



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 Treaty of 1850 and that the land on which we gather is Nipissing First Nation Traditional Territory and the traditional territory of the Anishinabek. We respect and are grateful to be on these lands with all our relations.

Dave Smits

2. Declaration of Conflict of Interest

Dave Smits

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.

Dave Smits

4. Consent Agenda

That the items included "for adoption" on the June 25, 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

Dave Smits

i. i) For Adoption

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

2025-04-24 - Open Session Minutes.pdf

ii. ii) For Information

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

2025-05-26 UGC Minutes.docx

2025-05-12 Joint UGC Senate Exec Minutes.docx

2025-05-20 - Audit & Finance Minutes.docx

2025-05-26 - Audit & Finance Minutes.docx

2025-05-26 Fundraising Minutes.docx

2025-05-26 - Plant & Property Minutes.pdf

b. b) Reports from Other Committees/Bodies

25-06 - NUAAB Report to BoG.pdf

Senate Report to the Board of Governors June 17, 2025.docx

c. c) Annual Reports

2024-25 - UGC Annual Report.docx

2024-25 - A&F Annual Report.docx

2024-25 Annual Report - Exec.docx

2024-25 Annual Report - Community Relations.docx

Fundraising Committee Annual Report 24-25.docx

2024-25 - P&P Annual Report.docx

5. Adoption of Regular Agenda <i>That the Board of Governors adopt the June 25, 2025, Open Session regular agenda as circulated.</i>	Resolution	Dave Smits
6. Chair's Remarks		Dave Smits
7. Chancellor's Remarks		Dr. Scott Russell (d.Litt)
8. President's Remarks		Dr. Kevin Wamsley
9. Academic Plan/Operational Plan (APOP)		
10. Vice-President's Remarks		
i. Provost and Vice-President, Academic		Dr. Ann-Barbara Graff
a. PVPA June 2025 Board Report v.final.pdf		
b. Nipissing University Research Ethics Board (NUREB) <i>Resolution 3: That the Board of Governors consider Resolutions 5-8 as an omnibus resolution.</i> <i>Resolution 4: That the Board of Governors approve Resolutions 5-8 as an omnibus resolution.</i> <i>Resolution 5: The Board of Governors accepts the recommendation of the Provost to include the following additions to the Appointments and Terms of Service section of the NUREB Terms of Reference: "NUREB members shall serve for a three-year term that may be renewed once. Normally, following two consecutive three-year terms, members should be absent from NUREB for at least an academic year prior to consideration for a new initial appointment of a three-year term that may be renewed once. Should any member, including the Chair, be granted an approved leave or sabbatical for at least an academic year during their appointment to NUREB then the member will be discharged from NUREB in good standing. Having been absent from NUREB for at least an academic year, the member shall be eligible for a new three-year term that may be renewed once."</i> <i>Resolution 6: The Board of Governors accepts the recommendation of the Provost to appoint Dr. Geoff Hartley, Dr. Kristina Karvinen, and Dr. Laurie Peachey to the NUREB for initial three-year terms retroactively effective July 1, 2024, and that Dr. Louela Manankil-Rankin be appointed to an initial three-year term retroactively effective July 1, 2023.</i> <i>Resolution 7: The Board of Governors accept the recommendation of the Provost to appoint Dr. Derek Neal to the NUREB for an initial three-year term effective July 1, 2025.</i> <i>Resolution 8: That the Board of Governors accept the recommendation of the Provost to reappoint Dr. Tara McGoey for a second three-year term, non-renewable, effective July 1, 2025.</i>	Resolution	
ii. Vice-President, Finance & Administration		Renee Hacquard
a. VPFA Board Report - June 2025 1.docx		
11. Board Committee Reports		
i. Audit & Finance Committee		Marianne Berube
a. NUSU Ancillary Fees <i>That the Board of Governors accepts the recommendation of the Audit & Finance Committee to approve the 2025/26 Nipissing University Student Union Ancillary Fees as presented.</i> NUSU Fees 2025 2026 Signed Updated May 13 2025 (1).pdf	Resolution	Marianne Berube
b. Efficiency and Accountability Review	Resolution	Renee

That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the Efficiency and Accountability Implementation Plan as presented.

Hacquard

EAF Implementation Plan - Final Draft.pptx

c. Cost of Educational Material Directive

Resolution

Ann-Barbara
Graff

That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the Cost of Educational Materials as presented.

Costs of Textbooks and Other Learning Materials - final.docx

ii. Fundraising Committee

Resolution

Ravil Veli

Resolution: That the Board of Governors accept the recommendation of the Fundraising Committee to approve the Naming of Campus Assets Policy as presented.

Resolution: That the Board of Governors accept the recommendation of the Fundraising Committee to accept the Gift Acceptance Policy as presented.

a. Gift Acceptance Policy - 2025 (tracked changes).docx

b. Naming of Campus Assets Policy - 2025 (tracked changes).docx

iii. Executive Committee

Resolution

Dave Smits

That the Board of Governors accept the recommendation of the Executive Committee to revise the Committee structure, in principle, subject to a plan as recommended by the University Governance Committee, to be completed by August 31, 2025, as follows:

- *Merge Plant & Property into Audit & Finance; and*
- *Merge Community relations and Fundraising and rename the Committee.*

12. Board Representatives on Other Committees/Bodies

i. Nipissing University Student Union (NUSU)

13. Question Period

14. Other Business

15. Next Meeting Dates/Adjournment

Resolution

That the Open Session of the Board of Governors' regular meeting now adjourn.

NIPISSING UNIVERSITY
BOARD OF GOVERNORS MEETING

OPEN SESSION

April 24, 2025

The Open Session of the Annual General Board of Governors meeting was held on Thursday, April 24, 2025, at 5:30 p.m. in the Centre for Teaching and Learning (A252) 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
Jamie Lowery
Alisher Mansurov
Jessica McMillan
Doris Olmstead
Harikesh Panchal
Judy Smith
Scott Russell
Ravil Veli
Kevin Wamsley
Sarah Winters

Regrets: Laurel Muldoon
Katrina Srigley
Janet Stockton

Invited Guests: Ann-Barbara Graff (PVPA)
Renee Hacquard (VPFA)
Abby Blaszczyk (University Secretary)
Matthew Suszter
Nicholas Botham
Jaden Martin
Owen Remillard
Maggie Horsfield
Theresa Graham
Linds Sullivan
Graydon Raymer
Barbi Law

Official Observers:

of Observers:

Recording Secretary: Christine Benoit, Executive Assistant

1. Call to Order/Land Acknowledgment

The meeting was called to order at 5:35 p.m. The Board Chair offered a traditional land acknowledgement.

