers an attractive option. At Nipissing there is an environment which is based on a set of values. Excellence, respect, friendship, harmony with our surrounding landscape and community, as well as the pursuit of truth and reconciliation.

I'm encouraged by reports that demonstrate a large increase in the efforts of our recruiters. Our connections made at the Ontario Universities Fair reveal heightened interest in what we have to offer. The attendance at the fall Open House was up and the many visitors I spoke with were excited to be here.

I love the fact that our varsity teams are climbing the national rankings. What is equally impressive is that 42 percent of our student-athletes are either Academic All-Canadians or have earned OUA academic achievement awards. We continue to punch above our weight on the field of play and in the classroom.

We are a very humane university. And maybe our strength lies in our commitment to graduate leaders who will contribute to the well-being of their diverse communities in a positive way. Our nursing graduates who are so desperately needed, and those who will become teachers and influence generations to come. I am particularly fond of Nipissing's programs that will produce teachers and leaders in physical education.



Chancellor's Report to the Board

November 2024

The lack of physical literacy is a growing problem in many of our communities. Our young people are increasingly NOT physically fit. Part of the problem lies in the fact that physical and health education is NOT core curriculum in many of our primary and secondary schools. The consequences of this are ominous. It will lead to a strain on the health care system and unhealthy people are bound to become unhappy people who inevitably encounter mental health problems.

I applaud Nipissing's dedication to nurturing teachers of physical and health education who can make a difference in the lives of young Canadians down the road.

At Nipissing those who study the environment and research ways to be more mindful of our precious resources of land and water promise to be very influential in an era which is justifiably concerned with the spectre of climate change.

In short, I am inspired by the positivity of the place. As the authors of our Academic and Operational Plan (APOP) noted at the outset. "After a time of austerity we are entering a period of optimism and opportunity and we can set a course for sustainable growth."

I'm just a newcomer but already I'm extremely excited about Nipissing's prospects and our commitment to academic programs which graduate critical and creative thinkers and, most importantly, our future leaders. I'm also very encouraged by the efforts of our entire leadership group to pave the road ahead at Nipissing. It makes me to delighted to be part of the team and help in any way that I can to attract more people to this fantastic place.



President's Report

November 28, 2024

Board of Governors Report

Good evening fellow Board members. We are heading towards the end of a successful Fall Term, classes end on December 4, followed by our exam schedule. I have a number of items to report on today but I would like to begin with an environmental scan of the post secondary landscape, which stems from our national and provincial presidents' meetings, vice president meetings, and from some work that the Council of Ontario Universities has been doing to address the severe funding shortages. I'm sure that you are all aware of the multiple reports coming from many of our Ontario universities of different sizes. As a direct consequence to the international student portfolio and the funding freezes, many universities are experiencing significant in-year deficits in the 10s of millions of dollars – in total, over \$300m in deficits for Ontario universities for this fiscal year and projecting \$600m next year. As we consider our broad approach to the provincial government, there is some evidence that the landscape is shifting and that we must attend to it. Certainly, we have seen a great interest from prospective students to Nipissing University at both the Ontario Universities Fair, our very successful Fall Open House, and from increased applications for 2025-26. However, survey evidence is suggesting that more and more Canadians in general are questioning the value of a university education, and these questions are being raised within broader concerns in Canadian society. Education rests at number 11 in topics which most concern Canadians. Inflation is 1, Health Care 2, and Immigration 3. It used to be, in fact just two years ago, that 71% of Canadians saw great value in post secondary education – that number shifted to 59% last year. My intent is not to raise alarm bells here but, rather, to state that we need to change our approach to the way we talk about post secondary education – we need to rouse our alumni, our Board, our Senate, our members, our students to be very clear about what their university experience has done for them. In our marketing and in our storytelling, we need to further contextualize the Nipissing experience within the broader value of university and to work with other institutions and the COU to make sure that voters understand what is at stake. We must appeal to parents, students, and voters. There is a general misunderstanding about how universities are funded and concern that universities have mismanaged their finances which results in poorer quality education. It is up to us to counter this narrative. We have to counter with



President's Report

November 28, 2024

the clear statement that 98.5% of Nipissing graduates have good jobs within 18 months of graduation, the highest rate in Ontario if not beyond. And the conference board of Canada data show that university degrees significantly increase income over one's career in both the short and long term. We also need to counter the message that if governments support universities, there will be less support for other areas of importance. We can't for example separate the investments in health care from post secondary ed, otherwise there would be no doctors, nurses, or health care professionals – in fact our graduates are providing all of the professional and business expertise for this entire region – something that should not be taken for granted.

We have recently met with members of the Ministry office to discuss the next stage of our funding agreement, called SMA4, which begins in September. We took the opportunity to talk about our history, our present, and our plans for the future couched in the language of partnership with the province to ensure sustainability. The polls are showing that another Conservative government is likely, so the notion of partnership with this government is critical. They are impressed by the 98.5% job rate. The annual expenditures created by Nipissing University exceed \$130m, the jobs created annually exceed 1200 in North Bay, and our partnerships extend to 350 groups in the region. 92% of our enrolment is within a 3.5 hour drive, we have more education students and more nursing students per square inch than any other university in Ontario, and we are looking to increase our domestic enrolment and international enrolment over the next five years, primarily in STEM programs where we have 8 new or redesigned programs planned.

We were very clear about tuition, our unfunded students based on the current corridor model (we currently lose \$1.5m annually in our School of Education for example, because our corridor is set too low). The government is fully aware that Nipissing University has 25% of the enrolment at the Northern universities but receives only 10% of the Northern Grant, creating an annual funding gap of \$3.3m. Over the past five years, unfunded education students and Northern Grant inequities have cost us over \$23m.

One other item of information is the Auditor General's office completes term reports on how far each of the universities is progressing with the recommendations. We are satisfied with our progress on the recommendations. To date we are on track with the recommendations



President's Report

November 28, 2024

according to the timelines that we have set for each. However, we do not know how the Auditor General's office will characterize our progress – they may argue that things are not happening fast enough. So, this is a heads up that a report will be issued publicly next week and that although we may or may not agree with its findings, we are satisfied with our progress.

Finally, our advocacy of course will continue with the Province and you will soon see our new campaign released which celebrates the experience of our undergraduate students in research, for which we will build a national reputation. Our Day of Giving Campaign focuses on these field experiences unique to Nipissing as we focus our attention on paid opportunities in hands-on research. We will also add increased emphasis and support towards work integrated learning and employment on campus a three-pronged approach to supporting students and their professional and personal development. I listed research as a top priority for us in our previous Board meeting. The Day of Giving, December 3 will launch our fundraising projects, as we move towards research month and a number of important events.



NIPISSING UNIVERSITY
BOARD OF GOVERNORS MEETING
SPECIAL MEETING

January 24, 2025

A special closed meeting of the Board of Governors was held on January 24, 2025, at 10:00 a.m. via Zoom remote teleconferencing.

Members Present: Dave Smits, Board Chair
Anahit Armenakyan
Patti Carr
Fran Couchie
John D'Agostino
Matt DeVuono
Stacie Fiddler
Judy Koziol
Alisher Mansurov
Jessica McMillan
Laurel Muldoon
Doris Olmstead
Judy Smith
Katrina Srigley
Janet Stockton
Maurice Switzer
Scott Russell
Ravil Veli
Kevin Wamsley
Kathy Wilcox
Sarah Winters
Abby Blaszczyk (University Secretary)

Absent: Harikesh Panchal
Joe Sinicrope
Jamie Lowery

Invited Guests: Renee Hacquard, VPFA
Ann-Barbara Graff, PVPA
Lindsay Sullivan, AVP, Students
Jenny Mackie, AVP, Human Resources
Ahsan Danish
Tim Kennedy
Peter Green
Stephen Tedesco
Maggie Horsfield, Office of the President

Recording Secretary: Abby Blaszczyk, University Secretary

1. Call to Order

The special meeting was called to order at 10:02 a.m. The Board Chair offered a traditional land acknowledgement.

2. Declaration of Conflict of Interest

The Board Chair called for conflicts of interest concerning any of the agenda items; no such declaration was 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, and only those individuals formally invited to a closed meeting may participate in the meeting. Disseminating any information during the meeting is prohibited.

4. Adoption of the Special Session Agenda

It was noted that the agenda items 5 and 6 pertaining to Bill 166 were included on the Special Meeting due to a directive issued pursuant to subsection 21(2) of the MTCU Act. It was requested that these discussions be included in the open session materials circulated for the February 13, 2025, Board meeting.

Resolution 2025-01-01:

That the Board of Governors adopt the January 24, 2025, special Closed Session agenda as circulated.

*Moved by Judy Smith; seconded by Ravil Veli.
Carried.*

5. Bill 166: Anti-Racism/Anti-Hate Directive

The Ministry of Colleges and Universities issued a directive requiring publicly assisted colleges and universities to:

- Have a student mental health policy that describes the programs, policies, services and support available at the college or university in respect of student mental health;
- Have policies and rules that describe how the institution will address and combat racism and hate at the institution, including but not limited to anti-Indigenous racism, anti-Black racism, antisemitism and islamophobia; and
- Publicly disclose costs associated with attending the institution.

The Assistant Vice-President, Students presented the Anti-Racism/Anti-Hate Guidelines and revisions to the Respectful Workplace & Learning Environments Policy, which are consistent with the guidelines.

Several concerns were raised regarding the policies. As such, additional and more broad consultation will take place and the policies and regulations will be brought back to the University Governance Committee for review and recommendation to the Board of Governors at a later date.

6. Bill 166: Mental Health & Well-Being

This agenda item was referred to the University Governance Committee.

Following the discussion, the Board of Governors returned to a Closed Session discussion.

The special meeting adjourned at 11:04 a.m.

President & Vice-Chancellor/ Secretary of the Board

Board Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS
UNIVERSITY GOVERNANCE COMMITTEE MEETING

OPEN SESSION

January 27, 2025

The Governance Committee met on Monday, January 27, 2025, at 9:00 a.m. in the President's Boardroom (F303) and via Zoom remote video conferencing.

Members present: John D'Agostino, Committee Chair
Marianne Berube
Judy Smith
Dave Smits
Sarah Winters
Jessica MacMillan
Laurel Muldoon
Harikesh Panchal
Ravil Veli
Kevin Wamsley
Renee Hacquard (VPFA – non-voting)
Ann-Barbara Graff (PVPA – non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Scott Russell
Tyandra Miller (Student Observer – non-voting)

Recording Secretary: Maggie Horsfield (Office of the President)

1. Call to Order/Traditional Land Acknowledgement

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

2. Call for Conflicts of Interest

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

3. Board Vacancies 2025/26

The Committee Chair reviewed upcoming and current vacancies on the Board, including three (3) members elected to the Board of Governors to represent a broad spectrum of the public, and four (4) persons appointed by the Lieutenant-Governor-in-Council (LGIC).

Per the Board Appointment Protocol Policy, the Chair of the University Governance Committee and at least one other non-constituent member of the UGC shall comprise a University Governance Selection Sub-committee (UGSS), and the UGSS is responsible for presenting recommendations for non-constituent candidates to the Board. Marianne Berube was appointed from among the membership to sit on the Sub-committee.

A discussion ensued, and members were encouraged to submit nominations to the Committee Chair and University Secretary. A call to seek nominations will also be shared with the full Board. Members discussed the importance of building a strong board through the use of the skills matrix. Recommendations were also made to post more widely through social media.

4. Board Approved Policies

Several policies are due for review within the 2024-25 academic year. It was suggested that any updates brought forward to the University Governance Committee be paused pending recommendations from the Governance review conducted by Cheryl Foy, Strategic Governance Consulting Services, and the Committee was amenable.

5. Other Business

The President provided an update on the recent work of the Joint Committee of the Board and Senate on Governance. The Committee met a number of times to discuss the authority and process for suspending academic programs. The University Act refers to the jurisdiction of Senate as primarily focused on academic decisions, such as program closures, while administrative decisions, particularly those fiduciary in nature, fall under the Board's authority.

After much debate, a proposal was tabled and, following a vote, the Committee endorsed the Final Program Suspension Procedures and the Regulations for the Administrative Suspension of Admissions to Academic Programs. The Joint Committee recommends that the procedures, and any changes hence forth, should require Board oversight and as such, will go forward at the February 13, 2025, meeting of the Board for approval.

The meeting adjourned at 9:15 a.m.

Recording Secretary

Chair of University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

January 27, 2025

The Audit and Finance Committee met on Monday, January 27, 2025, at 10:30 a.m. in the President's Boardroom (F303) and Zoom remote conferencing.

Members Present: Marianne Berube, Committee Chair
Patti Carr
Fran Couchie (non-voting)
John D'Agostino
Janet Stockton
Sarah Winters
Jessica McMillan
Kevin Wamsley
Dave Smits
Renee Hacquard (VP, Finance & Administration – non-voting)
Ann-Barbara Graff (Provost – non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Matt DeVuono
Scott Russell
Harikesh Panchal (student observer, non-voting)

Recording Secretary: Maggie Horsfield (Office of the President)

1. Welcoming Remarks/Land Acknowledgement

The meeting was called to order at 10:30 a.m. and a traditional land acknowledgement was made.

2. Conflict of Interest

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

3. Fall Semester Close Financial Update

The Vice-President, Finance and Administration reviewed the actual year-to-date as at December 31, 2024, compared to the annual budget, noting an Operating fund surplus of approximately \$14,000,000, which is in line with expectations for this time of year, as the majority of tuition revenue is recorded prior to the start of the Fall semester and expenses continue to occur on a more linear basis. She also highlighted projected \$6.3 million in additional government grants compared to budget, which include an additional \$1.6 million in the Northern Grant, \$840,000 in an 'across-

the-board top-up' grant, \$3.4 million in a 'top-up' grant based on last year's assessment at medium-risk, and \$500,000 in funding for the Efficiency and Accountability review.

While domestic tuition is better than budget due to higher enrolment in the online RPN-BScN program, it is expected that international tuition will not meet budget, with a projected shortfall of approximately \$2.2 million.

When reviewing the Ancillary fund, the VPFA highlighted a surplus of approximately \$3,800,000 as of December 31, 2024, also in line with expectations and revenues are expected to be slightly better than budget.

In total, the University has a consolidated surplus of approximately \$18 million as of December 31, with an overall projected surplus of \$5.8 million by year-end, as expenses will outweigh revenues for the remaining four months of the fiscal year.

4. Financial Health & Capital Debt Ratios

With the projections presented above, the VPFA anticipates to remain in the 'low action' category within the Ministry's Financial Accountability Framework. A low action plan requires the University to report annually to the Ministry until all health categories are in the 'no action' band. When reviewing spendable net assets, the VPFA noted a significant road ahead to move the ratios to 'green', which could have a positive impact on the credit rating.

Capital debt ratios are to be reviewed by the Audit & Finance Committee on a semi-annual basis as per the recommendation of the Auditor General. The interest burden ratio is calculated at 0.96%, debt per student FTE is approximately \$6,150, and the ratio of debt to total revenues is 38% as of December 31. Most ratios have improved as we compare to year-over-year figures at December 31. This is as expected as no new debt has been incurred.

5. MorningStar DBRS Credit Rating Report

The MorningStar DBRS Credit Rating report was included with the meeting materials and is utilized by the Ministry to evaluate the University's overall risk category. The VPFA noted that the rating has not changed from last year, remaining a triple B with a stable trend. This rating was maintained due to balanced budgets and a plan to replenish reserves with surpluses.

The report outlines strengths, including a high level of government funding and support, no unfunded pension liabilities, and a moderate debt burden, while also speaking to weaknesses, such as limited control of revenue and a fixed cost base, reiterating that tuition flexibility remains an issue with both fixed and growing expenses. The report supports ongoing advocacy efforts with the Ministry as it highlights the need for increased tuition rates in order to address overall sustainability efforts.

6. Efficiency and Accountability Review Update

The VPFA provided a brief update on the Efficiency and Accountability review, noting the NOUS Group is working to finalize the report for the Ministry, with an implementation plan forthcoming for consideration by the Board of Governors.

7. Strategic Enrolment Management Plan

The Provost and Vice-President, Academic (PVPA) provided, for information, the Strategic Enrolment Management (SEM) Plan. Recruitment is working alongside the Provost, the academic units, and student service units to establish and meet clear targets by program, with institutional planning assisting in ensuring the long-term sustainability of a major.

Questions were welcomed, and a committee member questioned what phase of the SEM we were in, with the Provost noting that it is early in the process. It is expected that, by 2027-2028, the projected targets will be closer to delta, with an assurance that Nipissing University is offering sustainable programs. An additional question was raised regarding a housing plan, given the increase in students year-over-year. The Provost indicated that trends will be tracked closely to address the levels of service required.

8. 2025-26 Budget Update

The VPFA provided a budget update, indicating that a review of departmental requests is currently being done. A draft budget will be presented to the Audit & Finance Committee at the April meeting, as expected.

9. Other Business

There was no further business.

The meeting adjourned at 11:10 a.m.

Recording Secretary

Committee Chair

NIPISSING

U N I V E R S I T Y

Audit & Finance Committee Semester Close Results – as at December 31, 2024

January 27, 2025



Overview

- 1) Actual vs. Budget review – Operating
- 2) Actual vs. Budget review – Ancillary
- 3) YTD Consolidated Income Statement
- 4) Statement of Financial Position
- 5) Cash Reconciliation
- 6) Ministry Financial Accountability Ratios
- 7) Spendable Reserves
- 8) Capital Debt Ratios



Actual Vs. Budget – Operating Fund – as at December 31, 2024

Variance explanations:

	Actuals	Annual Budget	YTD Actual as a % of Annual Budget	Target % at December 31	% variance	Projection to year end	Projected variance to budget	Notes
Revenue								
Government Grants	\$ 23,056,427	\$ 36,422,619	63%	67%	-3%	\$ 42,745,372	\$ 6,322,753	1
Domestic Tuition	\$ 28,979,893	\$ 27,573,130	105%	95%	10%	\$ 28,645,126	\$ 1,071,996	2
International Tuition	\$ 8,312,983	\$ 10,306,486	81%	95%	-14%	\$ 8,102,353	\$ (2,204,133)	3
Student Fees - Ancillary & Other	\$ 3,837,595	\$ 3,788,684	101%	95%	6%	\$ 3,788,684	\$ -	4
Other	\$ 1,473,877	\$ 2,427,196	61%	67%	-6%	\$ 2,427,196	\$ -	4
Revenue Total	\$ 65,660,775	\$ 80,518,115	82%	59%	23%	\$ 85,708,731	\$ 5,190,616	
Expenses								
Instructional Staff	\$ 19,441,063	\$ 30,308,595	64%	67%	-3%	\$ 30,208,595	\$ (100,000)	5
Non-Instructional Staff	\$ 12,624,299	\$ 19,951,775	63%	67%	-3%	\$ 19,688,094	\$ (263,681)	5
Benefits	\$ 6,001,745	\$ 10,051,829	60%	67%	-7%	\$ 9,910,728	\$ (141,101)	5
Salary recoveries	\$ (474,389)	\$ (1,170,187)	41%	67%	-26%	\$ (1,170,187)	\$ -	4
Total salaries & benefits	\$ 37,592,718	\$ 59,142,012	64%	67%	-3%	\$ 58,637,230	\$ (504,782)	
Non-staff expense	\$ 11,297,927	\$ 17,034,026	66%	67%	0%	\$ 18,034,026	\$ 1,000,000	6
Scholarships and Bursaries	\$ 2,711,984	\$ 3,320,775	82%	85%	-3%	\$ 3,320,775	\$ -	4
Expenses Total	\$ 51,602,629	\$ 79,496,813	65%	68%	-3%	\$ 79,992,031	\$ 495,218	
Surplus (Deficit) Before Undernoted	\$ 14,058,146	\$ 1,021,302				\$ 5,716,700	\$ 4,695,398	
Transfers								
Transfers (to) from other funds	\$ (4,770)	\$ (331,555)	1%	85%	25%	\$ (331,555)	\$ -	
Transfers Total	\$ (4,770)	\$ (331,555)	1%	33%	25%	\$ (331,555)	\$ -	
Total Operating Deficit	\$ 14,053,376	\$ 689,747				\$ 5,385,145	\$ 4,695,398	

- Projections include additional Northern Grant, accross-the-board increases, additional top-up funding, and Efficiency and Accountability report funding.
- Budget included 4,481 domestic FTE, actuals are 4,593. We saw higher than anticipated enrolment in our online RPN-BScN program.
- Budget included 408 FTE (264 returning, 144 new), actuals include approx 93 FTE below budget.
- YTD variance is due to timing – no material variances noted.
- Anticipate variance due to vacancies and due to timing of hiring for approved positions
- Efficiency and Accountability report, and anticipated investment in efficiency projects.

Actual Vs. Budget – Ancillary Fund – as at December 31, 2024

	Actual YTD	Annual Budget	YTD Actual as a % of Annual Budget	Target % at December 31	% Variance	Projections to year end	Projected variance to budget	
Revenue								
Accommodations	\$ 7,333,294	\$ 7,120,769	103%	100%	3%	\$ 7,230,000	\$ 109,231	1
Ancillary services	\$ 23,552	\$ 107,250	22%	67%	-45%	\$ 107,250	\$ -	2
Conference Services (Corporate events and Summer Accommodations)	\$ 420,037	\$ 370,458	113%	85%	28%	\$ 420,037	\$ 49,579	3
Extended Learning	\$ 53,976	\$ 151,971	36%	100%	-64%	\$ 80,000	\$ (71,971)	4
Revenue Total	\$ 7,830,859	\$ 7,750,448	101%	95%	6%	\$ 7,837,287	\$ 86,839	
Expenses								
Salaries and Benefits	\$ 1,548,029	\$ 2,377,927	65%	67%	-2%	\$ 2,347,927	\$ (30,000)	5
Operating	\$ 1,695,351	\$ 2,458,969	69%	67%	2%	\$ 2,458,969	\$ -	6
Long term debt	\$ 783,600	\$ 1,175,107	67%	67%	0%	\$ 1,175,107	\$ -	7
Expenses Total	\$ 4,026,980	\$ 6,012,003	67%	67%	0%	\$ 5,982,003	\$ (30,000)	
Surplus (Deficit) Before Undernoted	\$ 3,803,879	\$ 1,738,445				\$ 1,855,284		
Transfers								
Transfers to (from) Other funds	\$ -	\$ -	0%	0%	0%	\$ -	\$ -	
Transfers Total	\$ -	\$ -	0%	0%	0%	\$ -	\$ -	
Total	\$ 3,803,879	\$ 1,738,445				\$ 1,855,284	\$ 116,839	

Variance explanations:

- Accommodations revenue is currently over budget, we are anticipating having to process some refunds.
- Due to timing – revenue from 3rd parties will not occur on a linear basis. Not anticipating any material variances here at this time.
- Summer accommodations and conference bookings were better than budget due to more bookings compared to budget.
- YTD is below target, anticipating a shortfall.
- Anticipating a variance due to lower than budget in part-time wages (tied to lower sales)
- YTD is over target – no significant variances noted, mostly due to timing of expenses.

Ancillary Fund results by division – as at December 31, 2024

	Extended Learning		Ancillary provided by 3rd parties and other (Food Services, Bookstore, Parking, Lakers Shop, Varsity concessions, etc..)		Residences		Conference Services & Summer accommodations		Total				
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actuals	Budget	YTD Actual as a % of Annual	Target % at December 31	Variance
Revenue													
Sales and Service revenues	\$ 53,976	\$ 151,971	\$ 52,081	\$ 107,250	\$ 7,317,783	\$ 7,120,769	\$ 407,019	\$ 370,458	\$ 7,830,859	\$ 7,750,448	101%	100%	1%
Revenue Total	\$ 53,976	\$ 151,971	\$ 52,081	\$ 107,250	\$ 7,317,783	\$ 7,120,769	\$ 407,019	\$ 370,458	\$ 7,830,859	\$ 7,750,448	101%	95%	1%
Expenses													
Salaries and Benefits	\$ 158,632	\$ 226,868	\$ 79,005	\$ 98,613	\$ 1,006,009	\$ 1,776,851	\$ 304,383	\$ 275,595	\$ 1,548,029	\$ 2,377,927	65%	67%	-2%
Operating	\$ 3,394	\$ 9,370	\$ 129,740	\$ 157,458	\$ 1,495,618	\$ 2,239,001	\$ 66,599	\$ 53,140	\$ 1,695,351	\$ 2,458,969	69%	67%	2%
Long term debt	\$ -	\$ -	\$ -	\$ -	\$ 783,600	\$ 1,175,107	\$ -	\$ -	\$ 783,600	\$ 1,175,107	67%	67%	0%
Expenses Total	\$ 162,026	\$ 236,238	\$ 208,745	\$ 256,071	\$ 3,285,227	\$ 5,190,959	\$ 370,982	\$ 328,735	\$ 4,026,980	\$ 6,012,003	67%	67%	0%
Total Surplus / (Deficit)	\$ (108,050)	\$ (84,267)	\$ (156,664)	\$ (148,821)	\$ 4,032,556	\$ 1,929,810	\$ 36,037	\$ 41,723	\$ 3,803,879	\$ 1,738,445			
Transfers													
Transfers to (from) Other funds	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Transfers Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Total	\$ (108,050)	\$ (84,267)	\$ (156,664)	\$ (148,821)	\$ 4,032,556	\$ 1,929,810	\$ 36,037	\$ 41,723	\$ 3,803,879	\$ 1,738,445			

Consolidated Income Statement – as at December 31, 2024

	Operating Fund 10	Internally Restricted 11	Ancillary Fund 15	Capital Fund 40	Trust Fund (Non-Endowed) 50	Research Fund 60	Agency Fund 70	Endowed Funds 51	Total Consolidated Results
REVENUE									
Government Grants	23,056,427			164,915		1,534,223	3,389,293		28,144,858
Government Grants CFPY						1,868,587	200,688		2,069,275
Student Fees (Tuition)	37,292,875								37,292,875
Ancillary fees & Sales (Accommodation Fees, Conference Services, etc...)	3,837,595		7,830,861						11,668,457
Other	900,666					176,713	379,690		1,457,069
Other CFPY						306,432			306,432
Amortization of Deferred Capital Contributions									-
Investment	493,967				1,247,004	-		374,415	2,115,386
Donations (deferral) CFPY	-				644,427	12,270			656,697
Donations (new)	79,244				157,288		500		237,032
TOTAL REVENUE	65,660,775	-	7,830,861	164,915	2,048,719	3,898,225	3,970,171	374,415	83,948,080
EXPENSES					-				
Salaries and Benefits	37,592,718	21,461	1,548,031			849,812	406,694		40,418,717
Operating and Research	8,304,424	251,800	1,695,351		54,495	897,167	399,500	4,756	11,607,494
Occupancy Costs	2,323,053		-	399,343			1,845,739		4,568,135
Amortization of Capital Assets	-								-
Scholarships and Bursaries	2,711,984				649,550		16,000	277,765	3,655,299
Principal and Interest on Long Term Debt	670,449		783,600	(870,484)					583,565
TOTAL EXPENSES	51,602,629	273,261	4,026,982	(471,141)	704,045	1,746,980	2,667,934	282,521	60,833,209
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUE) BEFORE THE UNDERNOTED	14,058,146	(273,261)	3,803,879	636,056	1,344,675	2,151,245	1,302,237	91,894	23,114,871
TRANSFERS									
Transfer from (to) other funds in-year	(4,770)				(53,143)	149,807		(91,894)	-
Transfer from (to) deferred contributions/revenues		(184,157)			(1,291,532)	(2,301,052)	(1,302,237)		(5,078,978)
TOTAL EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	14,053,376	(457,418)	3,803,879	636,056	(0)	(0)	0	-	18,035,893
TRANSFERS TO/(FROM) INTERNALLY RESTRICTED	(457,418)	457,418		-					0
TOTAL EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES AFTER TRANSFERS	13,595,959	0	3,803,879	636,056	(0)	(0)	0	-	18,035,893

Actual Vs. Budget – Consolidated summary

	Actual as at December 31, 2024	Annual Budget	Projection to year end (April 30/25)	Projected variance to budget
Total Operating Surplus/(Deficit)	\$ 14,053,376	\$ 689,747	\$ 5,385,145	\$ 4,695,398
Total Ancillary Surplus/(Deficit)	\$ 3,803,879	\$ 1,738,445	\$ 1,855,284	\$ 116,839
Total Accounting & other adjustments	\$ 178,638	\$ (1,482,220)	\$ (1,482,220)	\$ -
Total Consolidated	\$ 18,035,894	\$ 945,972	\$ 5,758,209	\$ 4,812,237

Statement of Financial Position

	31-Dec-24	30-Apr-24	\$ Difference	% Change	
Assets					
Current assets:					
Cash and cash equivalents	\$ 18,441	\$ 14,635	\$ 3,806	26%	1
Accounts receivable	15,269	2,050	13,219	645%	2
Investments - short-term	8,057	8,884	(827)	-9%	3
Other assets	342	1,571	(1,229)	-78%	4
	42,109	27,140	14,969	55%	
Investments - long-term	29,947	26,645	3,302	12%	5
Capital assets	66,885	66,885	-	0%	6
	\$ 138,941	\$ 120,670	\$ 18,271	15%	
Liabilities and Net Assets					
Current liabilities:					
Accounts payable and accrued liabilities	\$ 7,779	\$ 7,506	\$ 273	4%	7
Employee related	2,144	2,799	(655)	-23%	8
Deferred revenue	5,079	6,457	(1,378)	-21%	9
Current portion of long-term debt	1,318	1,318	-	0%	6
	16,320	18,080	(1,760)	-10%	
Long-term:					
Long-term debt	28,782	29,653	(871)	-3%	10
Deferred contributions	13,825	13,001	824	6%	9
Deferred capital contributions	32,713	32,713	-	0%	6
Employee future benefits	6,807	6,807	-	0%	6
	98,447	100,254	(1,807)	-2%	
Net assets:					
Unrestricted:					
- operating	21,765	5,035	16,730	332%	
- employee future benefits	(9,091)	(9,091)	-	0%	
Internally restricted	12,919	11,613	1,306	11%	
Endowments	14,901	12,859	2,042	16%	
	40,494	20,416	20,078	98%	
	\$ 138,941	\$ 120,670	\$ 18,271	15%	

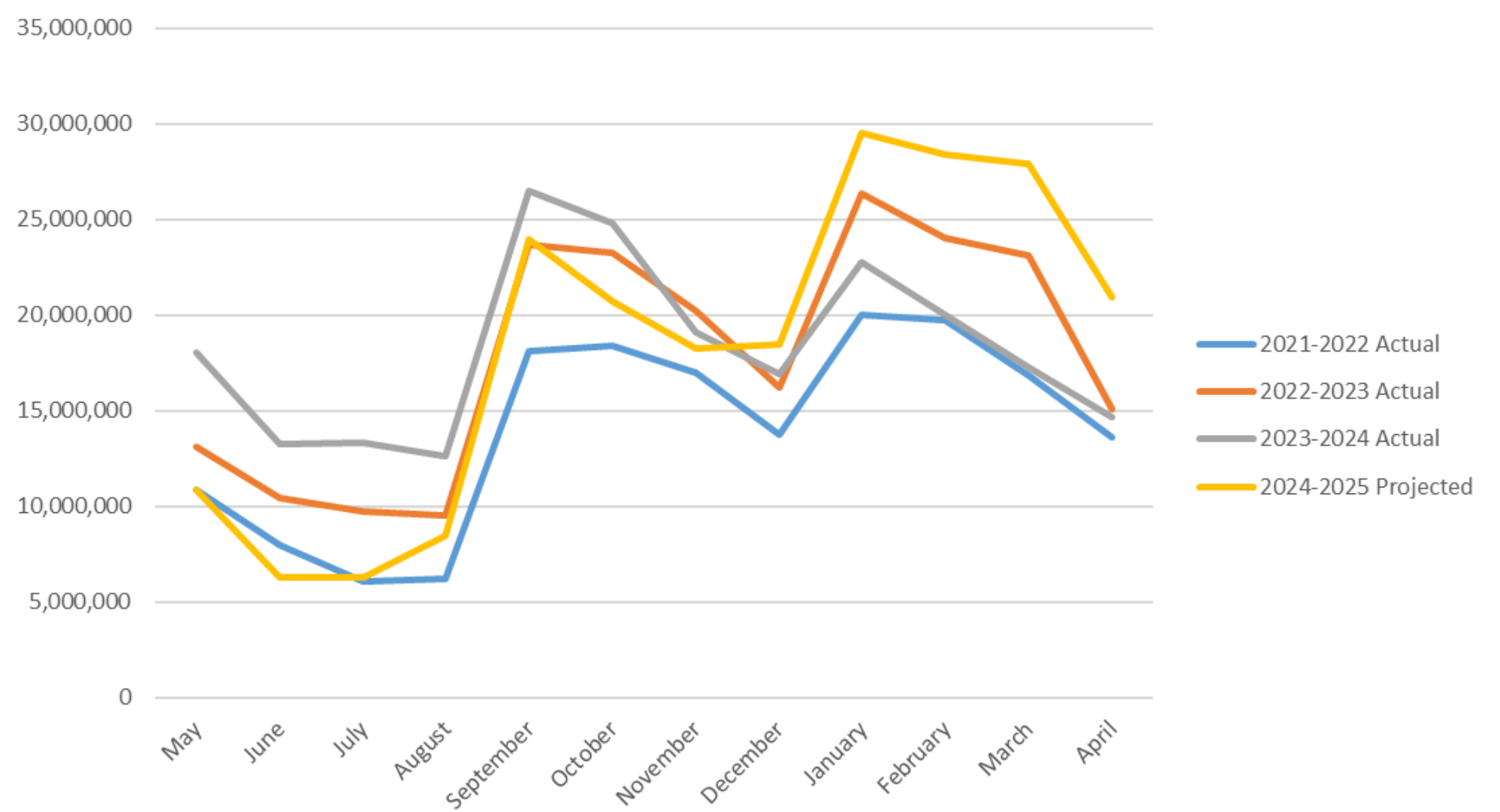
Variance explanations:

- 1) Cash levels typical of December results. We use more cash than we bring in during the first semester
- 2) Receivables will decrease as we receive student payments for Winter/Spring semesters
- 3) No material change
- 4) Typical level for December – prepaid expenses from year-end have been transferred to expenses
- 5) Due to market fluctuations
- 6) No changes until year-end
- 7) Due to timing of payments
- 8) Variance is not material
- 9) Due to timing of revenue recognition
- 10) Payments on long-term debt

Unrestricted & Restricted Cash reconciliation

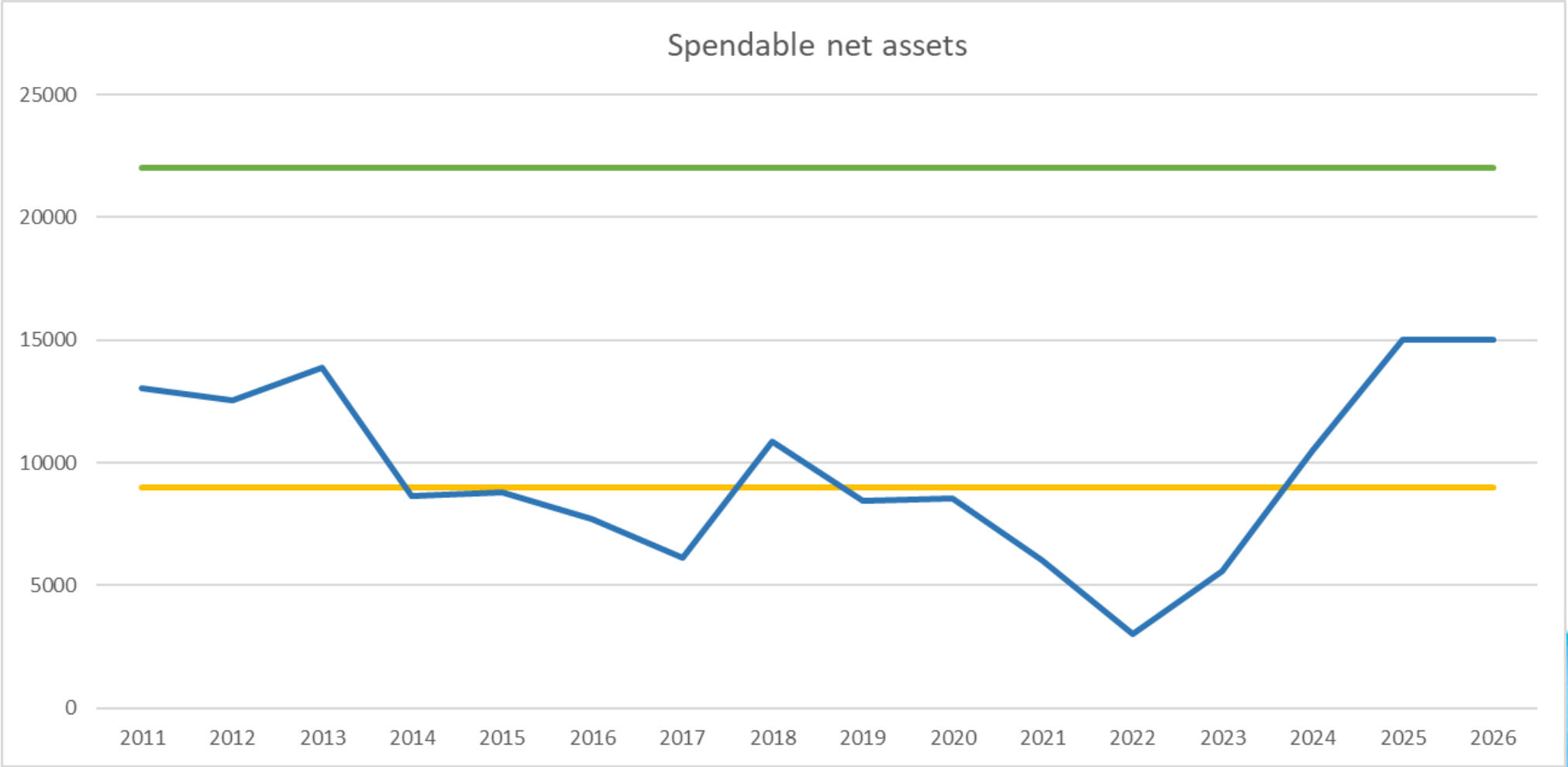
	31-Dec-22	31-Dec-23	31-Dec-24
Cash	\$ 15,455	\$ 16,947	\$ 18,441
Short-term investments	\$ 1,961	\$ 4,439	\$ 8,057
Restricted investments	\$ 24,089	\$ 26,728	\$ 29,947
Total	\$ 41,505	\$ 48,114	\$ 56,445
Deferred Revenue	\$ 5,723	\$ 5,469	\$ 5,079
Deferred Contributions	\$ 10,827	\$ 11,822	\$ 13,825
Internally restricted net assets (excluding investment in capital assets)	\$ 8,300	\$ 8,442	\$ 7,914
Endowments	\$ 12,688	\$ 12,773	\$ 14,901
Total	\$ 37,538	\$ 38,506	\$ 41,719
Working capital differential (Accounts receivable less accounts payable)	\$ 3,400	\$ 6,610	\$ 6,610
Net cash position	\$ 7,367	\$ 16,218	\$ 21,336

Cash Flows



Ministry Financial Accountability Ratios

		Thresholds			2025 Projected			2024			2023 Confirmed			What is required (based on 2024) to get to:		
		Medium-risk	High-risk	Weight	Ratio calculation	Rating	Overall Category rating	Ratio calculation	Rating	Overall Category rating	Ratio calculation	Rating	Overall Categor y rating	Medium-risk	No risk	
Liquidity Ratios:																
	Primary reserve (days):	< 90	< 30	50%	57.26	1	0.5	41.57	1	0.5	23.42	2	1.5	n/a	\$13 million	Additional spendable reserves
	Working Capital	< 1.25	< 1	50%	1.50	-		1.50	-		1.25	1		n/a	n/a	
Sustainability Ratios																
	Viability ratio	< 60%	< 30%	25%	53%	1	0.8	35%	1	0.8	18%	2	1.0	n/a	\$8 million	Additional spendable reserves
	Debt ratio	> 35%	> 55%	25%	56%	2		56%	2		59%	2		\$7 million	\$82 million	Additional assets
	Debt to revenue ratio	> 35%	> 50%	25%	30%	-		32%	-		35%	-		n/a	n/a	Additional revenues
	Interest burden ratio	> 2%	> 4%	25%	1%	-		1%	-		1%	-		n/a	n/a	
Performance																
	Net income / (loss) ratio	< 1.5%	< 0%	50%	1%	1	1.0	4%	-	0.5	2%	-	-	n/a	n/a	Additional revenues
	Net operating revenue ratios	< 7%	< 2%	50%	6%	1		6%	1		8%	-		n/a	n/a	
Credit rating																
	Third party credit rating				BBB Stable	1	1	BBB Stable	1	1	BBB Stable	1	1			
Overall Risk Score Action Plan					Low Action			Low Action			Medium Action					



Capital Debt Policy – Ratios as at December 31, 2024

	31-Dec-22	31-Dec-23	31-Dec-24
Interest burden ratio (<i>Target: lower than 2%</i>)	1.34%	1.06%	0.96%
Debt per student FTE (<i>Target less than \$8,500 per student</i>)	\$ 7,389.73	\$6,613.10	\$ 6,149.13
Ratio of Debt to Total Revenues (<i>Target: less than 48%</i>)	46%	42%	38%



Credit Rating Report

Nipissing University

Morningstar DBRS

December 5, 2024

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Ratings

Debt	Rating	Rating Action	Trend
Issuer Rating	BBB	Confirmed	Stable

Credit Rating Rationale

On December 5, 2024, we confirmed the Issuer Rating of Nipissing University (Nipissing or the University) at BBB with a Stable trend. Nipissing's credit profile is supported by the institution's relatively low debt burden and significant financial support provided by the Province of Ontario (rated AA with a Stable trend by us). While we are encouraged by the reinstatement of Nipissing's external credit facility, the University's still-limited liquidity, reliance on one-time provincial operating grants, and medium-term refinancing risk limit any credit rating improvement.