2. Declaration of Conflict of Interest

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

3. Use of Recording and/or Broadcasting Devices

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

4. Consent Agenda

The following items were included on the consent agenda:

- i. For Adoption
 - (a) Minutes of the February 13, 2025, Board of Governors Meeting (Open Session);
- ii. For Information Only
 - a) Minutes from Meetings of the Board's Standing Committee:
 - 1. Audit & Finance Committee - Minutes from March 10, 2025;
 - 2. Audit & Finance Committee – Minutes from April 14, 2025;
 - 3. Fundraising Committee – Minutes from April 14, 2025; and
 - 5. Plant & Property Committee – Minutes from January 27, 2025.
 - b) Reports from Other Committees/Bodies
 - 1. Academic Senate

Resolution 2025-04.4-01: ***That the items included “for adoption” on the April 24, 2025, 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 Fran Couchie.
Carried.*

5. Adoption of the Regular Agenda

Resolution 2025-04.4-02: ***That the Board of Governors adopt the April 24, 2025, Open Session regular agenda as circulated.***

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

6. Chair's Remarks

The Chair welcomed incoming NUSU Executive members Matthew Suszter, President, Nicholas Botham, VP Finance & Administration, Jaden Martin, VP Advocacy & Awareness, and Owen Remillard, VP Student Life, and expressed his thanks to the outgoing Executive members for their leadership. He was also pleased to announce that John D'Agostino has been reappointed to a second three-year term, effective July 1, 2025. Because Mr. D'Agostino has been recommended for a Board Officer position in the open session of the meeting, the Executive Committee of the Board of Governors considered his reappointment in advance of the meeting.

Maurice Switzer has stepped down from his role as the Nipissing University Indigenous Council on Education appointee to the Board of Governors but remains the current Chair of NUICE. On behalf of the Board of Governors, the Chair thanked him for his continued service to the University.

The Board has received the final reports from the Efficiency and Accountability review and the Chair spoke to next steps, which include discussions with the University Governance Committee, Board Executive, Senate Executive, and the Audit & Finance Committee, to recommend implementation plans for Board approval, and for submission to the ministry prior to June 30, 2025.

The Chair concluded his remarks by congratulating the recipients of the Dave Marshall Leadership awards.

7. Chancellor's Remarks

The Chancellor also spoke to the success of the Dave Marshall Leadership awards, recognizing the student leaders and the tremendous diversity they represent. He highlighted upcoming events, including the Convocation ceremonies from June 10-12, 2025, as well as the student research focus of the Annual Gala. Dr. Russell also thanked Dr. Ann-Barbara Graff and Dr. Graydon Raymer for assisting him in his presentation to the Future of Sport in Canada Commission where he spoke to our vibrant university sport system, and the importance of physical education in elementary schools, with research provided by Nipissing University faculty.

8. President's Remarks

The President provided a report on recent and upcoming activities on campus and in the community. The report included an update on advocacy with the Province for grant funding, project funding, and an increased and greater portion of the Northern Grant. Minister Quinn was returned to higher education and the President met with him at length last month to continue discussions around the challenges at Nipissing University with the absence of a long-term funding framework, inflation, and frozen tuition. He also reported on our many successes in our short-term finances, plans for STEM expansion, and the development of new programs.

Dr. Wamsley spoke to the recent peaceful protest on campus, which stemmed from the attendance of former Premier Mike Harris at a funding announcement during the annual Donor Social event.

The President noted that, while meetings were held to seek advice with some appropriate parties, he recognized the failure to meet with students in advance of the social. Because of this, an interaction took place between a student and the former Premier, which is now under investigation. Following the interaction, the President met with the students involved to apologize for not appropriately notifying them of the former Premier's attendance on campus.

The protest group and NUSU have submitted a series of demands, and the President and his team continue to meet with the protest group and others, with discussions to continue. He recognized the importance of the concerns being raised and spoke to his commitment to continued dialogue and action related to EDIA and Reconciliation.

9. Academic and Operational Planning (APOP)

The Vice-President, Finance and Administration spoke to the progress of the action items within the Academic and Operational Plan. A Community Forum is scheduled to update the campus community on April 28, 2025.

10. Vice-Presidents' Remarks

The Provost and Vice-President, Academic (PVPA) highlighted a significant increase in applications for spring and summer enrolment, with applications as of April 11, 2025, being approximately 800 higher than the 2022-23 period, with 1100 more offers made, resulting in higher acceptances. The annual program review process now includes rubrics prepared by the AVP Research, Dean of EPS, and the Dean of Arts & Science, to evaluate programs, with those evaluations to be provided to the Senate to measure investment and address areas of concern.

The Vice-President, Finance & Administration (VPFA) deferred her remarks to the budget presentation.

11. Board Committee Reports

University Governance Committee

- Election of Board Officers

The Committee Vice-Chair explained that the University Governance Committee met to discuss the nominations received for the 2025-26 Board Officer positions. As a result of those discussions, and in accordance with the Election of Board Officers Policy, the following elections were held:

– **Board Chair**

David Smits confirmed he will allow his name to stand and the following resolution was presented:

Resolution 2024-04.4-03: ***That the Board of Governors accept the recommendation of the University Governance Committee to appoint David Smits to the position of Board Chair for a one-year period effective July 1, 2025.***

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

– **Board Vice Chair**

John D’Agostino confirmed that he will allow his name to stand and the following resolution was presented:

Resolution 2024-04.4-04: ***That the Board of Governors accept the recommendation of the University Governance Committee to appoint John D’Agostino to the position of Board Vice-Chair for a one-year period effective July 1, 2025.***

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

– **Board Vice Chair Pro Tem**

Ravil Veli confirmed that he will allow his name to stand and the following resolution was presented:

Resolution 2024-04.4-05: ***That the Board of Governors accepts the recommendation of the University Governance Committee to appoint Stacie Fiddler to the position of Board Vice-Chair Pro Tem for a one-year period effective July 1, 2025.***

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

Audit & Finance Committee

The 2025-26 Nipissing University Budget aims to advance sustainability and reflects early results from the implementation of the Academic and Operational Plan (APOP) linked to the Pathways Strategic Plan. Despite ongoing external audits and reviews due to previous financial instability, the university is adapting to new government frameworks and efficiency mandates. Efforts are underway to implement the recommendations from the various reviews and audits, to enhance academic programs, and increase alternative revenue streams. Due to the university’s commitment to improving our financial standing, reserves are now projected to exceed \$15 million.

The VPFA provided a high-level review of the Budget while also noting projections for 2024-25, including a \$5.8 million positive variance in the Operating Fund as a result of additional grant revenue. The Ancillary fund is projecting a \$382k negative budget variance due to additional in-year spending on repairs and maintenance, due to the positive overall financial position. The projected consolidated result for 2024-25 is approximately \$6 million.

The VPFA discussed the Fiscal Full-time Equivalent (FFTE) enrolment figures from the past two years and the projected budgets for 2026-27 and 2027-28. Ms. Hacquard highlighted that these figures are below the Strategic Enrolment Management (SEM) targets presented in a previous Closed Board session. Efforts are underway to create a band of tolerance to minimize the gap between SEM targets and budget projections, aiming to boost overall enrolment and tuition revenue.