Nipissing reported a consolidated surplus of \$3.5 million in 2023–24, or 3.7% of revenues, its second consecutive surplus. This compares favourably with the original balanced budget, supported by rising international enrolment and unplanned one-time government grants.

For 2024–25, Nipissing is budgeting for a consolidated surplus of approximately \$0.9 million, as rising enrolment is anticipated to offset the impact of lower government grants as previous one-time grants are not expected to continue. Management has indicated that the YTD financial performance is tracking slightly behind budget but is still on track for a small surplus. Top-up funding from the Ministry of Colleges and Universities is expected to offset the impact of lower-than-planned international enrolment.

For the medium-term, Nipissing's multi-year budget points to consolidated surpluses of \$1.0 million in 2025–26 and \$1.3 million in 2026–27. This assumes an increase in government grants for nursing and base funding, as well as rising domestic and international enrolment. While the multi-year outlook has improved from past years, it will be difficult to sustain absent a permanent increase in government funding and/or tuition flexibility. In addition, should international enrolments fail to materialize as planned, it would likely necessitate further expenditure restraint on part of the University, or else it risks slipping back into deficit.

Nipissing's overall debt level remains low in relation to its other Morningstar DBRS-rated peers, although with no sinking fund, there remains considerable refinancing risk in 2027–28 when the majority of Nipissing's debt comes due. The University's total debt, including a guaranteed student centre loan,

stood at \$36.9 million as at April 30, 2024, which equates to \$7,748 per full-time equivalent (FTE) student. With no further debt anticipated, we project a decline in debt to \$33.9 million by 2025–26. A positive credit rating action could arise from our increased confidence that the improvement in operating results can be sustained; the rebuilding of balance sheet flexibility; and/or improved access to internal or external liquidity. A material deterioration in financial risk assessment factors and/or reduction in available liquidity could lead to a negative credit rating action.

Financial Information

	For the year ended April 30				
	2024	2023	2022	2021	2020
Consolidated operating result (adjusted; CAD million)	3.5	1.7	(4.5)	(4.0)	(1.9)
Surplus to revenue (five-year rolling average; %)	(1.5)	(3.2)	(4.2)	(3.4)	(2.8)
Debt per FTE (CAD)	7,748	8,587	8,653	9,296	8,143
Expendable resources to debt (%)	33.9	20.6	13.9	21.8	31.8
Interest coverage ratio (times)	9.0	4.9	-	-	1.7

Issuer Description

Nipissing received its charter as an independent university in 1992. Located in North Bay, Ontario, Nipissing is a small northern university with approximately 4,800 FTEs. It is a primarily undergraduate institution with a strong focus on education and nursing programs, but it also offers a range of arts, science, and professional programs.

Credit Rating Considerations

Strengths

1. High level of government funding and support

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

2. No unfunded pension liabilities

Most Ontario universities have defined benefit pension plans. In contrast, Nipissing has a defined contribution pension plan for most of its employees, which alleviates the risk of meeting future benefit payments for retired employees or making special payments to eliminate funding deficiencies.

3. Moderate debt burden

Nipissing has a relatively low amount of debt outstanding in the form of amortizing bank loans and a guarantee on a Student Centre loan. We include guaranteed debt in our measure of university debt. As of April 30, 2024, the University had \$36.9 million in debt, or \$7,748 per FTE. The debt burden is low for the assigned credit ratings, although the majority of debt will need to be refinanced in 2027.

Challenges

1. Limited control of revenue and fixed cost base

Canadian universities have limited control over their main revenue sources — tuition fees and government grants. In Ontario, universities are operating in an environment of largely frozen tuition rates and fixed operating grants while expenditures are largely fixed and growing, reflecting their tenured faculty, unionized support staff, externally mandated student aid requirements, and large infrastructure footprints. Taken together, this dynamic creates management challenges and slows the speed at which universities can adapt to changes in provincial policy.

2. Weaker academic profile and program concentration

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

3. Rebuilding liquidity

Although operating performance has improved, it will take several years of surpluses to rebuild internal reserves and overall financial flexibility. The University has had its external line of credit reinstated, although the bank providing the credit facility required the addition of a general security agreement to do so.

4. Small local catchment area

North Bay is a relatively small community of close to 53,000 residents (based on Statistics Canada's 2021 census) located 3.5 hours from both Toronto and Ottawa. The region is removed from larger urban centres with the strong local demographic profiles that would help to underpin stronger enrolment dynamics.

5. Less developed financial management framework

Nipissing's financial management framework is less developed than those of other Morningstar DBRS-rated universities. In a recent value-for-money audit conducted by the Auditor General of Ontario, Nipissing continued to fall short of best practices in certain areas of financial management and governance. Nipissing has taken steps in addressing many of the recommendations by the Auditor General of Ontario relating to areas of financial management.

Operating Performance

2023–24 Results

For the fiscal year ended April 30, 2024, Nipissing reported a consolidated surplus of \$3.5 million, or 3.7% of revenues, its second consecutive surplus. This compares favourably with the original balanced budget, supported by rising international enrolment and unplanned one-time government grants.

Total revenues increased 7.8% in 2023–24, with increased tuition revenues, largely driven by higher international enrolment being the primary driver. FTE enrolment grew 6.6%—the fastest pace in more than a decade; however, total enrolment of 4,767 FTEs stands slightly below the peak reached in 2012–13. International enrolment grew 141% YOY, and now accounts for approximately 7.0% of total enrolment. As a result, tuition revenues increased 20.0% YOY. Government grants declined 1.7% YOY, as Nipissing received increased grants for nursing and a one-time grant for STEM programs, although this was insufficient to offset the non-recurrence of a larger one-time grant the prior year. Revenues from ancillary services grew 6.7%, benefiting from a mix of higher enrolment and rates, while investment income grew almost 50% on account of higher interest rates and reserve balances.

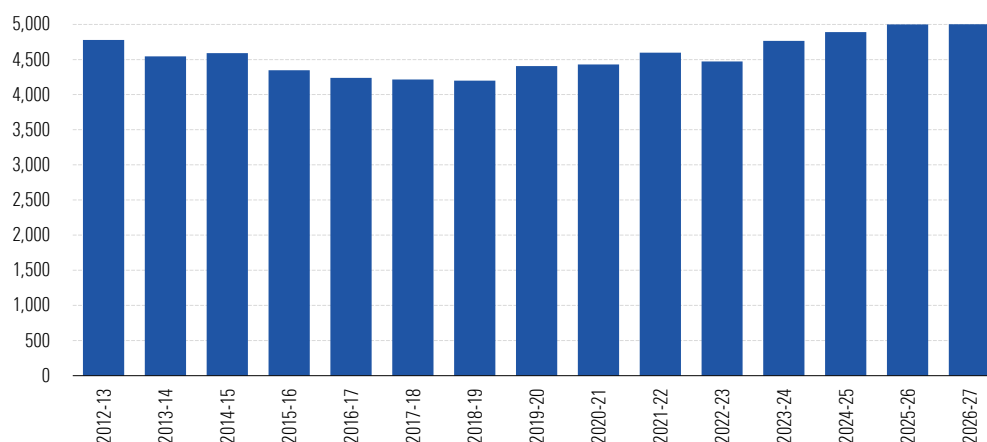
Total expenses grew 5.8% YOY in 2023–24, with increases in salaries and benefits and operating and research costs being the primary driver. Most other areas also experienced modest increases, including student aid, occupancy costs, and amortization, while interest costs declined almost 30% YOY as debt continues to amortize.

2024–25 Budget

For the second consecutive year, Nipissing is projecting a balanced or surplus budget. The 2024–25 operating budget forecasts a surplus of \$1.0 million, or \$0.7 million after transfers to internally restricted reserves. On a consolidated basis, the University also budgeted for a surplus.

On a consolidated basis, total revenues are projected to be relatively flat YOY in 2024–25. This reflects Nipissing's expectation that one-time government grants will not continue, but rising enrolment will provide an offset. The budget forecasts enrolment of 4,889 FTEs, which would represent an increase of 2.6%. International enrolment is expected to reach 8.3% of total FTEs, with the University targeting 15.0% international enrolment over the medium term. Despite the federal government cap on international enrolment, it is not a binding constraint for Nipissing, which still has room to grow international enrolment under its allocation.

For 2024–25, consolidated expenses are budgeted to be \$94.6 million, up 2.6% compared with the prior year. The University continues to make targeted investments in revenue-generating areas including international student recruitment and support, ancillary services, and extended learning. Meanwhile, increased salary and benefit costs, largely due to collective agreement provisions, add further cost pressure.

Exhibit 1 Total Enrolment (FTEs)

Source: Nipissing University and Morningstar DBRS.

Operating Outlook

Management has indicated that the YTD financial performance is tracking slightly behind budget but is still on track for a small surplus. Additional Northern Grant and top-up funding have boosted government grants, which has been somewhat more than offset by lower-than-planned international enrolment. There have been no material spending adjustments relative to budget.

For the medium-term, Nipissing's multi-year budget points to consolidated surpluses of \$1.0 million in 2025–26 and \$1.3 million in 2026–27. This assumes an increase in government grants for nursing and base funding, as well as rising domestic and international enrolment. While the multi-year outlook has improved from past years, it will be difficult to sustain absent a permanent increase in government funding and/or tuition flexibility. In addition, should international enrolments fail to materialize as planned, it would likely necessitate further expenditure restraint, or else the University risks slipping back into deficit.

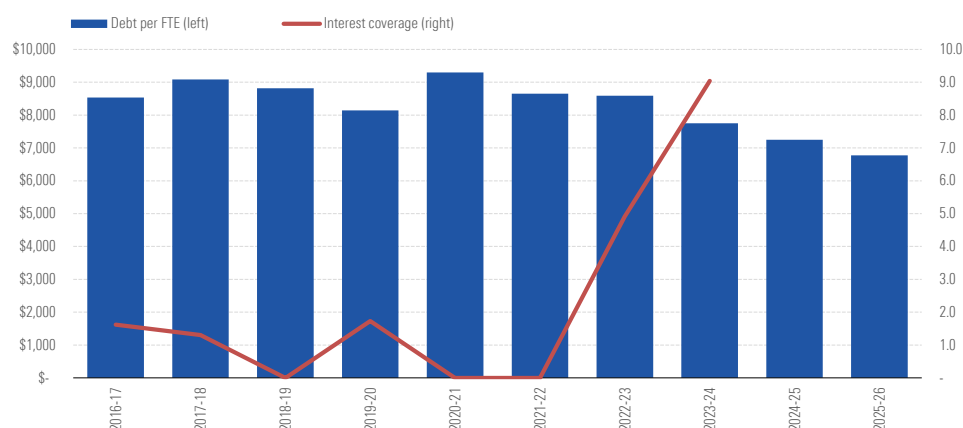
Capital

Due to a constrained operating budget and lack of financial flexibility, Nipissing's capital program is very modest and focused on the most critical areas of deferred maintenance. The University is primarily reliant on provincial Facilities Renewal Program (FRP) funding to address deferred maintenance as there is minimal room in the operating budget for additional contributions. In 2023–24, capital expenditure (capex) was \$1.9 million, which exceeded the five-year average of \$1.1 million. With annual capex running well short of amortization expense, this suggests that the University may be underinvesting in its infrastructure.

Despite being a relatively young institution, budgetary constraint and limited capital spending have resulted in growth in deferred maintenance. The most recent estimate for academic and ancillary operations reported a facilities condition index of 0.06.

Debt and Liquidity

Exhibit 2 Debt per FTE and Interest Coverage



Source: Nipissing University and Morningstar DBRS.

Nipissing's total debt stood at \$36.9 million as at April 30, 2024, down from \$38.4 million the prior year. Nipissing has guaranteed a loan of \$6.5 million for a 25-year term incurred by the NUSU to construct the new student centre. We include guaranteed debt in our measure of university debt. After incorporating amortization of existing debt and higher enrolment, this results in debt per FTE of \$7,748, down from \$8,587 the prior year. Interest coverage improved to 9.0 times (x) owing to favourable operating results and declining interest costs.

In addition to the guaranteed obligation, the University's debt comprises four amortizing loans with interest rate swaps, which converts the floating-rate loans to fixed-rate loans to hedge against interest volatility in the short term. However, the loans have 10-year terms and 25-year amortization periods, which exposes the University to interest rate risk and refinancing risk. Nipissing's outstanding loans were valued at \$31.0 million as at April 30, 2024, with all four loans set to mature in June 2027.

As a result of the University's improved operating performance, Nipissing's bank reinstated its \$5.0 million line of credit, albeit after having required the University to enter into a General Security Agreement.

Nipissing's balance sheet demonstrates a lack of flexibility compared with most other Morningstar DBRS-rated universities because of its relatively low net assets and expendable resources because of successive years of operating losses. Our primary measure of balance sheet strength is expendable resources, which comprises a subset of net assets, including unrestricted net assets, most internally restricted net assets, and internally restricted endowments. Expendable resources improved to about \$12.5 million, or 33.9% of total debt, up from \$7.9 million, or 20.7% of debt, the previous year.

Nipissing does not have a defined benefit pension plan. Instead, the University provides a defined contribution pension plan for most of its faculty and staff, and there is a small subset of employees that are members of the Ontario Teachers' Pension Plan. Contributions to both plans are expensed when due. Nonpension employee future benefits liabilities (medical, dental, life insurance) increased to \$6.8 million in 2023–24.

Outlook

With no further debt anticipated, we project a decline in debt to \$35.4 million (including guaranteed debt) in 2024–25 and to \$33.9 million by 2025–26. This reflects per FTE debt of \$7,248 in 2024–25 and \$6,777 by 2025–26. Owing to improved operating results, Nipissing's liquidity position has improved.

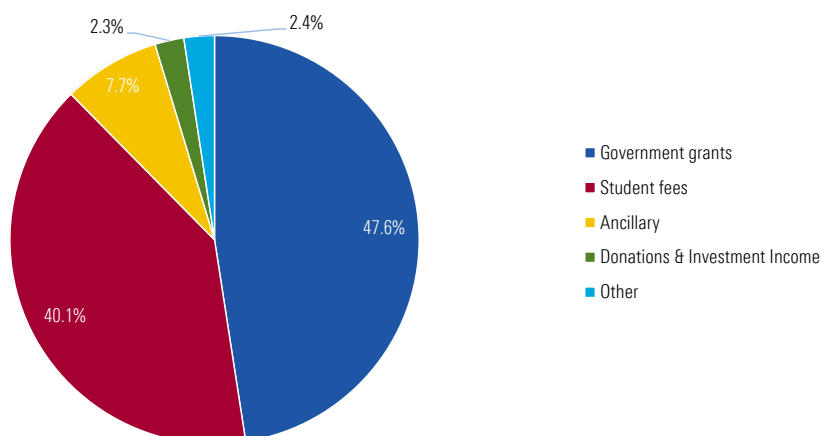
Nipissing's current bank debt consists of four amortizing loans that are due in June 2027, exposing the University to refinancing risk in the next three years. Nipissing does not have an internal reserve or a sinking fund designated to pay down long-term debt, and we estimate that Nipissing will have approximately \$28.3 million of principal due at maturity in 2027–28.

University Funding in Ontario

Canadian universities in the Province generally have three key sources of revenue for their core teaching and research activities: (1) government grants, (2) student fees, and (3) donations and investment income. For Nipissing, these accounted for approximately 90% of total revenue in 2023–24.

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

Exhibit 3 Revenue Breakdown (2023–24)



Source: Nipissing and Morningstar DBRS.

Government Funding (Provincial and Federal; 48%)

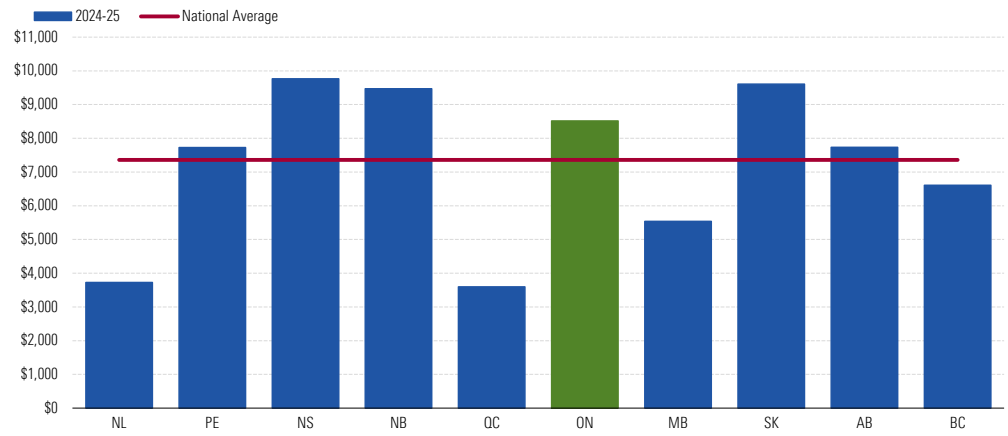
Government funding includes operating grants, research grants, and contracts as well as capital grants. Operating grants are the most important and stable revenue source and derived through strategic mandate agreements (SMAs) between a university and the Province, establishing performance-based funding targets over a specified time period. The Province activated system-wide funding-based performance targets beginning at a proportion of 10% in 2023–24 and increasing to 25% in 2024–25. The federal government typically provides 65% to 75% of all public research funding, whereas the Province provides the bulk of capital funding.

Student Fees (40%)

On February 27, 2024, the Province announced that it would maintain a general tuition fee freeze (unchanged from 2019–20 levels) for domestic students in 2026–27. Fees for out-of-province domestic students will be allowed to increase by 5.0%. We note that the Province has provided some modest flexibility through the tuition anomaly program under which universities are allowed to increase tuition rates by up to 7.5% for three programs below the sector's median rates.

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

Exhibit 4 Average Canadian Undergraduate Tuition Fees



Source: Statistics Canada.

Donations and Investment Income (2%)

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

Environmental, Social, and Governance Credit Risk Considerations

Environmental

There were no environmental factors that had a relevant or significant effect on the credit analysis. Nipissing has an Energy Conservation and Demand Management Plan (ECDM Plan), last updated in July 2024, that aims to reduce energy intensity in its facilities by 5% by 2027-28 from 2022-23 levels. A reduction in GHG emissions is also a stated objective of the ECDM plan, although no targets are specified. To achieve net zero emissions, in line with Canada's targets, Nipissing is likely to require increased support from senior governments for its capital renewal programs.

Social

There were no social factors that had a relevant or significant effect on the credit analysis. Public universities operate under a social responsibility to provide quality education to student communities while maintaining synergistic relationships with employee groups and the broader community. The University has focus on health and education programming, consistent with provincial priorities.

Governance

There were no governance factors that had a relevant or significant effect on the credit analysis. The University's bicameral governance structure ensures decentralized decision-making with both bodies playing a complementary role, thereby averting concentration of authority. Universities are subject to periodic audits and extensive oversight, which increases accountability for their outcomes to the Province. The strong governance framework, in addition to provincial oversight, mitigates governance risks.

For more details about which factors could have an effect on the credit analysis, please refer to the following checklist.

A description of how Morningstar DBRS considers ESG factors within the Morningstar DBRS analytical framework can be found in the *Morningstar DBRS Criteria: Approach to Environmental, Social, and Governance Risk Factors in Credit Ratings* at <https://dbrs.morningstar.com/research/437781>.

ESG Factor	ESG Credit Consideration Applicable to the Credit Analysis: Y/N	Extent of the Effect on the ESG Factor on the Credit Analysis: Relevant (R) or Significant (S)*	
Environmental		Overall:	N N
Emissions, Effluents, and Waste	Do we consider that the costs or risks for the issuer or its clients result, or could result, in changes to an issuer's financial, operational, and/or reputational standing?	N	N
Carbon and GHG Costs	Does the issuer face increased regulatory pressure relating to the carbon impact of its or its clients' operations resulting in additional costs and/or will such costs increase over time affecting the long-term credit profile?	N	N
Resource and Energy Management	Does the scarcity of sourcing key resources hinder the production or operations of the issuer, resulting in lower productivity and therefore revenues?	N	N
Land Impact and Biodiversity	Is there a financial risk to the issuer due to the loss of biodiversity and/or the mitigation of such loss, including land conversion and rehabilitation?	N	N
Climate and Weather Risks	In the near term, will climate change and adverse weather events potentially disrupt issuer or client operations, causing a negative financial impact?	N	N
	In the long term, will the issuer's or client's business activities and infrastructure be materially affected financially by physical and/or transition risks under key IPCC climate scenarios?	N	N
	Climate and Weather Risks	N	N
Passed-through Environmental credit considerations	Does this rating depend to a large extent on the creditworthiness of another rated issuer which is impacted by environmental factors (see respective ESG checklist for such issuer)?	N	N
Social		Overall:	N N
Social Impact of Products and Services	Do we consider that the social impact of the issuer's products and services pose a financial or regulatory risk to the issuer?	N	N
	Do changes in consumer behaviour or secular social trends pose a financial or regulatory risk to the issuer?	N	N
	Social Impact of Products and Services	N	N
Human Capital and Human Rights	Is the issuer exposed to staffing risks, such as the scarcity of skilled labour, uncompetitive wages, or frequent labour relations conflicts, that could result in a material financial or operational impact?	N	N
	Do violations of rights create a potential liability that can negatively affect the issuer's financial wellbeing or reputation?	N	N
	Human Capital and Human Rights	N	N
Product Governance	Does failure in delivering quality products and services cause damage to customers and expose the issuer to financial and legal liability?	N	N
Data Privacy and Security	Has misuse or negligence in maintaining private client or stakeholder data resulted, or could it result, in financial penalties or client attrition to the issuer?	N	N
Occupational Health and Safety	Would the failure to address workplace hazards have a negative financial impact on the issuer?	N	N
Community Relations	Does engagement, or lack of engagement, with local communities pose a financial or reputational risk to the issuer?	N	N
Access to Basic Services	Does a failure to provide or protect with respect to essential products or services have the potential to result in any significant negative financial impact on the issuer?	N	N
Passed-through Social credit considerations	Does this rating depend to a large extent on the creditworthiness of another rated issuer which is impacted by social factors (see respective ESG checklist for such issuer)?	N	N
Governance		Overall:	N N
Bribery, Corruption, and Political Risks	Do alleged or actual illicit payments pose a financial or reputational risk to the issuer?	N	N
	Are there any political risks that could affect the issuer's financial position or its reputation?	N	N
	Bribery, Corruption, and Political Risks	N	N
Business Ethics	Do general professional ethics pose a financial or reputational risk to the issuer?	N	N
Corporate / Transaction Governance	Does the issuer's corporate structure allow for appropriate board and audit independence?	N	N
	Have there been significant governance failures that could negatively affect the issuer's financial wellbeing or reputation?	N	N
	Does the board and/or management lack a formal framework to assess climate related financial risks to the issuer?	N	N
	Corporate / Transaction Governance	N	N
Passed-through Governance credit considerations	Does this rating depend to a large extent on the creditworthiness of another rated issuer which is impacted by governance factors (see respective ESG checklist for such issuer)?	N	N
Consolidated ESG Criteria Output:		N	N

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

A Significant Effect means that the impact of the applicable ESG Factors has changed the rating or trend on the issuer.

Statement of Operations (Adjusted)		For the year ended April 30			
(CAD thousand)	2024	2023	2022	2021	2020
Total operating revenue	95,712	88,817	80,552	76,184	82,796
Total expenditures	92,191	87,139	85,075	80,152	84,701
Operating Result (Adjusted)	3,521	1,678	(4,523)	(3,968)	(1,905)
Nonrecurring revenues (expenditures) ¹	-	-	-	-	-
Consolidated Balance as Reported	3,521	1,678	(4,523)	(3,968)	(1,905)
Revenue					
Tuition fees	38,346	31,953	31,257	29,709	28,826
Government grants	43,861	44,638	39,238	38,840	42,051
Ancillary services	7,348	6,885	5,228	2,515	5,809
Amortization of deferred capital contributions	1,663	1,477	1,477	1,532	1,519
Other revenue	2,300	2,343	1,779	1,864	2,756
Donations and other grants	87	103	200	81	585
Investment income	2,107	1,418	1,373	1,643	1,250
Total Revenue	95,712	88,817	80,552	76,184	82,796
Expense					
Salaries and benefits	61,474	59,507	58,658	57,071	58,494
Operating and research	16,613	14,280	11,206	9,875	13,151
Student aid	4,377	4,210	4,768	4,481	4,736
Occupancy costs	5,591	4,784	6,022	4,171	3,726
Interest charges	727	1,034	995	991	999
Amortization	3,409	3,324	3,426	3,563	3,595
Total Expense	92,191	87,139	85,075	80,152	84,701
Capital Expenditures	1,856	2,125	534	213	831
¹ One time/nonrecurring items.					

Statement of Cash Flow (Morningstar DBRS-adjusted)		For the year ended April 30			
	2024	2023	2022	2021	2020
Consolidated balance as reported	3,521	1,678	(4,523)	(3,968)	(1,905)
Employee future benefit expense	579	520	629	662	561
Amortization of capital assets	3,409	3,324	3,426	3,563	3,595
Amortization of deferred capital contributions	(1,663)	(1,477)	(1,477)	(1,532)	(1,519)
Other noncash adjustments	-	-	-	-	-
Cash Flow from Operations	5,846	4,045	(1,945)	(1,275)	732
Change in working capital	(55)	2,699	(691)	5,140	850
Operating Cash Flow After Working Capital	5,791	6,744	(2,636)	3,865	1,582
Net capital expenditures	(1,856)	(2,125)	(534)	(213)	(831)
Free Cash Flow	3,935	4,619	(3,170)	3,652	751
Financing activities	568	798	(776)	(828)	(283)
Investing activities (excluding capex)	(5,228)	(3,923)	4,516	(394)	899
Increase (Decrease) in Cash	(725)	1,494	570	2,430	1,367
Cash and cash equivalents, beginning of year	15,360	13,866	13,296	10,866	9,499
Cash and Cash Equivalents, End of Year	14,635	15,360	13,866	13,296	10,866

Statement of Financial Position		As at April 30			
(CAD thousand)					
Assets	2024	2023	2022	2021	2020
Cash and cash equivalents	14,635	15,360	13,866	13,296	10,866
Receivables	2,050	5,569	2,438	2,831	2,770
Investments	35,529	30,301	26,378	30,894	30,500
Capital assets	66,885	68,438	69,637	72,529	75,879
Other assets	1,571	954	845	940	619
Total Assets	120,670	120,622	113,164	120,490	120,634
Liabilities and Deferred Capital Contributions					
Payables and other current liabilities	7,506	8,780	6,520	6,416	5,080
Deferred revenue	6,457	8,989	6,441	6,273	3,535
Deferred contributions	13,001	12,881	11,784	13,246	11,801
Deferred capital contributions	32,713	32,691	32,499	33,732	35,036
Employee future benefits	9,606	8,806	7,956	10,047	10,132
Long-term debt	30,971	32,245	33,492	34,705	35,881
Total Liabilities	100,254	104,392	98,692	104,419	101,465
Net Assets					
Unrestricted net assets	(4,056)	(8,617)	(10,335)	(9,457)	(8,215)
Internally restricted	7,478	7,710	7,903	8,371	9,477
Equity in capital assets	4,135	4,435	4,578	5,024	5,894
Interest rate swaps	-	-	-	-	-
Endowments	12,859	12,702	12,326	12,133	12,013
Total Net Assets	20,416	16,230	14,472	16,071	19,169
Total Liabilities and Net Assets	120,670	120,622	113,164	120,490	120,634
1 Includes interest rate swaps payable					
Commitments and Other Obligations (CAD thousand)					
2024	2023	2022	2021	2020	
Guarantees ¹	5,963	6,150	6,301	6,461	-
Capital commitments	-	-	-	-	-
5,963	6,150	6,301	6,461	-	
1 Represents guarantee for Student Centre debt to be recouped through student levy.					

Morningstar DBRS-adjusted Summary Statistics	For the year ended April 30				
	2024	2023	2022	2021	2020
Total Enrolment (FTE)¹	4,767	4,471	4,599	4,428	4,406
- Undergraduate (%)	97	97	96	96	93
- Graduate (%)	4	3	4	4	7
Total Annual Enrolment Change (%)	6.6	(2.8)	3.9	0.5	4.9
Domestic (headcount, %)	94	97	99	99	98
International (headcount, %)	6	3	2	1	2
Total Employees (Full-time)	429	420	419	417	419
- Faculty and instructors (Full-time) ²	172	160	173	199	190
Operating Results (Morningstar DBRS-adjusted)					
Surplus (deficit) (CAD thousand)	3,521	1,678	(4,523)	(3,968)	(1,905)
- As % of revenues	3.7	1.9	(5.6)	(5.2)	(2.3)
- 5 year-average (rolling) (%)	(1.5)	(3.2)	(4.2)	(3.4)	(2.8)
Revenue Mix (As % of Total Morningstar DBRS-adjusted Revenue)					
- Government funding (federal + provincial) (%)	47.6	51.9	50.5	53.0	52.6
- Student fees (%)	40.1	36.0	38.8	39.0	34.8
- Ancillary (%)	7.7	7.8	6.5	3.3	7.0
- Donation and investment income (%)	2.3	1.7	2.0	2.3	2.2
- Other (%)	2.4	2.6	2.2	2.4	3.3
	100.0	100.0	100.0	100.0	100.0
Debt and Liquidity Analysis					
Total debt (CAD million)	36.9	38.4	39.8	41.2	35.9
- Per FTE student (CAD)	7,748	8,587	8,653	9,296	8,143
Debt, contingencies, and commitments (CAD million)	46.5	47.2	47.7	51.2	46.0
- Per FTE student (CAD)	9,763	10,556	10,383	11,565	10,442
Expendable Resources (CAD million)³	12.5	7.9	5.5	9.0	11.4
- As % of total debt	33.9	20.6	13.9	21.8	31.8
Interest costs as % of total expenditure	0.8	1.2	1.2	1.2	1.2
Interest coverage ratio (times)	9.0	4.9	(1.0)	(0.3)	1.7
Endowment Funds					
Total market value (CAD million)	12.9	12.7	12.3	12.1	12.0
- Per FTE student (CAD)	2,698	2,841	2,680	2,740	2,726
- Annual change (%)	1.2	3.1	1.6	1.0	0.9

1 Funding eligible full-time equivalent undergraduate and graduate, excluding unfunded students/programs/courses. Presented on a standard credit load basis. Includes continuing education. Numbers may not add to 100% due to rounding.

2 F2022 and F2023 full-time faculty positions, excludes individuals replacing leaves and sabbaticals.

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

Credit Rating History

Issuer	Debt	Current	2023	2022	2021	2020	2019
Nipissing University	Issuer Rating	BBB	BBB	BBB	N.R.	N.R.	N.R.

Related Research

- [Falling International Enrolment Exacerbates Financial Challenges for Canadian Universities](#), September 26, 2024.
- [Canadian Universities: Allocating the Caps \(and Gowns\) for International Students](#), April 29, 2024.
- [Study Permit Cap May Exacerbate Challenges for Some Ontario Universities](#), January 24, 2024.
- [Canadian Universities Grappling With Diverse Post-Pandemic Challenges](#), November 13, 2023.
- [Are Political Tensions Between Canada and India a Cause for Concern for Canadian Public Universities?](#), October 17, 2023.
- [Free Tuition for Ontario's Indigenous University Students: Balancing Cost Concerns and Reconciliation](#), September 29, 2023.

Previous Report

- Nipissing University: Rating Report, December 15, 2023.

About Morningstar DBRS

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We rate more than 4,000 issuers and nearly 60,000 securities worldwide, providing independent credit ratings for financial institutions, corporate and sovereign entities, and structured finance products and instruments. Market innovators choose to work with us because of our agility, transparency, and tech-forward approach.

Morningstar DBRS is empowering investor success as the go-to source for independent credit ratings. And we are bringing transparency, responsiveness, and leading-edge technology to the industry.

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NIPISSING UNIVERSITY BOARD OF GOVERNORS

COMMUNITY RELATIONS COMMITTEE MEETING

OPEN SESSION

January 27, 2025

The Community Relations Committee met on January 27, 2025, at 1:30 p.m. in the President's Boardroom (F303) and via Zoom remote conferencing.

Members Present: Stacie Fiddler, Committee Chair
Anahit Armenakyan
Fran Couchie
Joe Sinicrope
Janet Stockton
Doris Olmstead
Dave Smits
Laurel Muldoon
Maurice Switzer
Kevin Wamsley
Renee Hacquard (VPFA – non-voting)
Ann-Barbara Graff (Provost & Vice-President, Academic – non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Jamie Lowery
Harikesh Panchal

Guests: Maggie Horsfield, Office of the President
Steven Smits, Advancement & Alumni

Recording Secretary: Abby Blaszczyk (University Secretary)

1. Welcome/Traditional Land Acknowledgement

The meeting was called to order at 1:30 p.m. and 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. Community Engagement Update

The President highlighted recent community activities, including the annual Military Appreciation Women's hockey game, which held an auction for player jerseys that benefited the Military Resource Family Centre. He also continues his five-minute segments on Cogeco TV on a monthly basis, and spoke to very good participation with events in the city, including the juried art exhibition at the WKP Kennedy Gallery.

June 13, 2025, Nipissing University will host the second annual Gala in support of student research, and all board members are encouraged to sell tickets/tables to the event. Additionally, silent auction items will be sought.

Work is ongoing on planning for future community-centred university events. A dedicated internal committee is meeting to establish plans and timelines and how to work more proactively and less reactively. Some other major upcoming events include Shoot for Change, Research Month (including NU260, 3MT, and the Undergraduate Research Conference), and Convocation week.

With respect to government relations, the upcoming provincial election is upcoming, and it is expected that communication will be limited with respect to operations. Ongoing focus on the election is affordability and now the tariffs imposed by the United States Government, while public sector education remains a low-end priority.

4. Other Business

The Committee Chair noted upcoming events in the community, including a Fireside Chat with Col. Oldford to discuss happenings on the base. She also provided an update on the Rural and Northern Immigration Project, given the current pause to the program. A new program is in the works to assist both students and the greater community.

The meeting was adjourned at 2:05 p.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

FUNDRAISING COMMITTEE MEETING

OPEN SESSION

January 27, 2025

The Fundraising Committee met on January 27, 2025, at 2:30 p.m. in the President's Boardroom (F303) and via Zoom remote conferencing.

Members present: Ravil Veli, Committee Chair
Matt DeVuono
Dave Smits
Joe Sinicrope
Jessica McMillan
Laurel Muldoon
Kevin Wamsley
Scott Russell
Renee Hacquard (VPFA – non-voting)
Ann-Barbara Graff (Provost & VPA– non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets:
Kathy Wilcox
Judy Koziol
Alisher Mansurov
Preston English (student observe – non-voting)

Guests: Steven Smits, Advancement & Alumni
Maggie Horsfield, Office of the President

Recording Secretary: Abby Blaszczyk, University Secretary

1. Opening Remarks/Land Acknowledgement

The meeting was called to order at 2:30 p.m., and the Committee Chair offered a traditional land acknowledgement.

2. Conflict of Interest

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

3. Advancement Update

The Manager of Advancement and Alumni provided a brief performance comparison, comparing the year's performance to previous years, with projections aimed at benchmarking and setting targets. The presentation, which is appended to these minutes, highlights a significant amount in endowments, with additional positive news expected soon. The Manager spoke about key acquisitions, including Giving Tuesday and year-end appeals. The Student Research Opportunity Fund raised over \$14,000 through 45 gifts, with an average gift size of \$222, and those donations were matched by a generous donor. Mr. Smits also noted a significant gift is in the works, which will target students with financial challenges, and additional information will be forthcoming once the donor has provided clearance for a public announcement.

Upcoming events and projects of interest include Research Month, and the June Gala, and both events will provide opportunities for the University to connect with the community.

4. Board of Governors Annual Fundraising Appeal

The President called for the Fundraising Committee, as well as the full Board of Governors, to sell tickets and tables for the gala dinner on June 13, 2025. The Gala Committee is aiming for around 300 attendees this year.

5. Gift Acceptance Policy

Revisions to the Gift Acceptance Policy were circulated with the meeting materials. Minor updates to titles and reference to the Canada Revenue Agency policies and guidelines were additions.

Following a call for comment, a motion was made:

Motion: ***That the Fundraising Committee recommend the Board of Governors approve the revisions to the Gift Acceptance Policy as presented.***

*Moved by Dave Smits; seconded by Matt De Vuono.
Carried.*

6. Naming of Campus Assets Policy

Revisions to the Naming of Campus Assets Policy were circulated with the meeting materials. The Manager of Advancement and Alumni reviewed changes, noting the inclusion of Sponsorship Naming, as the institution looks to pursue larger sponsorship opportunities, with an effort to ensure that potential partnerships and obligations match the University's mission. The Committee requested some grammatical and title changes, and a motion was made:

Motion: ***That the Fundraising Committee recommend the Board of Governors approve the revisions to the Naming of Campus Assets Policy as amended.***

*Moved by Dave Smits; seconded by Matt De Vuono.
Carried.*

7. Other Business

A Committee member followed up on a suggestion to circulate information on will planning and leaving funds to the University to the local law offices. The Manager of Advancement and Alumni noted that, while a session was held with lawyers and estate planners with the major charitable organizations in North Bay, the Advancement Office will push forward in sending out annual mailouts.

The meeting was adjourned at 2:56 p.m.