Overall revenues are budgeted to be \$1.5 million less than the 2024-25 projections due to a decrease in international tuition revenues. Grants are expected to be similar to 2024-25, and there is no assumption of a top-up for the Northern Grant included in this budget. The VPFA also spoke to expenses, highlighting that expenses are budgeted at \$4.8 million more than the projections for 2025-26, with the majority being in salaries and benefits.

While reviewing the Ancillary budget for 2025/26, the VPFA discussed increased revenues from Extended Learning offerings in Youth Programming, such as summer camps and PD day camps. The VPFA emphasized the reallocation of AQ/ABQ revenues and expenses from the Operating Budget to the Ancillary budget under Extended Learning. The department also continues to support athletic camps extensively and is working on continuing to develop micro-credential offerings and community courses. The Director, Ancillary Services and Business Development will be working closely with their team to develop a plan to improve the profitability of each ancillary division, and this work has started earlier this year.

The Capital Budget, which represents planned capital investments for the 25/26 fiscal year, was reviewed, with just under \$4.7 million of capital projects planned this fiscal year. These projects are covered through a number of funding sources, including the operating budget, the Facilities Renewal funding, external donations, and the Training, Equipment & Renewal fund.

Vice-President Hacquard presented the total consolidated budget and was pleased to note a consolidated surplus of \$272.

The 2024/25 projections and the 2025/26 budget, along with the next two projected budgets, indicate improvements in most ratios within the Ministry's Financial Accountability Framework. The University has confirmed that our 2023-24 financial results have shifted us from a Medium Action Plan to a Low Action Plan. This 'Low Action' status means the Ministry will require the University to continue providing annual status reports until all categories reach the 'no action' zone.

Questions and comments were welcomed, and the VPFA addressed a number of clarifying questions, and after discussion, the following resolutions were made:

Resolution 2024-04.4-06: ***That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2025/26 Nipissing University Ancillary Fees as presented.***

*Moved by Dave Smits; seconded by Ravil Veli.
Carried.*

In response to a student-raised concern regarding an increase to international tuition, it was noted that Nipissing University remains among the lowest in international tuition rates.

Resolution 2024-04.4-07: ***That the Board of Governors accept the recommendation of the Audit & Finance Committee to approve the 2025/26 Domestic, Out-of-Province, and International tuition rates as presented.***

*Moved by Fran Couchie; seconded by Judy Smith.
H. Panchal opposed.
Carried.*

Resolution 2024-04.4-08: ***That the Board of Governors accept the recommendation of the Audit & Finance Committee that the 2025/26 Budget be approved as presented.***

*Moved by Fran Couchie; seconded by Dave Smits.
Carried.
Unanimous.*

Fundraising Committee

Additional concerns were raised regarding the Naming of Campus Assets and Gift Acceptance Policies, and a request was made to refer the policies back to the Fundraising Committee for further consideration.

Resolution 2024-04.4-09: ***That the Board of Governors refer the Naming of Campus Assets and Gift Acceptance Policies back to Committee.***

*Moved by Fran Couchie; seconded by Doris Olmstead.
Carried.*

Executive Committee

The Provost spoke to two programs requiring Board approval, Data Science and the Environmental Science Honours Specialization; Specialization; Major; Minor programs.

Although the program was approved by the Ministry in 2019, there is no record of Board approval or final documentation for the Data Science program. Efforts have been made to ensure the program is well-designed, with a year spent on review and inclusion in STEM programming. The Provost noted that

the reformed Data Science program and potential Sustainable Planning programs aim to increase STEM student enrolment from 250 to 1000. The new program is designed to be financially viable and beneficial for the University.

The Provost also spoke to the business case for the Environmental Science program, which will align with the pathways in the Strategic Plan. A Quality Assurance review took place April 22-23, 2025, with the program receiving approval. Dr. Graff did note that the financial projections included in the business case do highlight that the program will not break even for the first five years. Additionally, the Environmental Geography program will be discontinued once this program is established.

Discussion was welcomed and the following resolutions were brought forward:

Resolution 2024-04.4-10: ***That the Board of Governors accept the recommendation of the Executive Committee to approve the creation of the Data Science Program.***

*Moved by Ravil Veli; seconded by Fran Couchie.
Carried.*

Resolution 2024-04.4-11: ***That the Board of Governors accept the recommendation of the Executive Committee to approve the creation of the Environmental Science Program, subject to final approval of the Ministry.***

*Moved by Anahit Armenakyan; seconded by Marianne Berube.
Carried.*

12. Board Representatives on Other Committees/Bodies

Nipissing University Student Union

The NUSU President provided a brief report, thanking the Board of Governors for their ongoing support as his term comes to an end. He noted the Student Food Bank would be undergoing a rebrand, to be now known as the NUSU Food Pantry and wished students well during the final exam period.

13. Question Period

In response to a question around the steps involved to remove the name from a campus asset, the President outlined a process that includes receiving a report from the ParriagGroup, evaluating best practices, and conducting a thorough risk assessment. The President emphasized the complexity and breadth of the issue, noting the need for alignment with all stakeholders, including the College. Board members appreciated the need for patience and awaiting the recommendations from the EDIA reports, while also stressing the importance of aligning actions with values for reputational management.

14. Other Business

There was no other business.

15. Next Meeting/Adjournment

The next Committee Day is scheduled for Monday, May 26, 2025.

The next Board meeting is scheduled for Wednesday, June 25 2025, time to be determined.

Resolution 2024-04.4-12: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

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

Open session adjourned at 7:20 p.m.

President & Vice-Chancellor/Secretary of the Board

Board Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS
UNIVERSITY GOVERNANCE COMMITTEE MEETING

OPEN SESSION

May 26, 2025

The Governance Committee met on Monday, May 26, 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
 Ravil Veli
 Sarah Winters
 Jessica McMillan
 David Smits
 Matt Suszter
 Kevin Wamsley
 Scott Russell
 Ann Barbara Graff (PVPA – non-voting)
 Renee Hacquard (VPFA – non-voting)
 Jaden Martin (Official Observer – non-voting)
 Abby Blaszczyk (University Secretary – non-voting)

Regrets: Judy Smith

Recording Secretary: Christine Benoit (Executive Assistant, Office of the President)

1. Call to Order/Traditional Land Acknowledgement

The Closed meeting was called to order at 9:00 a.m. The Committee 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. Annual Board Evaluation

A copy of the 2023-24 Board Evaluation was circulated with the agenda and the Committee determined no update or changes were required. The Evaluation will be shared a week in advance

of the final Board meeting of the year and time will be allotted at the end of the meeting for members to complete.

4. Efficiency and Accountability: Governance

The University Governance and Senate Executive Committees met to discuss the Governance Implementation Plan, to be included as an appendix to the Efficiency and Accountability Implementation Plan. The Committee discussed the importance of process and timing, noting that governance restructuring will be a gradual, multi-step process to build strong consensus through inclusive consultation sessions. A subcommittee will be formed to begin work on draft foundational elements over the summer months.