Recording Secretary

Committee Chair

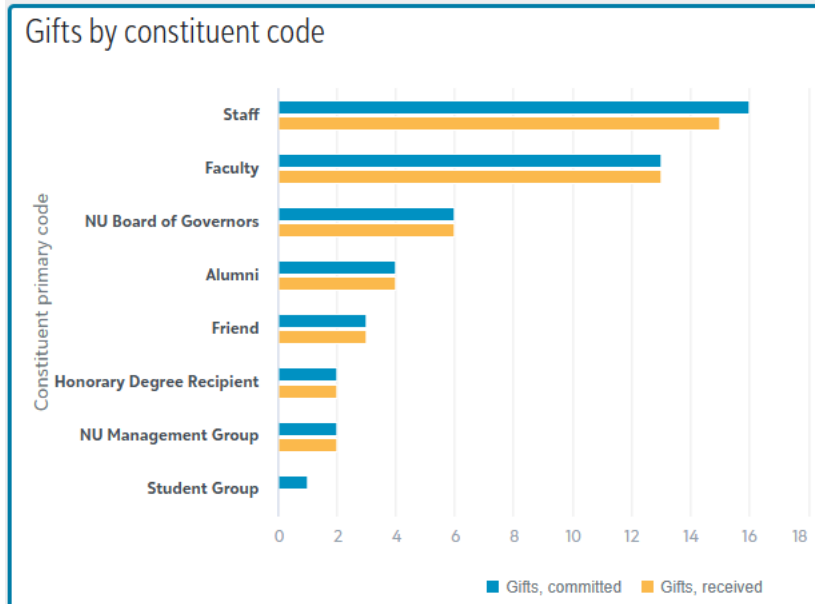
Alumni & Advancement

January 2025

	May - December	2023/2024	2022/2023	2021/2022	2020/2021
Operating 10 Cumulative Total	\$77,244.00	\$1,000.00	-	-	-
Average gift	\$77,244.00	\$500.00	-	-	-
# of gifts	\$1.00	2	-	-	-
Largest gift	\$77,244.00	\$500.00	-	-	-
Capital 40 Cumulative Total	-	-	-	\$15,000.00	\$15,000.00
Average gift	-	-	-	\$15,000.00	\$15,000.00
# of gifts	-	-	-	1	1
Largest gift	-	-	-	\$15,000.00	\$15,000.00
Fundraising 50 Cumulative Total	\$160,502.00	\$311,212.28	\$1,009,342.57	\$177,940.24	\$196,634.00
Average gift	\$368.12	\$394.44	\$1,258.53	\$236.31	\$499.00
# of gifts	436	789	802	753	394
Largest gift	\$12,804.00	\$25,000.00	\$750,000.00	\$12,200.00	\$70,000.00
Research 60 Cumulative Total	\$12,445.00	\$12,301.50	\$625.00	\$400,000.00	-
Average gift	\$128.30	\$148.21	\$39.06	\$400,000.00	-
# of gifts	97	83	16	1	-
Largest gift	\$2,500.00	\$4,576.50	\$200.00	\$400,000.00	-
Revenue 70 Cumulative Total	\$82,032.40	\$139,929.11	\$174,482.09	\$154,241.06	\$121,122.00
Average gift	\$820.32	\$880.06	\$653.49	\$440.69	\$469.47
# of gifts	100	159	267	350	258
Largest gift	\$53,193.50	\$53,207.50	\$48,182.50	\$47,203.50	\$46,524.50
Endowment 80 Cumulative Total	\$2,042,823.59	\$75,384.47	\$366,270.79	\$172,883.09	\$100,598.00
Average gift	\$7,244.06	\$607.94	\$3,241.33	\$1,184.13	\$734.29
# of gifts	282	124	113	146	137
Largest gift	\$1,500,000.00	\$45,000.00	\$250,000.00	\$100,000.00	\$60,000.00
Other 90 Cumulative Total	-	\$70,000.00	-	\$149,800.00	\$67,800.00
Average gift	-	\$70,000.00	-	\$49,933.33	\$13,560.00
# of gifts	-	1	-	3	5
Largest gift	-	\$70,000.00	-	\$70,000.00	\$40,000.00
Planned Gift Pledge	\$100,000.00	-	-	\$68,000.00	\$50,000.00
Average gift	\$100,000.00	-	-	\$68,000.00	\$50,000.00
# of gifts	1	-	-	1	1
Largest gift	\$100,000.00	-	-	\$68,000.00	\$50,000.00
Cumulative (not incl planned gift)	\$2,375,046.99	\$609,827.36	\$1,550,720.45	\$1,069,864.39	\$1,069,864.39

Advancement Achievements

- Giving Tuesday / End of Year Giving
 - raised \$14,245 as part of appeal
 - Due to matching donation, we have \$28,490 available for the Student Research Opportunity Fund



Gifts, received: **45**

Average Gift Amount: **\$222**

Upcoming Advancement Projects

- RDS Canada Funding Decision
- Research Month and June Gala
- Major Donor Gift Agreement Development and Pledge Fulfillment
- Work Integrated Learning Proposal Development
- NOHFC Grant Announcement
- Collaboration on Sponsorship for Lakers Athletics
- Process to Establish Multi-Year Fundraising Plan for the University.

Upcoming 2025 Activities

- Alumni Survey – closes February 15th, 2025
- Ottawa Alumni Chapter Event – February 20th, 2025
- Research Month
 - Engagement opportunities through various events
- Donor Social – March 20th, 2025
- Convocation – June 10th – 12th
- Gala / Community Gathering – Friday, June 13th, 2025

Standardized Reporting

- Dashboard are in progress with Institutional Planning and Analysis.
- Standard reporting structure should be available for the next committee meeting.
- If folks are curious about any specific metrics, or would like more information in a certain area, please let me know.

NIPISSING UNIVERSITY BOARD OF GOVERNORS

PLANT & PROPERTY COMMITTEE MEETING

OPEN SESSION

October 21, 2024

The Plant & Property Committee met on Monday, October 21, 2024, at 3:30 p.m. in the President's Boardroom (F303) and via Zoom Remote Conferencing.

Members present: Judy Smith
Judy Koziol
Fran Couchie
Kathy Wilcox
Doris Olmstead
Maurice Switzer
Dave Smits
Kevin Wamsley
Scott Russell
Renee Hacquard (VPFA - non-voting)
Ann-Barbara Graff (PVPA – non-voting)
Abby Blaszczyk, University Secretary (non-voting)

Regrets: Matt Devuono
Scott Russell
Maurice Switzer

Guests: David Drenth, Director, Facilities

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. and a traditional land acknowledgment was made.

2. Conflict of Interest

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

3. Selection of Committee Vice-Chair

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

4. Review of Committee Terms of Reference

The committee terms of reference were circulated with the agenda and no questions or concerns were raised.

5. Review of Annual Work Plan

The draft Annual Work Plan was reviewed.

6. Capital & Construction Update

David Drenth, Director of Facilities provided a Capital & Construction update. The presentation, which is appended to these minutes, highlighted projects through the Facilities Renewal Program (FRP), Ancillary, Donations/Grants, and Canadore projects.

Several questions were addressed, including if funds designated within the Facilities Renewal Program can be utilized for projects in the future, and the Director noted that it is to be typically used in the same fiscal year. Discussion also took place regarding the Duchesnay Creek Bridge project as conversations continue with the City to evaluate the possibility of a replacement bridge.

7. Other Business

There was no other business.

The meeting adjourned at 4:10 p.m.

Recording Secretary

Committee Chair

NIPISSING

U N I V E R S I T Y



Plant and Property - October 2024

Plant and Property Committee Meeting

Capital and Construction

Projects categorized by funding source

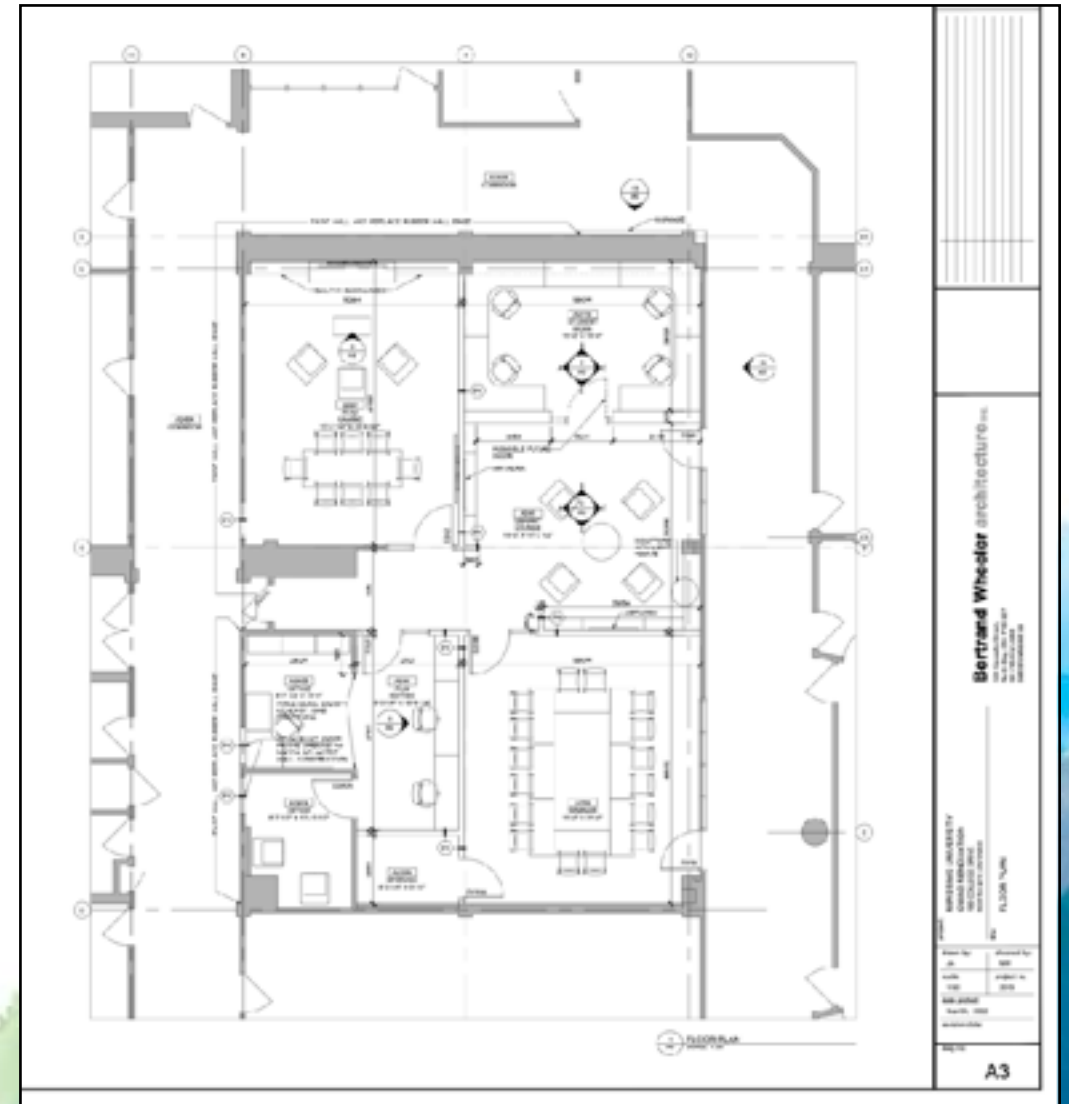
- Facilities Renewal Program
- Ancillary
- Donations/Grants
- Canadore Projects



Capital and Construction Project Update

Facilities Renewal Program

- Total Funding : \$2,637,900
- Classroom Renovations : \$740,000
- Building Renovations : \$875,000
- Electrical Replacements/Upgrades : \$57,500
- HVAC Replacements/Upgrades : \$685,000
- Grounds Infrastructure Repairs : 91,500
- Remaining amount allocated to miscellaneous fees and contingency

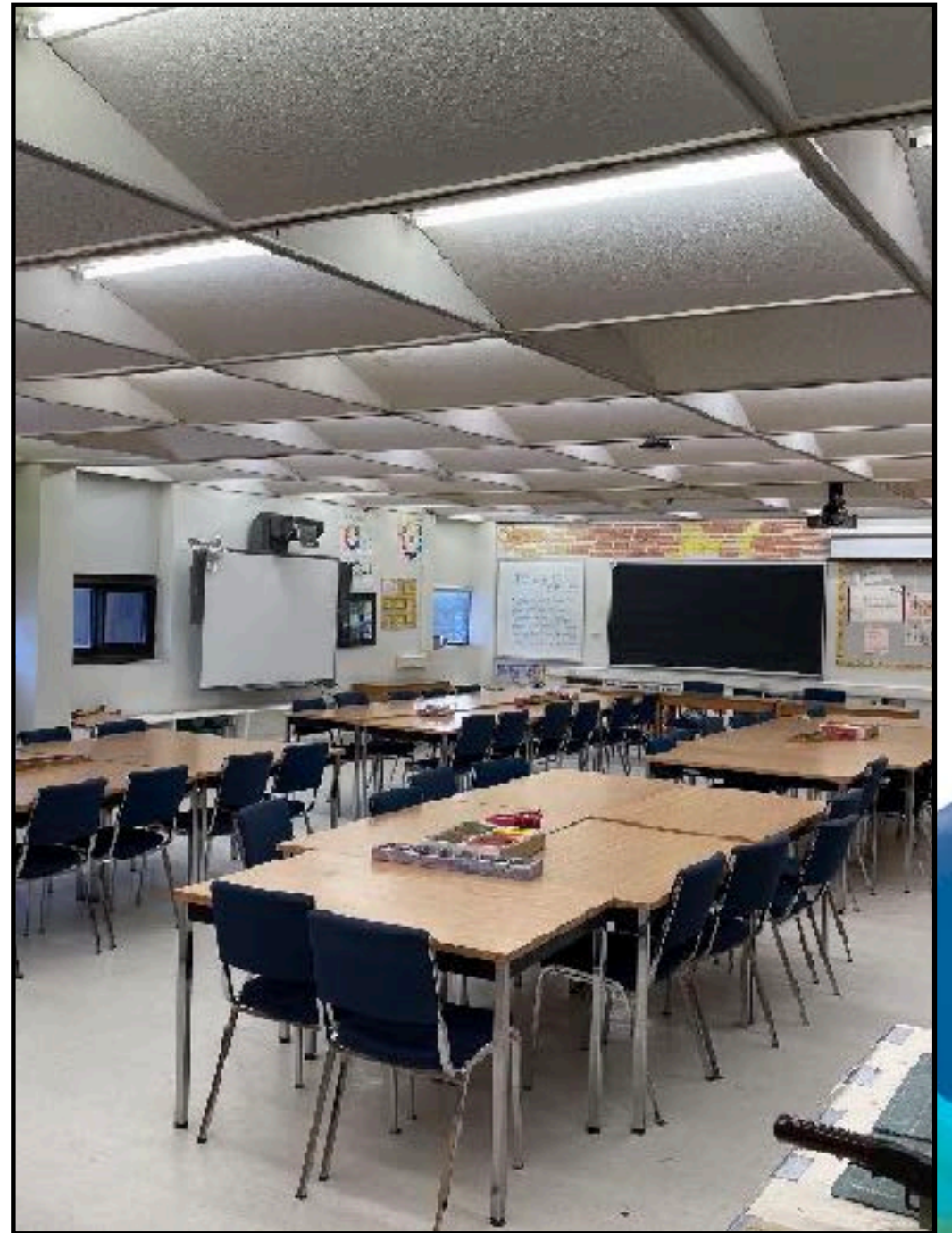


FRP - Classroom Renovations

A-Wing Classroom Updates

Project Description:

- Update original A-Wing Classroom spaces A120, A122, A233, A236, A238 as well as newer A224 & A226
- Assess and resolve any existing designated substance concerns
- Remove obsolete alcove ceiling systems, fire stopping, LED lighting, flooring



FRP - Classroom Renovations

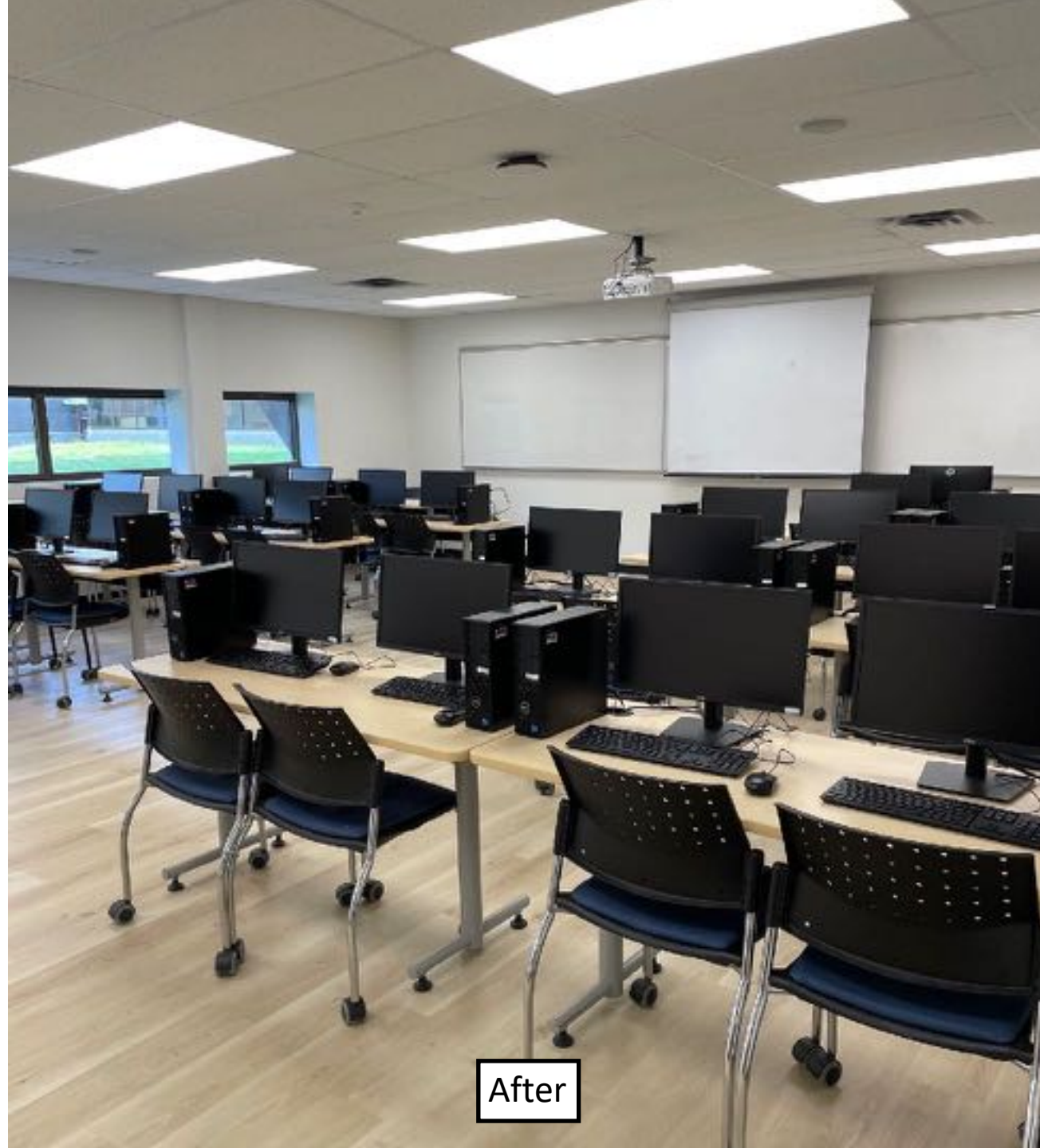


A-Wing Classroom Updates

- Contractor: Venasse Building Group
- Project Cost: \$660,000
- Funding Sources: FRP
- Status:
 - Completed prior to September startup
 - Delays were experienced due to late delivery of lighting components