5. Other Business

There was no other business.

The closed meeting adjourned at 9:21 a.m.

Recording Secretary

Chair of University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

UNIVERSITY GOVERNANCE COMMITTEE & SENATE EXECUTIVE COMMITTEE MEETING

SPECIAL JOINT SESSION

May 12, 2025

The Governance Committee met on Monday, May 12, 2025, at 3:00 p.m. in the Centre for Teaching and Learning and via Zoom remote video conferencing.

Members present: Ravil Veli, Meeting Chair
Sarah Winters
Jessica McMillan
David Smits
Matt Suszter
Kevin Wamsley
Scott Russell
Barbi Law
Tim Sibbald
Gyllian Phillips
Laurel Muldoon
John Allison
Deb Iafrate
Ann Barbara Graff (PVPA – non-voting)
Renee Hacquard (VPFA – non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: John D’Agostino
Marianne Berube

Recording Secretary: Abby Blaszczyk (University Secretary)

1. Call to Order/Traditional Land Acknowledgement

The Closed meeting was called to order at 3:00 p.m. The Meeting 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. Efficiency and Accountability: Governance Implementation Plan

The Efficiency and Accountability Review required a review of five areas of focus, with the focus of this meeting being the Governance Review, conducted by Cheryl Foy, President of Strategic Governance Consulting Services. Cheryl's methodology included collection of data and information through interviews, surveys, research, and review of an extensive list of documents. Analysis and reflection on all the information gathered and reviewed led to the observations and recommendations in the report circulated to the Board and Senate.

The Governance review was designed to model, reflect, and reinforce collegial processes and practices that are central in a shared governance context. Cheryl's process sought to ensure the inclusion of community perspectives, and in particular, the perspectives of faculty, staff, and students. Input was primarily sought from those community members who have a direct knowledge of, and experience with, governance at Nipissing University.

From Cheryl Foy's recommendations, an Implementation Plan was shared with the University Governance and Senate Executive Committees for discussion.

Six recommendations were presented, and included:

- Review and Design the Secretariat Model
- Develop Governance Training & Onboarding Programs
- Adopt a University-Wide Policy Framework
- Establish Clear Committee Frameworks and Conduct Governance Evaluation
- Develop a Senate Evaluation System
- Seek Clarity on the Role of Senate Officers

The recommendations were discussed at length and several questions were addressed. Following the discussion, all recommendations were approved and forwarded along to the Audit & Finance Committee for inclusion as an appendix in the final Implementation Plan.

The meeting adjourned at 4:32 p.m.

Recording Secretary

Chair of University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

SPECIAL OPEN SESSION

May 20, 2025

The Audit and Finance Committee met on Tuesday, May 20, 2025, at 11:00 a.m. in the President's Boardroom (F303) and via Zoom remote conferencing.

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

Recording Secretary: Abby Blaszczyk (University Secretary)

1. Call to Order/Land Acknowledgement

The meeting was called to order at 11:00 a.m. A traditional land acknowledgement was offered.

2. Call for Conflicts of Interest

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

3. Efficiency and Accountability: NOUS Implementation Plan

The VPFA provided a detailed presentation on the Efficiency and Accountability Implementation Plan, highlighting the plan's alignment with the Academic/Operational Plan (APOP) action items. Ms. Hacquard emphasized the importance of a Project Management Office (PMO) that would lead to support administrative modernization and manage cross-departmental work. The Project Manager would initiate, evaluate, and coordinate all tasks within the Implementation Plan.

A discussion occurred, with Committee members largely in agreement with the plan. A committee member raised concerns regarding digitization, particularly with the use of Artificial Intelligence over

the next 5-10 years, and the uncertainty about AI replacing jobs in education, healthcare, and other sectors. The President noted that there was no anticipated job losses due to digitization, and the updated CRM systems would be utilized for predictive modeling to enhance student recruitment and student success strategies.

The VPFA spoke to next steps, which included an updated report with appendices to be presented to Audit & Finance for recommendation to the Board of Governors at the June Board meeting. The report will also be presented to Senate and the Ministry prior to June 30, 2025.

The meeting adjourned at 12:38 p.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

May 26, 2025

The Audit and Finance Committee met on Monday, May 26, 2025, at 10:30 a.m. in the President's Boardroom (F303) and via Zoom remote conferencing.

Members Present: Marianne Berube (Committee Chair)
Dave Smits
Patti Carr
John D'Agostino
Sarah Winters
Nicholas Botham
Jessica McMillan
Kevin Wamsley
Matthew Suszter (Official Observer – non-voting)
Ann Barbara Graff (PVPA – non-voting)
Renee Hacquard (VP, Finance & Administration – non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Janet Stockton

Guests: Linds Sullivan
Fran Couchie

Recording Secretary: Christine Benoit (Executive Assistant, Office of the President)

1. Call to Order/Land Acknowledgement

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

2. Call for Conflicts of Interest

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

3. Year-End Financial Projections/Results

The Finance team continues to work through year-end reconciliations with the projected \$6 million consolidated results remaining steady for the 2024-25 fiscal year and results will be reviewed with the Audited Financial Statements in September.

4. NUSU Ancillary Fees

The Nipissing University Student Union fees were presented as included in the Committee package, and a motion was made:

Motion: ***That the Audit & Finance Committee recommend to the Board of Governors that the 2025/26 Nipissing University Student Union Ancillary Fees be approved as presented.***

Moved by Dave Smits; seconded by Jessica McMillan.

Carried.

5. Investment Performance Review

The VPFA highlighted key information from the report, noting a better than benchmark performance in short-term investments, with long-term slightly behind due to the low volatility strategy. Following a meeting of the Investment Subcommittee and the Investment Manager, recommendations were reviewed but ultimately, the subcommittee determined they are not comfortable recommending changes to the investment strategy at this time.

6. Efficiency and Accountability Review

The final Implementation Plan with added appendices was presented for recommendation to the Board of Governors. Questions and comments were welcomed, and clarifying information was shared with the Committee.

Following an opportunity for discussion, a motion was brought forward and a recorded vote was called:

Motion: ***That the Audit & Finance Committee recommend to the Board of Governors approve the Efficiency and Accountability Implementation Plan as presented.***

Moved by Dave Smits; seconded by John D'Agostino.

M. Berube, P. Carr, J. McMillan, N. Botham, K. Wamsley, S. Russell in favour.

S. Winters opposed.

Carried.

7. Cost of Educational Materials Directive

Bill 166, *Strengthening Accountability and Student Supports Act 2024*, requires all publicly assisted colleges and universities to ensure that students and their families have access to information on educational costs, including ancillary fees, the costs of textbooks and other learning materials.

The Directive was shared with the Senate Teaching and Learning Committee and the Provost met with the Deans and Director of Teaching and Learning to establish a process. The Deans' Offices have communicated with faculty and instructors and have been collecting and reviewing the syllabi in order to report on compliance.

The University will continue to evolve its process in order to ensure greater compliance with the directive and, more especially, with respect to the requirement to provide a complete syllabus to students.

The Board of Governors must attest to the report, included with the meeting materials, and a motion was made:

Motion: ***That the Audit & Finance Committee recommend to the Board of Governors approve the Cost of Educational Materials as presented.***

*Moved by John D’Agostino; seconded by Jessica McMillan.
S. Winters – Abstain.
Carried.*

8. Other Business

There was no other business.

The meeting adjourned at 10:58 p.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

FUNDRAISING COMMITTEE MEETING

OPEN SESSION

May 26, 2025

The Fundraising Committee met on May 26, 2025, at 1:30 p.m. in President's Boardroom and via Zoom remote conferencing.

Members present: Ravil Veli, Committee Chair
Dave Smits
Marianne Berube
Nicholas Botham
Jessica McMillan
Judy Koziol
Kevin Wamsley
Scott Russell
Jaden Martin (Official Observer – non-voting)
Renee Hacquard (VPFA – non-voting)
Ann-Barbara Graff (Provost & VPA– non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Laurel Muldoon

Guests: Steven Smits, Advancement & Alumni

Recording Secretary: Christine Benoit, Office of the President

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. Gift Acceptance Policy

The Board of Governors referred the Gift Acceptance Policy back to the Fundraising Committee, and feedback was sought in advance of the meeting. The Committee reviewed the feedback in detail and suggested edits will be sent to the Board for review and approval

Following the discussion, a motion was made:

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

*Moved by Judy Koziol; seconded by Scott Russell.
Carried.*

4. Naming of Campus Assets Policy

The Board of Governors also referred the Naming of Campus Assets Policy back to the Fundraising Committee, and feedback was sought in advance of the meeting. The Committee reviewed the feedback in detail and suggested edits will be sent to the Board for review and approval

Following the discussion, 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 Judy Koziol; seconded by Marianne Berube.
Carried.*

5. 2024/25 Fundraising Results

The 2024/25 fiscal year was a milestone year for Nipissing University, with \$8 million in new gifts, including the \$1 million donation from the Peacock Family Foundation, \$2 million from the Joyce Family Foundation, and \$5 million from the Hilary and Galen Weston Foundation. The Giving Tuesday and End-of-Year Giving campaigns also saw a total of \$28,000 in support of the Student Research Opportunity Fund, with the campaign culminating in the annual gala, *An Evening at Nipissing University: Driving Discovery*.

6. Alumni Strategic Priorities Update

Work is ongoing to enhance the University's digital presence with Alumni, through the use of Alumni Perks.

7. Advancement Update

As outlined in the NOUS Report and the Academic and Operational Plan, the University is developing a Multi-Year Philanthropy Plan, including goals, impact areas, KPIs, engagement strategies, and philanthropic approach. The plan will integrate alumni engagement with fundraising efforts to ensure alignment and coherence across the Advancement team and the University as a whole.

8. Other Business

There was no other business.

The meeting was adjourned at 3:26 p.m.

Recording Secretary

Chair of Executive Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

PLANT & PROPERTY COMMITTEE MEETING

OPEN SESSION

May 26, 2025

The Plant & Property Committee met on Monday, May 26, 2025, at 3:30 p.m. in the President's Boardroom (F303) and via Zoom Remote Conferencing.

Members present: Judy Koziol, Committee Vice Chair
Fran Couchie
Katrina Srigley
Doris Olmstead
Matt Suszter
Dave Smits
Kevin Wamsley
Owen Remillard (Official Observer – non-voting)
Renee Hacquard (VPFA - non-voting)
Ann-Barbara Graff (PVPA – non-voting)
Abby Blaszczyk, University Secretary (non-voting)

Regrets: Judy Smith
Scott Russell

Recording Secretary: Christine Benoit, Office of the President

1. Call to Order/Land Acknowledgement

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

2. Conflict of Interest

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

3. Capital & Construction Update

Renee Hacquard, Vice-President, Finance & Administration provided a Capital & Construction update. The Presentation, which appended to these minutes, highlighted the annual campus shutdown, projects funded through the Facilities Renewal Program (FRP), Ancillary funding, and through donations/grants.

4. 5 Year Capital Project Planning

The VPFA reviewed the five-year Capital Project Plan, noting that the Facilities department maintains an up-to-date list of projects and repairs to be performed over the next five years. The Facilities team utilized the provincial university facility inventory, a maintenance reporting software to highlight building deficiencies, and annual internal audits of classrooms and research spaces to assess repairs.

5. Other Business

There was no other business.

The meeting adjourned at 3:56 p.m.

Recording Secretary

Committee Chair

NIPISSING

U N I V E R S I T Y



Plant and Property - May 2025

Plant and Property Committee Meeting

Capital and Construction

1. Capital and Construction Update
2. 5 Year Capital Project Planning



Capital and Construction Project Update

Annual Campus Shutdown

- Maintenance to all Switchyard #1 switches
- Main transformer testing
- Oil samples of all transformers
- Changeout circulating pump at RSAC
- Sub-meter installation completion
- Distribution Panel Thermo-scanning
- Serviced main hot water tank B200



Capital and Construction Project Update

2024-25 Facilities Renewal Program

- Funding Cycle Completed
- Total Funding : \$2,637,900
- Classroom Renovations : \$693,831
- Building Renovations : \$1,144,929
- Electrical Replacements/Upgrades : \$37,392
- HVAC Replacements/Upgrades : \$850,045
- Grounds Infrastructure Repairs : \$72,713
- Project total: \$2,798,912



FRP - Building Renovations

Education Centre Front Entrance

Project Description:

- Replace interior vestibule
- Increase access by installing 4 doors

Project Status Update

- Architect: Bertrand Wheeler Architecture Inc.
- Project Cost: \$325,000 (Carry Over)
- Funding Sources: FRP
- Contractor: Venasse Building Group
- Status : Materials on order



M.W.