Before

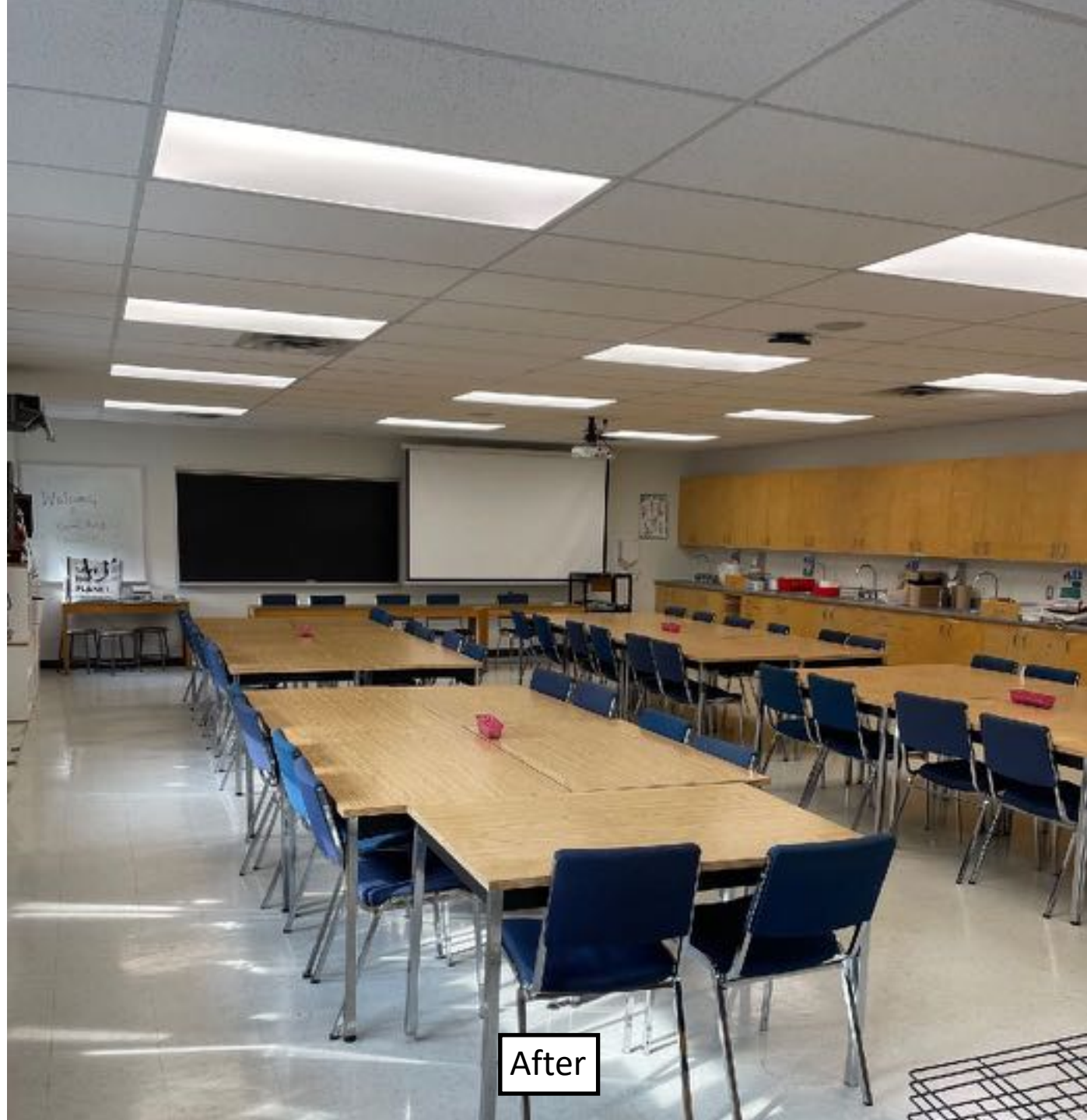


After





Before

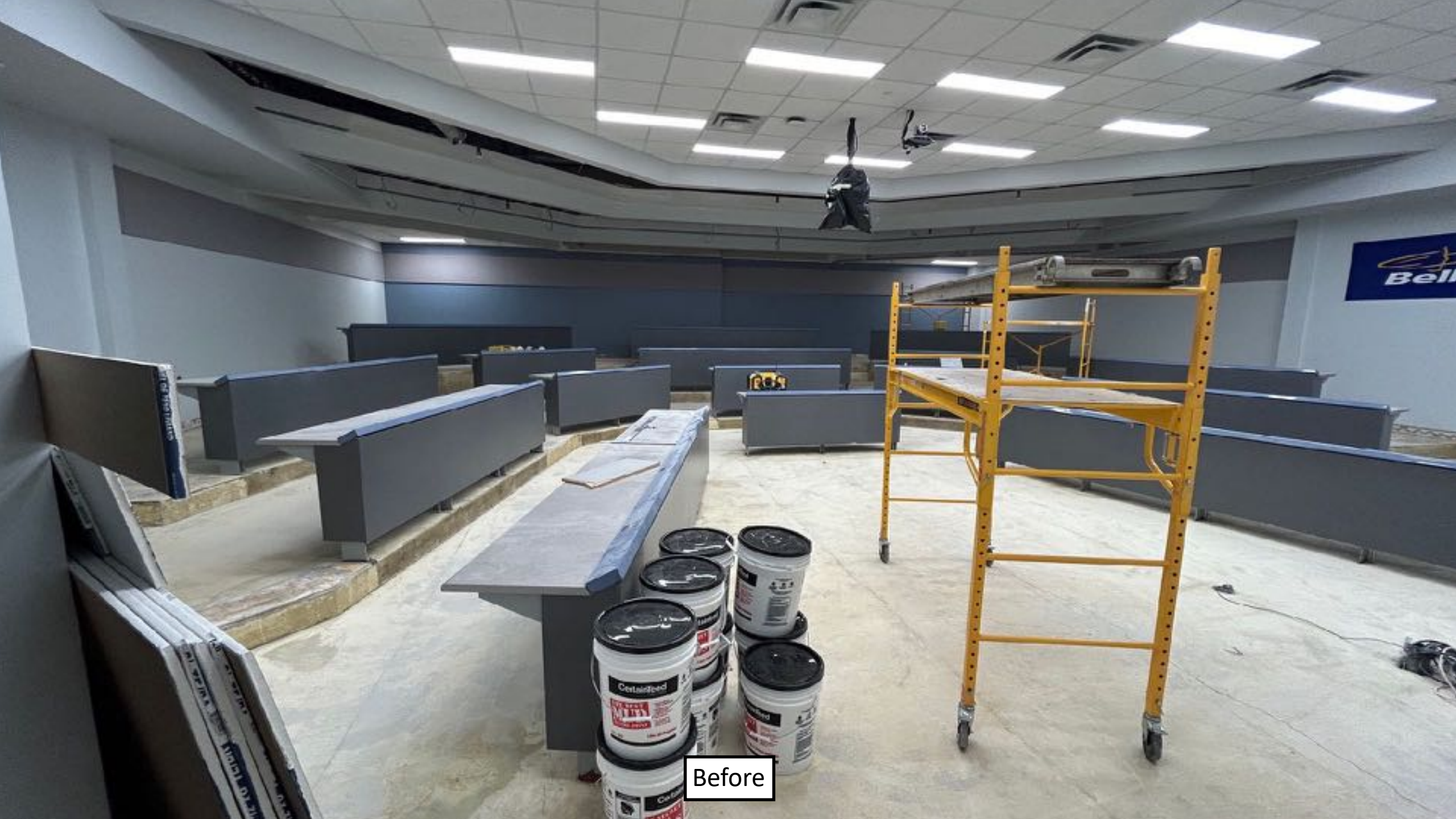


After





Before



Before



After



FRP - Building Renovations

Jane St Roof Replacement

Project Description:

- Replace original section of roof

Project Status Update

- Contractor: Designed Roofing
- Project Cost: \$270,000
- Funding Sources: FRP
- Status : Complete



5.3 Typical Condition of Existing Roof Panels that were Replaced





5.2 New Roof Panel Installation Complete





After



After



After

FRP - Building Renovations



Monastery Windows

Project Description:

- Replace original wood frame single pane windows with

Project Status Update

- Contractor: Kenalex
- Project Cost: \$132,000
- Funding Sources: FRP
- Status : Complete



After

FRP - HVAC Replacements/Upgrades

Building Automation Controls

Honeywell

Project Description:

- Replace obsolete controllers in B-Wing, H-Wing and IT areas
- Replace large multi-zone controllers
- Update and upgrade controllers for R-wing hydronic heating systems

Project Status Update

- Contractor: Honeywell
- Project Cost: \$230,000
- Funding Sources: FRP
- Status : Ongoing



FRP - Grounds Infrastructure Repairs

Duchesnay Creek Bridge

Project Description:

- Close and remove existing pedestrian creek bridge
- Evaluate replacement

Project Status Update

- Contractor: EXP
- Project Cost: \$44,500
- Funding Sources: FRP
- Status : Ongoing



Capital and Construction Project Update

Ancillary

- Total Funding : \$350,000
- Residence Roofing : \$230,000
- Residence HVAC: \$30,000
- TRC Windows & Doors: \$90,000



Ancillary - Building Renovations



Residence Roofing

Project Description:

- Replace a section of original single membrane roofing on the Chancellor's House residence building
- Additional phases in future years

Project Status Update

- Contractor: Designed Roofing
- Project Cost: \$230,000
- Funding Sources: Ancillary
- Status : Complete



Damage







5.3 Wet Insulation, Mould and Water Under Existing Vapour Barrier



5.1 New Roofing Installation Overview



5.2 New Roofing Installation Overview

Ancillary - Building Renovations

Residence HVAC

Project Description:

- Replace obsolete heating & cooling units in all facilities - recently dis-continued
- Introducing multiple units per year

Project Status Update

- Consultant: Piotrowski Engineering
- Project Cost: \$30,000+/-
- Funding Sources: Ancillary
- Status : Complete





After



Capital and Construction Project Update

Donations/Grants

- Total Funding : \$1,000,000
- Outdoor Classroom : \$1,000,000



Donations/Grants - Outdoor Classroom

Outdoor Classroom

Project Description:

- Build an outdoor classroom facility to provide a venue for academic learning, student gatherings, cultural exchanges, and public events

Project Status Update

- Architect: Mitchell Jensen Architects
- Contractor: TBD
- Project Cost: \$1,000,000
- Funding Sources: Donation/Grant



Donations/Grants - Outdoor Classroom



Outdoor Classroom Update

- Site selection completed
- Clearing completed
- Geotechnical completed
- Enbridge property review completed
- Property severance underway
- Tender documents underway

Capital and Construction Project Update

Canadore Projects

- Village Phase 2 - Long Term Care Centre
- Parking Lot Replacement

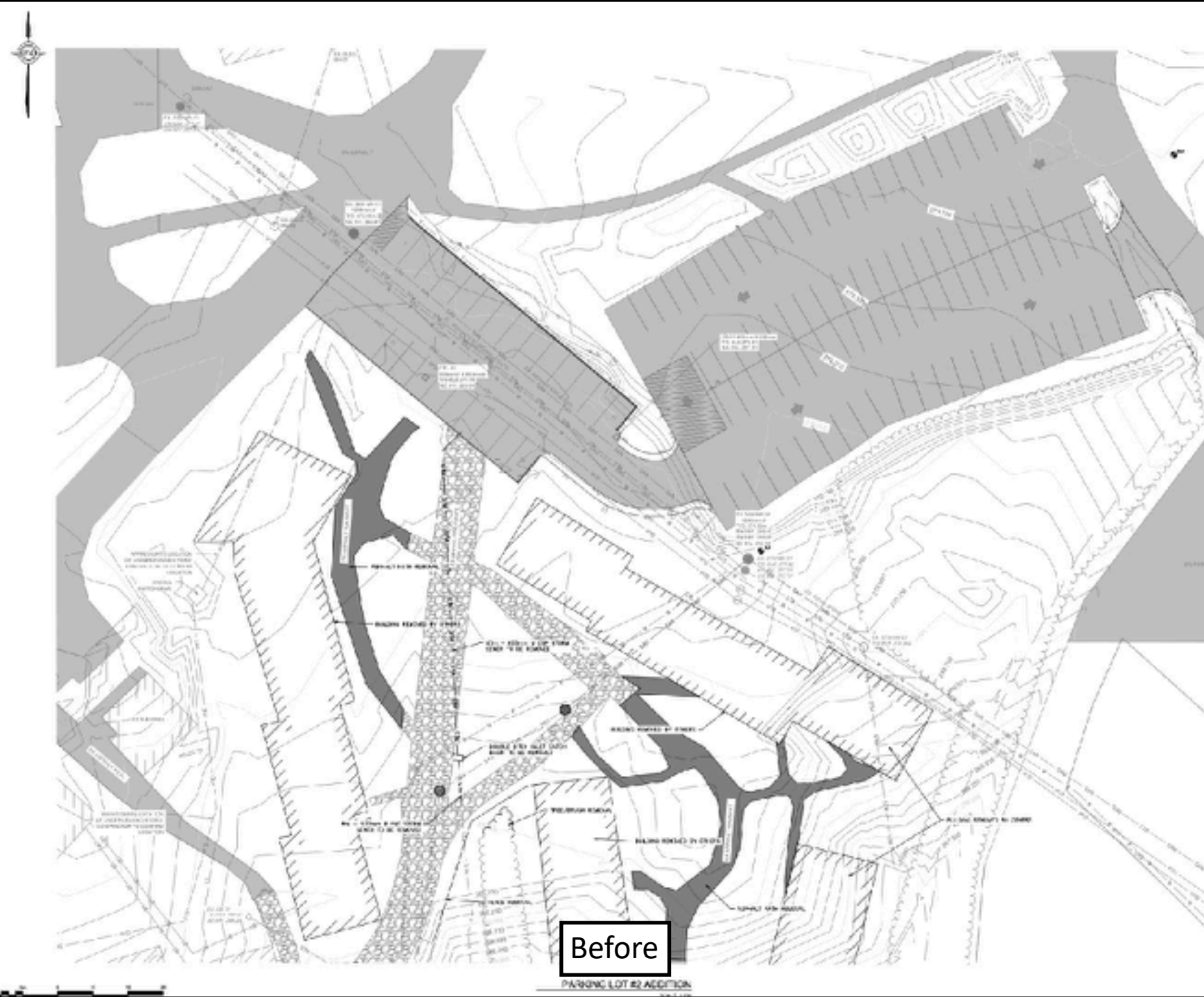


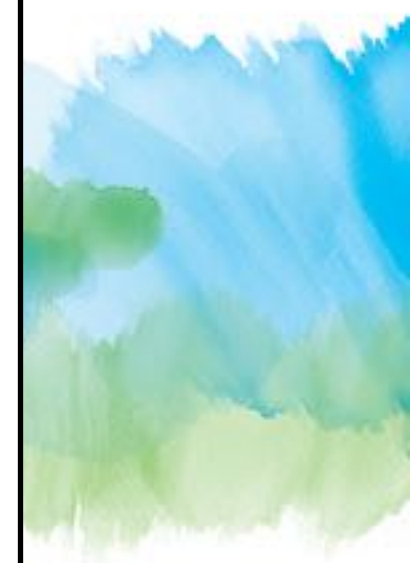
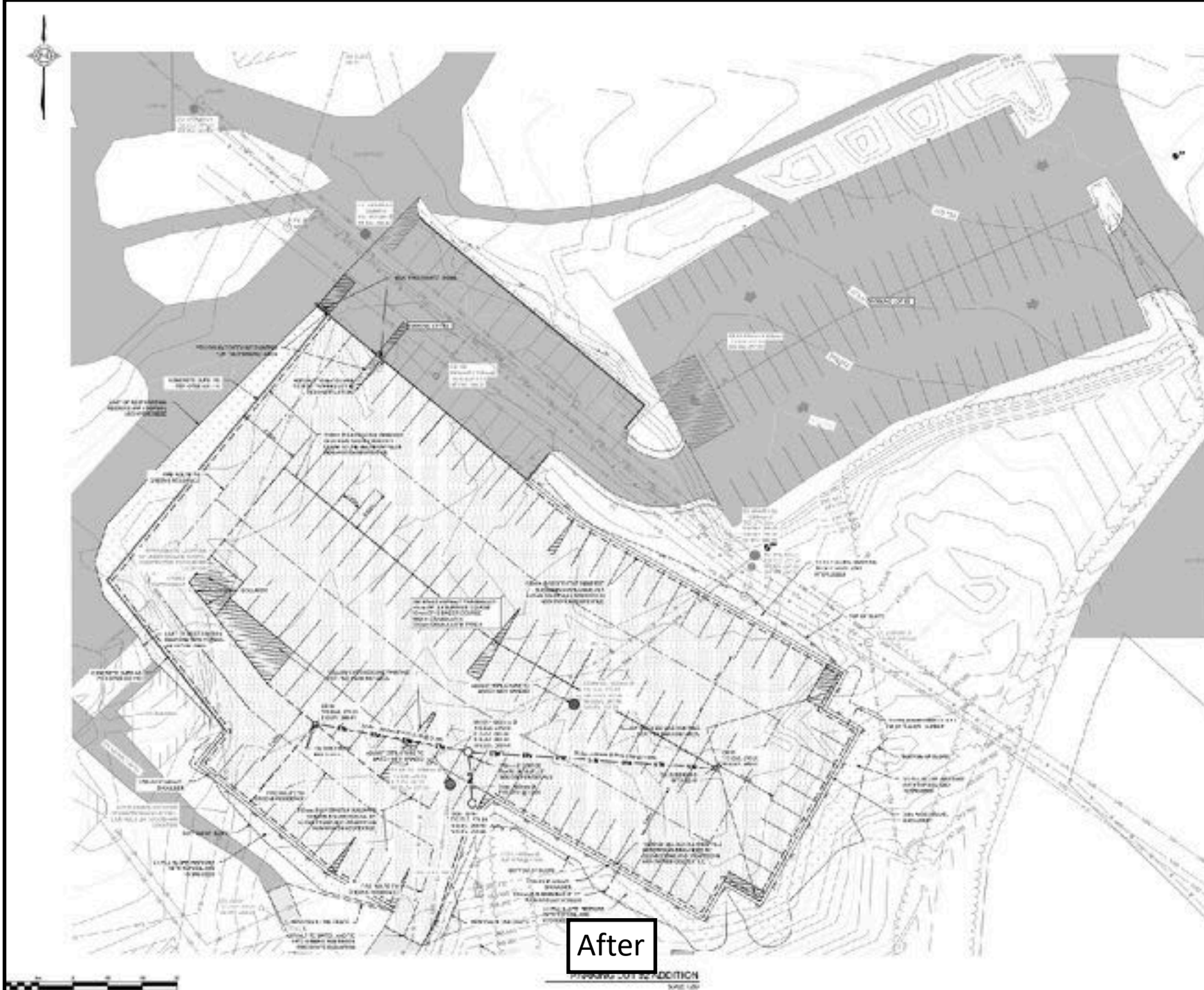
Canadore Projects - Village Phase 2



LTC Update

- Ongoing new parking lot construction to replace spots that will be displaced in Lot #9
- Expansion of Lot #2 is underway with a completion date by end of November (prior to asphalt plant closure)





The background is an abstract watercolor painting. It features soft, blended washes of light blue, teal, and pale green. There are some darker, more saturated patches of blue and green, particularly on the right side, which add depth to the composition. The overall effect is ethereal and artistic, with the colors bleeding into each other and the white background.

End



Nipissing University Alumni Advisory Board report to Board of Governors February 2025

Alumni Survey

The Alumni Office is conducting an alumni survey to help shape the future of our events and initiatives! All Nipissing alumni are encouraged to participate, and the deadline to complete the survey is February 15. If you are an alumnus and would like to participate but cannot find the email, please contact us at alumni@nipissingu.ca for the link.

Nominations for Alumni Awards

We warmly encourage the broader Nipissing community to nominate a deserving alumnus for a 2025 Alumni Award! Nominations will be accepted until March 13, 2025, and award winners will be recognized during our annual Homecoming Weekend in September. For more information or to submit a nomination, please visit <https://www.nipissingu.ca/alumni/awards>.

Inaugural Ottawa Chapter Event

The Nipissing University Alumni Advisory Board is excited to host our inaugural Ottawa Chapter event! We will be connecting with 25 alumni and their guests as the Ottawa Charge take on the Boston Fleet on February 20. We look forward to reconnecting with alumni in the Greater Ottawa Region!

Nipissing University
Report of the Academic Senate

February 3, 2025

December 13, 2024 Senate Meeting

- The 2024-25 Work Plans for the Graduate Studies Committee, Honorary Degrees Committee, Senate Research Committee, and the Teaching and Learning Committee were received by Senate for information.
- The Quality Assurance Audit – Institutional Self-Study Addendum for submission to the Quality Council was received by Senate from the AQAPC for information.
- The recommendations of the Academic Quality Assurance and Planning Committee, the School of Nursing, and the Education and Professional Studies Executive, to formally close the Scholar Practitioner Program were adopted by AQAPC and received by Senate. Following an anonymous Microsoft Forms poll, the motion was carried.
- The Report of the Joint Committee of the Board and Senate on Governance Committee dated December 9, 2024 was received by Senate. The following revision of Article 1.3 of the Program Admission Suspension Procedure was suggested (revision in bold):
*As well, suspension of enrolment may be taken as the result of the direction from an external body, including accreditors, such as IQAP, CASN **or regulators**.*
- The Report of the Teaching and Learning Committee dated November 25, 2024 was received by Senate. Senate approved the revised Institutional Syllabus Template.
- A notice of election to fill a vacancy on the Joint Committee of the Board and Senate on Governance was included in the December 13, 2024 Senate Agenda.
- Senate approved that Nipissing University sign on to the CMVF3C - the Canadian Military, Veteran, and Family Connected Campus Consortium.
- The list of honorary degree recipients was approved in camera by Senate.