MAIN
ENTRY



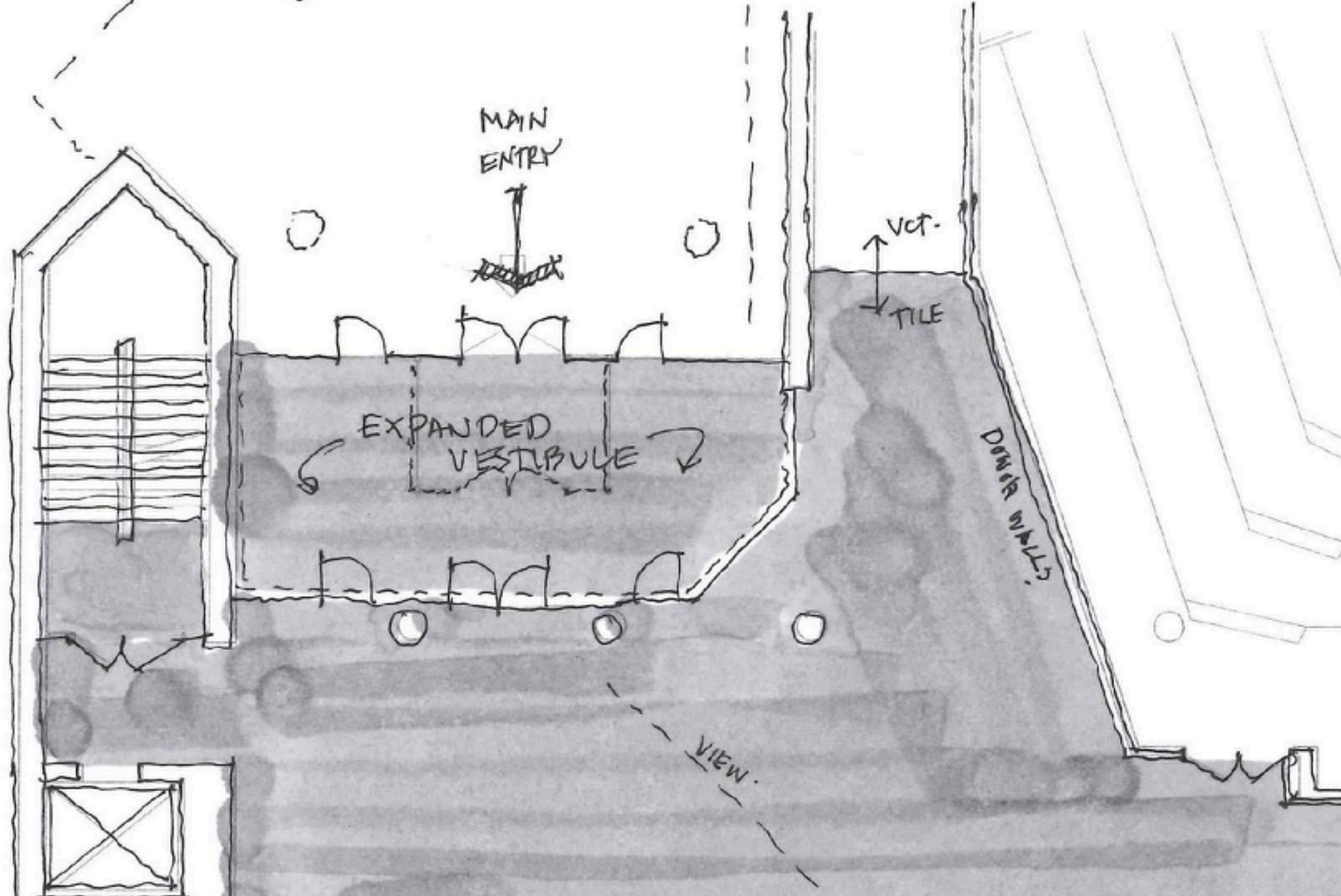
VCT.

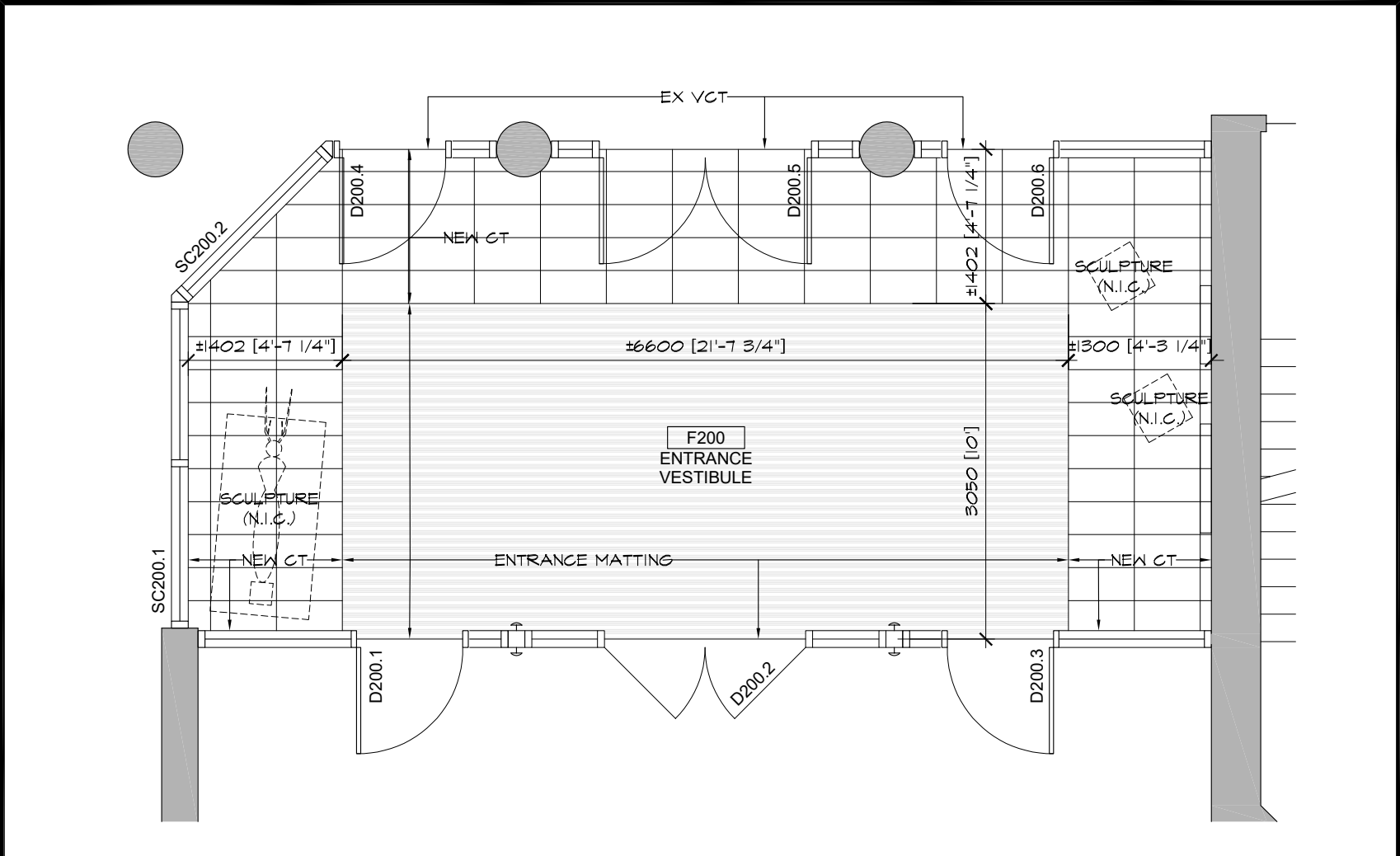
TILE

EXPANDED
VESTIBULE

DOWN WALLS

VIEW





Bertrand Wheeler architecture inc.