January 17, 2025 Senate Meeting

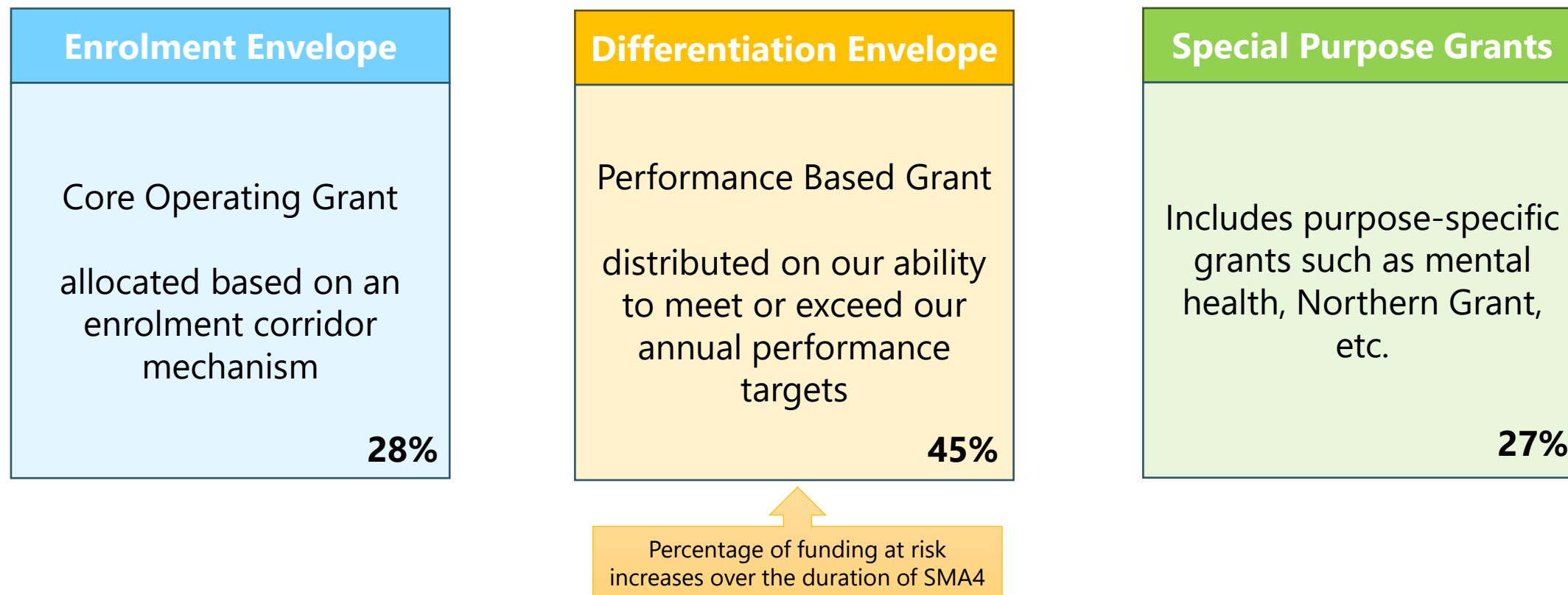
- Dr. Robin Gendron was acclaimed as the faculty Senate representative to serve on the Joint Committee of the Board and Senate on Governance for a three-year term.
- The Report of the Senate Research Committee dated December 12, 2024 was received by Senate. Senate approved the Centres & Institutes Policy.
- The following notice of motion was presented for inclusion in the next Senate agenda:
"Whereas the University does not have an official, written, Senate-approved policy that outlines the process to be followed in cases of program closure, in the absence of such a policy and process Senate expects future program closures to follow the process outlined in the Program Redundancy process."

STRATEGIC MANDATE AGREEMENT (SMA4)

- Strategic Mandate Agreements (SMAs) are documents established through negotiations with the Ministry of Colleges and Universities (MCU) that provide universities and colleges an opportunity to:
 - ***Communicate priorities***
 - ***Identify areas of institutional strength/focus***
 - ***Set measurable performance goals***
- SMAs are a key component of the Ontario government's accountability framework
- SMA4 will span five years, beginning in 2025/26

SMA4 AND GRANT FUNDING

- Our Operating Grants are divided up into three envelopes: **Enrolment Envelope**; **Differentiation Envelope** and **Special Purpose Grants**



SMA4 PERFORMANCE METRICS

- There are a slate of performative metrics that will be evaluated annually by MCU and impact the overall funding achieved in our **Differentiation Envelope**.
- Our ability to continually meet or exceed our annual performance target for each metric will determine the amount of funding we retain.
- The amount of “at risk” funding is slated increase by 5% per year (25% in Year 1 growing to maximum of 40%).
- **Key Changes from SMA3 to SMA4**
 - Reduced number of metrics from ten **(10)** to eight **(8)**
 - Built in “stop-loss” mechanism
 - Exclusion of International Students from most metric definitions

COMPONENTS OF PERFORMANCE METRICS

Title:

Year 1 to Year 2 Retention Rate

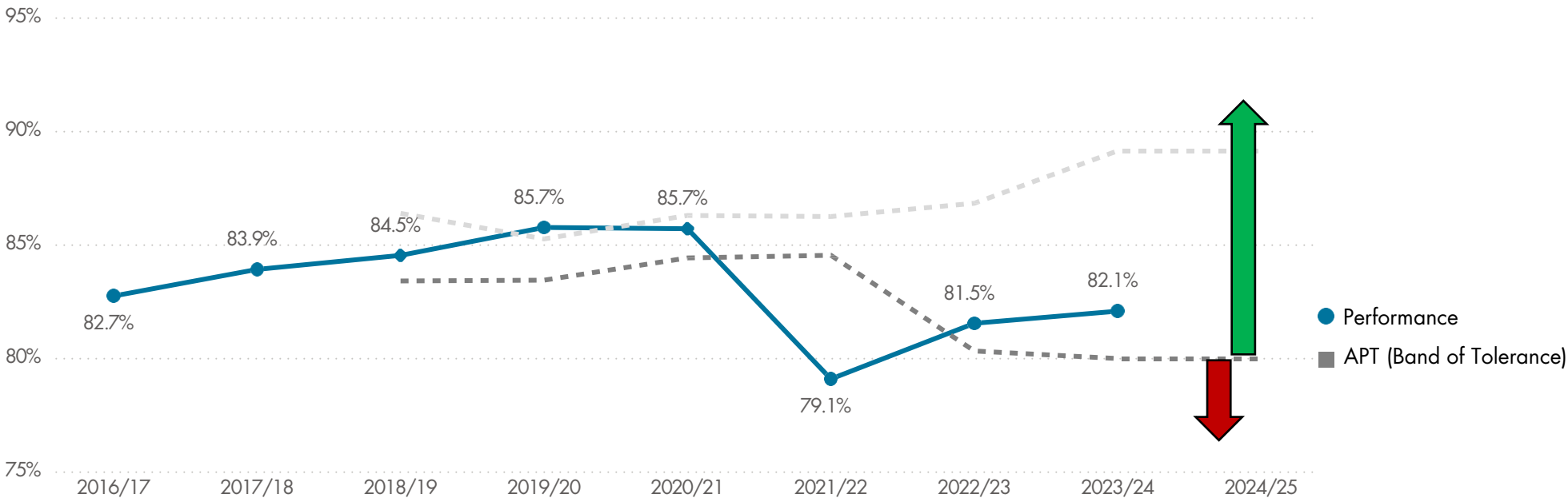
Definition:

Percentage of first-time, full-time undergraduate students who commenced their study in a given Fall term and have continued to study in the next Fall term

Data Table:

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Incoming Cohort	561	602	503	536	484	552	430	460	379
Student Registered in Y2 Fall	474	498	422	453	415	473	340	375	311
Continuation Rate	84.5%	82.7%	83.9%	84.5%	85.7%	85.7%	79.1%	81.5%	82.1%

Chart:





SMA4 PERFORMANCE METRICS

METRIC	Existing / New	Weight
1. Graduate Employment Rate in Related Field	E*	5%
2. Graduation Rate	E	25%
3. Graduate Employment Earnings	E*	25%
4. Experiential Learning	E*	25%
5. Community / Local Impact	E*	5%
6. Institutional Strength: <i>Health & Well Being & Social Determinants of Health</i>	N*	5%
7. Investment & Innovation: <i>Total Sponsored Research Revenue</i>	E	5%
8. Institution Specific: <i>Year 1 – Year 2 Retention Rate</i>	N	5%

* Excludes International Students from calculation



Provost & Vice-President, Academic Report to the Board of Governors – February 2025

PVPA's Report

1. Enrollment snapshot:

	Domestic (2023: 1587)		International (2023: 172)	
	November 1	January Starts	November 1	January Starts
Undergraduate	1125	205	13	3
Bed	455		1	
Graduate	46	3	2	
Post Baccalaureate			29	9
ENROLLMENT	1626	208	45	12

(a) 290 graduates to be approved at February's Senate vs. 265 last February.

- School of Graduate Studies - 3
- Faculty of Arts & Science - 19
- Schulich SoE - 6
- School of Business - 54
- School of Nursing - 148
- Criminology & Criminal Justice - 2
- School of Physical Health Education - 1
- Diplomas – 57

(b) 2025-26 Admissions:

- Applications are up by 7.6%, 5,563 vs. 5,171 last year (domestic)
- Acceptances are also up, 81 (vs. 1 last year) at this time
- 1,455 B.Ed offers were sent on Feb 3rd (vs. 1,090 last year)
- March Open House (March 8, 2025)

(c) Integrate Pilot – BBA & all BSc programs

Applications are up:

- BBA 6.7% and BSc 14.7%, a total of 65 applications

Acceptances for these programs are also trending up

Increased touchpoints:

- All applicants have been called
- A follow up call if information was missing
- A call when an offer went out & a call when they accept their offer
- Working with SDS to collaborate conversion activities (offer to start)

International recruitment activities in India & UAE-January 2025

Attended large recruitment events aimed at high school students, over 5,000 participants, our international recruitment lead met with 40-80 interested students and their families at each event and participated in 4 guidance counsellor events in India, where 30 - 50 guidance counsellors were in attendance at each.

(d) Project Integrate for Graduate Recruitment

Action #24: Draft plan received and Dr. Dan Walters, Associate Dean, Graduate Studies, is consulting to develop implementation plan.

2. Nipissing University has received its PALS allocation and will be working assiduously to fill those spots with qualified students.
3. The Strategic Enrollment Management (SEM) Working Group has been established and convened (Action #23 complete, APOP). SEM Recruitment targets for 2025-26 have been finalized, and targets for 2026-27 will be finalized by February 28, 2025.
4. Congratulations to the three Nipissing Laker's who participated in FISU in Turin, Italy: **Malory Dominico** and **Madison Desmarais** earned a silver medal in women's hockey. They lost 2-1 in overtime in the gold medal game. Cross-country skier **Brooke Ailey** didn't medal, but she was the top Canadian in two of her races throughout the event and earned a spot in the Team relay (which is for only the top skiers from the individual races).



5. We were unsuccessful in our recent search for Associate Deans of Business and Education, respectively. Given the urgent need for academic administrative leadership in these portfolios, we are strategizing about next steps.

6. APOP UPDATE

Action #1: Project Integrate partially implemented and on target for June 30, 2025.

Action #2: Job posting for Director of OII

Action #10: Simulation education working group being convened by Dr. Laurie Peachey

Action #10: Experiential Learning working group meeting (26 original members). We are seeking this groups input as we being work on Action #15: review of experiential learning opportunities within current support structures.

Action #10: Artificial Intelligence working group convened by Dr. Kari Rasmussen.

Action #12: The TOR are set for the A&S Advisory Councils, with a plan to populate by March 31.

Action #14: The on-campus external audit of our quality assurance processes is scheduled for March 26-28, 2025. Our process maps for program innovation and new program development will be stress tested with the panel of reviewers.

Action #23: Complete

Action #24: See above (Graduate recruitment plan in draft with implementation plan under development).

Action #30: Collaborative approach to student service and support evaluation in development.

Action #33: Strategic Research Plan in development, led by AVPRIGS, Dr. Barbi Law.

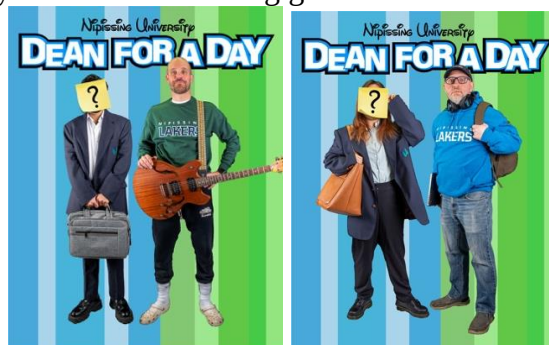
Action #37: Complete. New centres and institutes policy recommended by Senate.

7. RESIDENCE LIFE

At time of writing, there are 40 unpaid vacancies (including 6 fully vacant units, 24 beds). A further 45 beds are contracted until February 23, and 8 beds contracted til April 30. After February 23, there will be 10 fully vacant suites (60 beds).

8. Dean for a Day

In order to encourage students to think about leadership and how to improve the student experience, we have launch the Dean for a Day opportunity. 2 students will be selected to switch roles with Drs. Raymer and Colborne. Thank you to them for being game!





Provost & Vice-President, Academic



Vice-President, Finance & Administration

Report to the Board of Governors – February 2025

Finance Update

We anticipate being better than budget for the 2024-2025 fiscal year due to in-year top-up grants from the Ministry. The international tuition revenue shortfall will be offset by a better than budget result for domestic tuition, and Ministry top-up funding. We anticipate the Ministry will change our overall risk rating from 'Medium' to 'Low' due to our current level of reserves. The international tuition revenue shortfall will have an impact on our 2025-2026 budget planning. We are currently working through our budget figures for 2025-2026 to present to Audit & Finance at the April committee meeting.

Efficiencies & Accountability Fund update

A draft high-level report was submitted to the Ministry by the January 31, 2025 deadline. Work continues with NOUS Group and Strategic Governance Consulting Services Ltd to ensure the final report is submitted to the Ministry by March 31, 2025.

The draft final report will be presented to the Board for consideration before the final version is submitted to the Ministry. Board approval will be required for the final version of the Implementation Plan, which may be finalized after the March 31 deadline.

Athletics achievements & updates

Women's Hockey, Women's Volleyball, and Men's Volleyball are heading into playoffs in early March.

Nordic Skiing will be competing in the OUA Championships in Sault Ste. Marie February 21-23.

The **4th Annual Shoot for Change Anti-Racism Game** will take place on **Saturday, February 8, 2025**, at the **Robert J. Surtees Student Athletics Centre** at Nipissing University! Hosted by **NUBASE (Nipissing University Black Association for Student Expression)** in partnership with **Lakers Basketball**, this special evening is a powerful opportunity to come together as a community to celebrate diversity and support meaningful change. The Women's Game is at 6:00pm, and the Men's Game is at 8:00pm.

Admission is \$15 for adults, \$10 for seniors, students, and all Nipissing staff, alumni and faculty who present their Nipissing ID card. The event is free for children under 12 and Nipissing students who present their student ID. Tickets can be purchased at the door. All proceeds from ticket sales will support the Warren Lindsay Bursary. If you'd like to learn more about the event or donate to this important cause, please visit <https://events.nipissingu.ca/shootforchange>



Vice-President, Finance & Administration

APOP update

Status update:

Complete: 1 action

Underway: 20 actions

Not started: 7 actions

Highlights of actions underway:

A new weekly NU News e-newsletter for staff and faculty has been launched, with the goal of keeping our internal community informed and connected to the latest news, events, and initiatives across campus. This addresses part of Action #67.

The NOUS report will assist with developing an operational review plan, action #64.

We are working in partnership with Canadore College to more effectively manage the forest areas located on our jointly owned property at main campus. This work is being developed and evaluated through decisions made by the newly created 'Forest Governance Working Group'. The FGWG is composed of representatives from both Nipissing University and Canadore College and is establishing a framework to allow for open communication between the two institutions regarding the use of our shared campus forest grounds. Activities such as academic research, student and campus visitor recreation, varsity athletic competition, and other events are reviewed for consistent practice and management while administration of activities directly related to forest management are also evaluated to determine priority, role responsibility, and funding allocation. This will assist with action #46.

We have hired a Director, Ancillary Revenue and Business Development who will oversee the operational aspects of ancillary services. This role will be assist with action items #62 and #73.

Policy Name:	Gift Acceptance Policy		
Policy No:	1.8.2018.B	Approval Authority:	Board of Governors
Review Date:	2027	Responsible Executive:	Vice-President, Finance & Administration
Last Updated:	February 2025	Responsible Office:	Advancement Office
Originally issued:	February 2011	Policy Category:	General

Policy Statement

A policy for the acceptance of gifts by Nipissing University.

Reason for Policy

This policy addresses the principles, terms and framework for the solicitation, review, acceptance, administration and stewardship of gifts to be followed by the University. In addition, the policy provides guidelines that ensure gifts are receipted in accordance with the requirements of the Income Tax Act.

Policy Applies to

This Policy governs all fundraising activities and gift acceptance conducted by the University, including units and departments within the University community, or by any person authorized by the University. It governs University employees and the University management team on matters of fundraising and gift acceptance.

The Advancement department is not the unit of the University that oversees research grants. Questions concerning grant applications shall be referred to the Provost and Vice-President, Academic ~~and Research~~ or their designate. The following forms of research funding generally do not constitute philanthropic gifts:

- A. Funding for the purpose of research where there is an advantage to the funder or sponsor (e.g. an advantage in the form of rights to the results of the research; and

B. Grants from funding agencies.

Who Should Read this Policy

All members of the university community.

Contacts

vpfa@nipissingu.ca

Definitions

Gift(s)

Registered charities rely on the Income Tax Act, CRA (Canada Revenue Agency) Interpretation Bulletins, Information Circulars and jurisprudence (court rulings on CRA challenges of taxpayers' deductions of charitable donations) to guide them in defining a charitable gift with respect to the issuance of charitable donation receipts.

The Income Tax Act does not specifically define a gift, but *Interpretation Bulletin IT-110R3* defines a gift as:

- *a voluntary transfer of property with valuable consideration. Generally a gift is made if all three of the conditions listed below are satisfied:*
 - *some property -- usually cash -- is transferred by a donor to a registered charity; and*
 - *the transfer is voluntary; and*
 - *the transfer is made without expectation of return. No benefit of any kind may be provided to the donor or to anyone designated by the donor, except where the benefit is of nominal value.*

Accordingly, to guide its operations, the following definition of gift(s) shall apply in this policy: A gift is a voluntary transfer of cash or other property, from individuals, corporations, associations, foundations or other sources to the University for either designated or undesignated purposes. Gifts are made without expectation of return or benefit to the donor or any individual or company designated by the donor as a result of acceptance of the gift.

Designated and Undesignated

The following definitions shall apply in the policy:

“Designated” gifts: contributions given to the University, where the donor has specified the purposes or use of the gift; for example, gifts may be “designated” to a particular faculty, program, project or initiative.

“Undesignated” gifts: contributions given to the University, where the donor has not specified the purposes or use.

The Policy

Nipissing University holds itself to the highest standard of ethical conduct, both within its own community of faculty, students and employees and in all of its external relationships and interactions with alumni, friends, volunteers, donors, businesses and commercial enterprises and with other external organizations. All employees, volunteers and members of the university community will conduct themselves in accordance with accepted professional standards of accuracy, truth and integrity. They will inform, serve, guide and otherwise assist donors who wish to support the University’s activities but will not pressure or unduly persuade.

All donation appeals must be communicated to University Advancement prior to initiating contact with individuals, foundations, and corporations. This reporting is necessary to ensure that all approaches to donors are strategic, coordinated and consistent with the approved goals and academic policies of the University. This approach also ensures that: the donors’ and the University’s interests are safeguarded; optimal results are achieved; and donors are provided with protection from simultaneous approaches by several members of the Nipissing University community.