528 Cassells Street North Bay, ON P1B 4S5
tel: 705-472-0988 fax: 705-472-2486
bertrandwheeler.ca

project:
NIPISSING UNIVERSITY
F-WING UPGRADES
100 COLLEGE DRIVE
NORTH BAY, ONTARIO
title:
ENTRANCE VESTIBULE F200
FLOOR FINISH PLAN

drawn by: JA
checked by:
scale: 1:50
project no: 2415
date plotted: Mar 12, 2025

dwg no:
SK-01.1





Capital and Construction Project Update

Ancillary

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



Donations/Grants - Outdoor Classroom

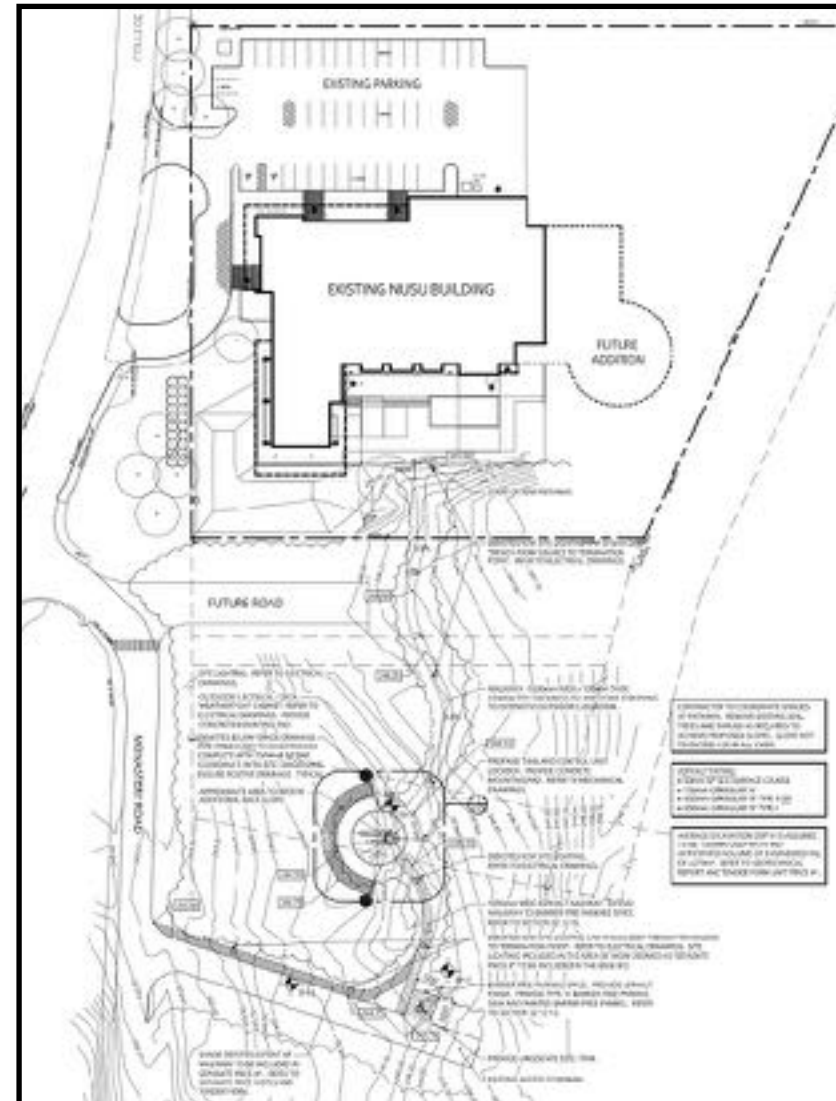
Outdoor Classroom

Project Description:

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

Project Details

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



Donations/Grants - Outdoor Classroom



Outdoor Classroom Update

- Tender period closed May 15th
- 3 submissions received from local contractors
- Tender evaluation complete by May 23rd



Donations/Grants - Beach Volleyball Courts



Education Centre Beach Courts

- Partnership between Nipissing University, Canadore College, and North Bay Youth Volleyball Club
- Located on the former 'practice field' beside the turf field
- Used by youth volleyball during Summer and students during off season
- Start date is June 2nd, 2025

Capital and Construction Project Update

Canadore Projects

- Village Phase 2 - Long Term Care Centre

LTC Update

- Awaiting agreement sign off with Ministry to begin construction



Sources:

- Listed projects > \$100k

[illegible][illegible]

5 Year Capital Planning

Year 1 (2025-26)

- Outdoor Classroom - \$1,000,000
- Campus Pond & Dam - \$650,000
- HVAC Unit Replacements - \$640,000
- Classroom Renovations - \$460,000
- Gender Neutral W/R - \$400,000
- Building Envelope - \$250,000
- Front Entrance Renovation - \$225,000
- Residence HVAC - \$100,000

Year 2 (2026-27)

- Monastery Renovations - TBD
- Jane St Renovations - TBD
- Project Integrate Renovations - TBD
- Classroom Renovations - \$460,000
- R-Wing Roofing - 350,000
- A-Wing Electrical - \$300,000
- Residence Building Envelope - \$300,000
- HVAC Unit Replacements - \$300,000
- H-Wing Flooring - \$250,000
- Multi-Faith Space Renovation - \$100,000

5 Year Capital Planning

Year 3 (2027-28)

- Admin Space Renovation - \$350,000
- HVAC Unit Replacements - \$300,000
- H-Wing Flooring Ph2 - \$250,000
- Classroom Renovations - \$250,000
- Residence Building Envelope - \$200,000
- Mechanical Infrastructure - \$150,000
- F-Wing Flooring - \$150,000
- Jane St Electrical - \$140,000
- F-Wing Elevator - \$100,000
- Turf Field Repairs - \$100,000

Year 4 (2028-29)

- A-Wing Mechanical - \$350,000
- Residence Building Envelope - \$200,000
- A-Wing Flooring - \$200,000
- Electrical Infrastructure - \$150,000
- Honeywell Controls/Software - \$150,000
- F-Wing Flooring Ph2 - \$150,000
- Founders House Elevator - \$150,000

5 Year Capital Planning

Year 5 (2028-29)

- RSAC Roofing - \$750,000
 - Classroom Renovations - \$250,000
 - Residence Building Envelope - \$200,000
 - A-Wing Flooring Ph2 - \$200,000
 - HVAC Unit Replacements - \$150,000
 - RSAC Mechanical - \$150,000
- 

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 June 2025

Congratulations, Graduates!

The Nipissing University Alumni Advisory Board (NUAAB) extends heartfelt congratulations to all the Lakers who recently graduated and officially joined the Nipissing alumni family. We invite our newest alumni to explore the services and benefits available to them and to discover the many opportunities to stay connected with the University. We look forward to following your journeys and celebrating your achievements in the years to come.

Chamber of Commerce Charity Golf Tournament

NUAAB is proud to serve as the title sponsor of the North Bay and District Chamber of Commerce Charity Golf Tournament, taking place on July 10th. This event provides a valuable opportunity to connect with the local business community. We are looking forward to representing Nipissing University at this community-focused event.