The Advancement Department, under the direction of the Head of Advancement or designate, oversees stewardship of gifts for the University through the provision of guidelines and procedures to units or departments of the University, including appropriate acknowledgement and recognition of gifts. Where reports are provided to donors, these reports will adhere to University policies and legal requirements, including relevant policy legislation, and will be managed and shared with donors by Advancement on behalf of the appropriate unit relevant to the donation.

1. Gift Sources

The University recognizes the benefit of receiving philanthropic gifts to help support its academic mission through teaching and research programs. It values public and private-sector partnerships, and relationships with donors and supporters. Gifts that support the University’s ~~academic~~ mission are a vital source of supplementary funding.

Gifts from the following sources are deemed eligible for charitable income tax receipts:

- Cash, cheques, or securities
- Gifts-in-kind
- Life insurance
- Annuity contracts
- Real estate
- Gifts of residual interest
- Trust agreements
- Bequests
- Gifts of Retirement Plans
- Charitable Remainder Trust
- Charitable Gift Annuities
- Canadian Cultural Property
- Others that comply with CRA regulations and guidelines

2. Principles for Gift Acceptance

- The University's solicitation of gifts is informed by and consistent with priorities established by the University.
- Anonymity will be granted to any donor who makes this request in keeping with legal stipulations.
- All solicitation of gifts is informed by and consistent with academic and university-wide priorities established by appropriate University processes. Designated gifts must be used for the purpose for which they are given. Undesignated gifts will be used for such purposes as the University determines most appropriate, based on the priorities and mission of the institution.
- Gifts for chairs, professorships, and other academic appointments and programs must be in full accord with all relevant University policies, practices and procedures.
- Where donor agreements contain provisions for advisory boards and/or selection committees, the University will create such advisory bodies with the agreement of the relevant academic unit or units. Other forms of advice from donors will respect the policies and procedures of the University.
- The University will not accept gifts if such acceptance results in an abridgement of its academic freedom, autonomy and integrity.
- The University will not accept gifts it determines may violate federal, provincial or municipal laws.

- The University will not accept gifts that could reasonably compromise its public image, reputation or commitment to its objects, strategic plan, values, mission and priorities.
- The University also reserves the right to decline a gift in any circumstances, including but not limited to, when:
 - the gift terms propose unacceptable restrictions or conditions;
 - the gift will be unduly difficult or expensive to administer;
 - the gift poses financial or reputational risk;
 - the gift is reasonably suspected to have originated from illegal activities;
 - the gift could improperly benefit any individual;
 - the gift is negatively precedent setting or involves sensitive issues;
 - the gift would allow the donor to influence University appointments, research programs or curriculum;
 - the gift could jeopardize the University's charitable status;
 - the gift violates the Ontario Human Rights Code;
 - the gift does not comply with the Canada Income Tax Act and Canada Revenue Agency requirements.
- Occasionally, funds sought and contributed for a University purpose are insufficient to make the project viable. If the University is unable to proceed, benefactors will be invited to redirect their contributions to an alternative purpose, and/or to fulfill future pledge payments.
- The University may return a donation in rare and unique circumstances, where the integrity of a gift has been compromised such that the University's reputation is negatively affected. Returning such a gift must be in compliance with CRA provisions, as well as provincial and federal legislation.
- The acceptance of all gifts must comply with all relevant University policies and guidelines including, but not limited to the *Naming of Campus Assets Policy* and the *Endowment Fund Statement of Investment, Objectives, Policies and Governance*.

3. Guidelines for Gift Receipting

~~University~~ Advancement is responsible for generating all official charitable receipts for income tax purposes. In order to achieve accurate reporting of all charitable gift contributions to Nipissing University and its entities, and to ensure that donors are recognized for the total of all their charitable gifts, it is essential that ~~University~~ Advancement act as the sole conduit for all charitable gifts to Nipissing University. The following guidelines will govern gifts accepted and received:

- Ownership of each gift vests legally in the University, regardless of the specific unit or activity to which such gift is directed.
- It is the University's expectation that commitments between the donor and

the University in relation to gift acceptance will be clearly documented as part of a gift agreement. These donor agreements will be subject to the University's statement on *Protection of Privacy and Access to Information* and applicable law.

- All gifts will be handled in accordance with the commitments made to the donor by the University, which are consistent with University policies, applicable law, including but not limited to: the *Income Tax Act* and Canada Revenue Agency guidelines on charitable donations.

A. • The University will adhere to policies outlined by the Canada Revenue Agency (CRA) when determining fair market value of non-cash gifts

All charitable donations accepted by the University will be receipted in accordance with the Canada Revenue Agency (CRA)'s policies and guidelines regarding charitable tax receipts, ~~with Nipissing's Charitable Tax Receipt Issuance Procedure.~~

4. Gift Acceptance Authority and Responsibility

4.1 Delegation of Authority

The following procedures have been developed in order to implement the above-noted principles and guidelines and to provide opportunity for careful and systematic reflection prior to the acceptance of gifts by the University:

- The authority to accept or decline a gift is vested with the Board of Governors.
- The Board is the final approval authority for gifts up to and in excess of \$5 million.
- For gifts in excess of \$500,000 and less than \$5 million, the Board of Governors delegates authority to accept gifts jointly to:
 - the President, and
 - at least one of:
 - the Vice-President, Finance & Administration, or
 - the Provost & Vice-President, Academic ~~and Research~~
- For gifts up to and including \$500,000, the Board of Governors delegates authority to accept gifts jointly to:
 - the President, and
 - at least one of:
 - the Vice-President, Finance & Administration, or
 - the Provost & Vice-President, Academic ~~and Research~~, or
 - the Head of Advancement

- Additionally, prior approval by specific resolution or motion of the Board is required for the acceptance of:
 - any gift which, in the opinion of the President, Vice-Presidents, or Head of Advancement, exposes the University to uncertain and potentially significant liability;
 - any gift which, in the opinion of the President, Vice-Presidents, or Head of Advancement, is precedent setting and involves sensitive issues;
 - any gift which, in the opinion of the President, Vice-Presidents, or Head of Advancement, is of unusual complexity, including potentially gifts involving real property, residual interests, charitable remainder trusts, assets with limited liquidity, or cultural property.
- Notwithstanding any authority delegated via this policy, the Board of Governors may specify that the acceptance of gifts from certain donors or donor constituencies be reserved for its direct approval.
- The President, Vice-Presidents, and Head of Advancement may also seek input from the Fundraising Committee of the Board of Governors pertaining to acceptability of a proposed gift.
- All decisions to accept gifts must be in accordance with this policy and with accountability to the Board.

4.2 Responsibilities

- The President and/or delegates are responsible for ensuring that all resource implications arising from acceptance of gifts are appropriately incorporated in University planning and budgeting activities.
- Nipissing University has an ethical responsibility to every donor and as such all staff, volunteers and professional representatives acting on behalf of the University will conduct themselves in accordance with accepted professional standards of accuracy, truth and integrity. The University subscribes to the [Donor Bill of Rights](#), [Association of Fundraising Professionals \(AFP\) Code of Ethical Standards](#), and professional standards and code of behaviours as set out by the *Association of Fundraising Professionals*, *Council for the Advancement and Support of Education*, and the *Canadian Association of Gift Planners* to serve as the ethical guidelines when raising and receiving funds for the University.

5. REVIEW PROCESS

In order to ensure that this Policy continues to be effective, it shall be reviewed bi-annually by the Fundraising Committee of the Board of Governors. The Head of Advancement is responsible for initiating this review.

Resolution 2011-02-04: Moved by J.G. Lebel, seconded by B. Hatt that the Board of Governors accept the recommendation of the Advancement Committee that the Board approve the revised *Gift Acceptance Policy* dated January 2011. **CARRIED.**

Revised and approved by the Board of Governors: May 3, 2018 – Resolution 2018-05-07

Revised and approved by the Board of Governors: June 9, 2022 – Resolution 2022-06-06

Policy Name:	Naming of Campus Assets		
Policy No:	1.7.2018.B	Approval Authority:	Board of Governors
Review Date:	2027	Responsible Executive:	Vice-President, Finance & Administration
Last Updated:	January 2025	Responsible Office:	Advancement Office
Originally issued:	February 2011	Policy Category:	General

Policy Statement

A policy for the philanthropic, honorific or functional naming or renaming of Nipissing University physical assets, academic entities and awards.

Reason for Policy

Nipissing University welcomes the opportunity to honour individuals, companies or organizations whose ~~philanthropic~~ contributions enhance the University's facilities, academic programs and/or reputation. This policy addresses the principles and procedures for the approval, establishment and maintenance of naming opportunities.

Policy Applies to

This policy applies equally to all Nipissing University campuses, departments, faculties and initiatives.

Who Should Read this Policy

All members of the university community.

Contacts

vpfa@nipissingu.ca

Definitions

The following definitions shall apply in this policy:

- **Philanthropic naming:** Naming in recognition of an act of philanthropy, generally defined as a charitable gift to the University.
- **Sponsorship Naming:** Naming in recognition of a business agreement where a company, organization, or individual provides financial or in-kind support to the University in exchange for naming rights. This form of naming involves a contractual agreement that outlines the terms, duration, and nature of the sponsorship. Sponsorship naming is intended to advance the University's goals, enhance its programs or facilities, and provide mutual benefit to both parties while maintaining alignment with the University's values, reputation, and mission.
- **Honorific naming:** Naming to confer or imply honour or respect, generally involving recognition of outstanding individuals distinguished in character or attainments. Gifts associated with honorific naming may be contributed by individuals or groups or may be supported by designated funds. It may include a major contribution to the development of Nipissing University, which enhances its status as an academic institution. It also may be in honour of a person who has given extraordinary, distinguished service to the University.
- **Functional naming:** Naming to signify a relationship between the University asset, the academic entity or award and particular activities, functions or uses.
- **Assets include:**
 - Buildings (new and existing) or substantial parts of buildings (wings, floors, theatres, lounges, segments etc.)
 - Streets, walkways, gardens and other common and green spaces
 - Rooms and spaces within existing and new buildings
 - Faculties, Departments, Schools
 - Programs of service or recreation

- Lectureships, special lecture series, fellowships
- Collections of books, artifacts, manuscripts, maps, works of art and any other collection
- Research programs
- Endowed academic positions
- Scholarships, bursaries and other student awards.
- Any relevant digital asset where naming may be appropriate.
- Other naming opportunities as may be reasonably considered suitable

The Policy

1. Principles

The following principles shall govern judgments about the naming or re-naming of University campus assets. They reflect and reinforce principles expressed in the University's Gift Acceptance Policy.

- Regardless of any other provisions set forth in this policy, no naming will be approved, or once approved, be continued if it is found that such action may harm the reputation of the University or interfere with the achievement of its goals and priorities.
- Each naming or renaming shall advance the reputation, mission and priorities of the University in accordance with its values and preserving its commitment to academic freedom, autonomy and integrity.
- Consistency will be sought in making naming choices such that similar service or support of the University will result in comparable levels of naming recognition. Given Nipissing's shared campus, care should be taken with ensuring relative consistency with campus co-tenants.
- Market value principles should be applied in assessing the worth of naming rights to University campus assets.
- Preference will be given to naming that avoids the necessity of change in recognition in light of the possibility that activities associated with the University asset may change over time.
- Naming or renaming may be established in perpetuity or for a defined and limited period of time.
- Should Indigenous names be involved in any potential naming, The University

~~will thoroughly early and full consultation~~consult with the Office of Indigenous Initiatives and the Nipissing University Indigenous Council on Education (NUICE).

- Individuals or organizations after which University Assets are proposed to be named must be of such a reputation and standing that an association with that individual or organization would not reasonably compromise the University's reputation, mission, priorities, values, guiding principles, autonomy, integrity or legal compliance.
- Corporate namings may be made but should be reviewed with additional care. To avoid the appearance of commercial influence or conflict of interest, the University will conduct additional due diligence. An assessment of the corporate history, business practices, reputation, long-term trajectory and any other factor appropriate to considering a long-term naming will be done. Namings that involve corporations shall be limited to 10 years and shall not normally involve the naming of a Faculty ~~or~~, Department, ~~or building naming~~. The size, design, and wording of plaques or other signs acknowledging corporate generosity should avoid creating any appearance of advertising and be appropriately tailored to the nature of the facilities or properties being considered. Namings to honour an individual associated with a corporate gift should be consistent with the principles for honouring an individual.

2. Authority to Approve

The following procedures have been developed in order to implement the above-noted principles and to provide opportunity for careful and systematic reflection prior to the naming of campus assets by the University:

- The authority for the approval of the naming or re-naming of campus assets is vested in the Board of Governors.
- The Board is the final approval authority for naming associated with gifts up to and in excess of \$5 million.
- For naming associated with gifts in excess of \$500,000 and less than \$5 million, the Board of Governors delegates authority jointly to:
 - the President, and
 - at least one of:
 - the Vice-President, Finance & Administration, or
 - the Provost & Vice-President, Academic ~~and Research~~
- For gifts up to and including \$500,000, the Board of Governors delegates authority for naming jointly to:
 - the President, and

- at least one of:
 - the Vice-President, Finance & Administration, or
 - the Provost & Vice-President, Academic and Research, or
 - the Head of Advancement
- Additionally, prior approval by specific resolution or motion of the Board is required for naming associated with:
 - any gift which, in the opinion of the President, Vice-Presidents, or Head of Advancement, exposes the University to uncertain and potentially significant liability;
 - any gift which, in the opinion of the President, Vice-Presidents, or Head of Advancement, is precedent setting and involves sensitive issues;
 - any gift which, in the opinion of the President, Vice-Presidents, or Head of Advancement, is of unusual complexity, including potentially gifts involving real property, residual interests, charitable remainder trusts, assets with limited liquidity, or cultural property.
- Notwithstanding any authority delegated via this policy, the Board of Governors may specify that the naming associated with gifts from certain donors or donor constituencies be reserved for its direct approval.
- The President, Vice-Presidents, and Head of Advancement may also seek input from the Fundraising Committee of the Board of Governors pertaining to naming associated with a proposed gift.
- All naming must be in accordance with this policy and with accountability to the Board.

If the President wishes to bring a particular naming or re-naming proposal to the Board of Governors for its direct approval, nothing in this policy shall be interpreted as preventing them from doing so.

3. Authority for Change or Discontinuation of Naming of Campus Assets

- Where no time commitments or limitations are specified in connection with a naming, consistent with the principles of this policy and that of the Gift Acceptance Policy, the University reserves the right to rename an asset at any time, in keeping with the authority specified in Section 3.2 of this policy. In the event of the death of a benefactor or liquidation of a corporation or organization, a period of one year shall lapse prior to a change of name, unless the donor agreement specifies otherwise.

- In the unusual circumstance that the University Executive team determines, in their sole discretion, that the naming of a University asset may directly or indirectly have a negative impact on the University's mission, priorities, commitment to academic freedom, autonomy, and integrity, (e.g., conviction of a serious offense by the donor), the President will bring forward to the Board of Governors to decide whether the naming of the University asset may be changed or discontinued irrespective of time commitments in related gift agreements, decision support documents or announcements in keeping with the authority specified in Section 3.2 of this policy.
- Notwithstanding any other provision of this policy, no naming shall be approved or continued that calls into question or constitutes a significant challenge to the public respect or reputation of the University.
- Should key elements of a donor agreement associated with a naming commitment not be fulfilled, discontinuance of the naming and/or renaming may be required in keeping with the authority specified in Section 3.2 of the policy.
- When a University asset is proposed for renaming or discontinuance, reasonable efforts will be made to inform any related benefactor or honoree in advance. If the benefactor or honoree is deceased, reasonable efforts will be made to inform the closest family members in advance of the change.

4. Procedures for Naming Campus Assets

4.1 Procedures for Naming

The following procedures have been developed to support this policy:

Honorific Naming or Renaming:

Proposals may originate from any member of the University community. Members shall forward their recommendation in writing to the appropriate executive leader (President, Vice-President, Dean, Associate Vice-President, Head of Advancement) in accordance with the terms of the policy.

- The executive leader, receiving such a proposal, shall evaluate it, and consider concerns that stakeholders may have. If deemed worthy of further consideration in accordance with proposed or existing gift acceptance policies, the proposal shall be forwarded to the Fundraising Committee for deliberation.
- Upon review by the Fundraising Committee, the proposal will either be:
 - ▶  Declined
 - ▶  Returned to the executive leader who originated the

proposal for further consideration

- ▶ ~~2~~ Forwarded to the Advancement Office for additional input
- ▶ ~~2~~ Forwarded to Senate with respect to endowed chairs, professorships, fellowships and lectureships in accordance with Senate requirements
- ▶ ~~2~~ Recommended for approval as defined in keeping with Section 3.2 of this policy

Philanthropic Naming:

- In the context of major campaigns and annual fundraising, from time to time the Advancement Office shall propose a schedule of naming opportunities to the Fundraising Committee.
- In all instances, the President shall advise all members of the University Board of Governors, in confidence, of naming decisions prior to being announced publicly.
- The President shall ensure that appropriate agreements with external parties are in place prior to any public naming announcements. The terms of such agreements concerning naming shall be consistent with this policy, and open to review by the Board.

Sponsorship Naming:

- Proposals for sponsorship naming will originate from the University's Office, Athletics Office, or through formal sponsorship opportunities identified by the University. The following steps shall apply:
 - The Advancement Office, Executive Team, and relevant departments (Finance, Facilities, Athletics) will conduct due diligence to assess the sponsor's reputation, business practices, and aligned with the University's values. The financial terms, obligations, duration, valuation, scope and appropriateness of the sponsorship naming will be assessed as well.
- Upon review by the Fundraising Committee, the proposal will either be:
 - ▶ Declined
 - ▶ Returned to executive leader or Advancement Office for further consideration
 - ▶ Recommended for approval as defined in keeping with Section 3.2 of this policy

5. Maintenance, Reporting and Review

5.1 Maintenance & Reporting

- The Advancement Office shall oversee the maintenance of all named asset records, agreements and supporting documents. The Office will also oversee and maintain all records pertaining to valuation.
- The Finance Department shall be responsible for maintaining and updating a complete inventory of named University assets.
- At any time, the Fundraising Committee and/or the Board of Governors may request that the President provide a report on a specific named asset or a report of a general nature.

5.2 Review Process

In order to ensure that this Policy continues to be effective, it shall be reviewed bi-annually by the Fundraising Committee of the Board of Governors. The Head of Advancement is responsible for initiating this review.

Resolution 2011-02-03: Moved by P. Goulet, seconded by C. Dennis that the Board of Governors accept the recommendation of the Advancement Committee that the Board approve the revised *Naming of Campus Assets Policy* dated January 2011. **CARRIED.**

Revised and approved by the Board of Governors: May 3, 2018 – Resolution 2018-05-08

Revised and approved by the Board of Governors: June 9, 2022 – Resolution 2022-06-07

Board of Governors Report : February

NUSU Elections

The NUSU Executive Elections are starting this month! All Executive positions are up for election. The campaign period will start on Monday, February 10th at 9:00am, voting will start on Thursday, February 13th at 9:00 a.m, and both the campaign period and voting will end on and end on Wednesday, February 19th at 11:59 p.m. Results will be announced anytime after February 20th.

NUSU will be hosting an Executive Candidate Debate on Tuesday, February 11th at 7:00pm in the Nipissing Theatre. Events for all students to attend.

During the campaign period, students are permitted to speak in classes (with the faculty's permission) regarding their platform. We ask that if a faculty member has a class with two or more candidates in it, that all candidates are given an equal opportunity to speak. If a candidate says or does anything that is of concern, please inform the Elections Committee as soon as possible.

If students, staff, faculty, or admin have any concerns regarding the election, candidate decorum, or any other related concerns, please email them to cro@nusu.com This will go to Brandon Amyot, the external Chief Returning Officer.

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. 7-11)! We hope they have an amazing time, learn lots, and show why Nipissing produces the best teachers.

Black History Month

NUSU recognizes the importance of Black History Month. This is a time of reflection and celebration of Black Excellence. We always strive to support diverse groups on campus and we hope that people are able to feel included and a sense of belonging.

Here are some notable events coming up:

Black Excellence Banquet - February 7th, 2025

Black Excellence Trivia - February 26th, 2025

For more information see our Instagram page @nusutalks

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, CASN, or regulators.
- 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.