Homecoming 2025

Mark your calendars! Homecoming 2025 will take place from September 19–21, 2025. This free event is designed to celebrate Nipissing University and foster engagement among alumni, students, staff, faculty, and the broader community. A full schedule of programming will be released later this month, and we encourage all members of the campus community to take part in the festivities.

Nipissing University
Report of the Academic Senate

June 17, 2025

April 11, 2025 Senate Meeting

- The 2025-2026 Academic Calendar, effective May 1, 2025, was approved for publication. The Provost expressed her appreciation to Senate for returning to the process of approving the academic calendar.
- Senate By-laws Article 6.0(a) was amended to specify that regular meetings of Senate shall normally be held on a 10-meeting schedule from September to June.
- Senate By-laws Articles 9.3 and 9.12 were amended to include the Director of Teaching and Learning (non-voting).
- Senate By-laws Article 9.3 was amended to include the Manager of Quality Assurance and Program Innovation (non-voting).
- The following list of Senate meeting dates for the 2025-2026 academic year was approved:

Senate Meeting Dates
Friday, September 12, 2025
Friday, October 24, 2025
Friday, November 21, 2025
Friday, December 12, 2025
Friday, February 27, 2026
Friday, March 27, 2026
Friday, April 24, 2026
Friday, May 22, 2026
Friday, June 12, 2026

May 9, 2025 Senate Meeting

- The Vice-President, Finance and Administration presented the 2025-2026 Budget, emphasizing its alignment with the Academic and Operational Plan (APOP) and the Pathways Strategic Plan to promote financial sustainability.
- Senator Gyllie Phillips was acclaimed as the faculty Senator to serve as Speaker of Senate for a three-year term.
- Senator Charles Anyinam was acclaimed as the faculty Senator to serve as the Council of Ontario Universities (COU) Academic Colleague for a three-year term.
- Senate granted approval to graduate the students that completed their degree requirements prior to June 13, 2025.

June 6, 2025 Senate Meeting

- The Provost presented the revised Annual Tenure and Promotion Report from 2023-2024 noting that Dr. Marc Pilon was inadvertently left off the March 28, 2024 report. Dr. Pilon was awarded promotion to Associate Professor level, tenure-track, on April 1, 2024.

- The Provost presented the revised Annual Tenure and Promotion Report from 2024-2025.
- Annual Reports of the Senate Executive Committee, Academic Appeals and Petitions Committee, Academic Awards Committee, Academic Curriculum Committee, Graduate Studies Committee, Honorary Degrees Committee, Joint Committee of the Board and Senate on Governance, Senate Research Committee, and the Senate Budget Advisory Committee were received.
- Senator Carlo Ricci was acclaimed as the faculty Senator to serve as the Council of Ontario Universities (COU) Academic Colleague (Alternate) for a three-year term.
- Senator Katrina Srigley was acclaimed as the faculty Senator to serve as Deputy Speaker of Senate for a three-year term.
- Senator Tyson Stewart was acclaimed as the faculty Senator to serve on the Board of Governors for a three-year term.
- The Report of Graduation Applicants was approved by Senate. The Vice-President Research, Innovation, and Graduate Studies, along with the Deans, announced the June 2025 graduands by faculty and degree, and congratulated the students and faculty on their achievements.
- The President, on behalf of Senate, expressed appreciation to the Senate Speaker and the Senate Secretary for their service.

NIPISSING UNIVERSITY BOARD OF GOVERNORS

UNIVERSITY GOVERNANCE COMMITTEE 2024-2025 - ANNUAL REPORT

The University Governance Committee of the Nipissing University Board of Governors is responsible governance issues which include such things as the creation, analysis, and summarizing of the annual Board evaluation. Governance Committee members also review and analyze ways upon which the Board's rules of order can be streamlined for efficiency and impact. The UGC also is responsible for recruiting and recommending new Board members and preparing and circulating the annual Board evaluation,

The Committee met a total of four times during the past academic year. The following is a summary of the business conducted in those meetings.

October 21, 2024

- Judy Smith was appointed vice chair of the committee.
- Committee terms of reference were reviewed without amendment.
- Annual work plan was reviewed.
- Results of the 2023-24 Annual Board Evaluation were circulated and the Committee discussed how to encourage participation.
- The Committee was notified that Cheryl Foy, President of Strategic Governance Consulting Services Ltd., will be conducting a governance review as part of the Efficiency and Accountability process mandated by the Provincial Government.

January 27, 2025

- The Committee Chair reviewed upcoming and current vacancies on the Board, including three (3) members elected to the Board to represent a broad spectrum of the public, and four (4) persons appointed by the Lieutenant-Governor-in-Council (LGIC).
- A University Governance Selection Sub-Committee was formed and members were encouraged to submit nominations to the Committee Chair and University Secretary.
- An update on the work of the Joint Committee of the Board and Senate on Governance was provided, noting the Committee had met a number of times to discuss the authority and process for suspending academic programs. The Committee endorsed the Final Program Suspension Procedures and the Regulations for the Administrative Suspension of Admissions to Academic Programs.

April 14, 2025 – Closed

- A discussion took place regarding the nominations for the 2025-2026 Board Officer positions.
- As required in the Election of Board Officers policy, Board members were invited to submit nominations for the three Board Officer positions for next year. The University Governance Committee is responsible for considering those nominations in a closed meeting and for making recommendations to the Board of Governors.
- Recommendations for each of the Board Officer positions were agreed upon for presentation to the full Board at the annual meeting in April.
- The University Governance Selection Sub-Committee also brought two candidates forward for recommendation to the Board of Governors.

May 26, 2025

- A discussion took place regarding the Annual Board Evaluation and the current evaluation will be circulated to the Board one week prior to, and at the end of the June meeting to ensure consistency year-over-year.
- The Committee discussed next steps for the Efficiency and Accountability Governance review, noting that governance restructuring will be a gradual, multi-step process to build strong consensus through inclusive consultation sessions. A sub-committee will be formed to begin work on draft foundational elements over the summer months.

Respectfully submitted,

John D'Agostino
Chair, University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT AND FINANCE COMMITTEE ANNUAL REPORT / 2024-2025

The Audit and Finance Committee of the Nipissing University Board of Governors is responsible to the Board for developing and presenting general policies and recommendations on all financial matters.

The Audit and Finance Committee met six times during the 2024-2025 year. In April 2025, the Committee was pleased to recommend to the Board of Governors a balanced budget at Nipissing University.

The following is a summary of the Committee's discussions:

September 9, 2024

- An overview of the results of the 2023/24 year was provided.
- Tiffany Cecchetto from KPMG discussed the audit process and reviewed the financial statements for the year ending April 30, 2024.
- Administrators and non-voting members were excused from the meeting to allow committee members an opportunity to have a frank conversation with the auditor.
- Janet Stockton agreed to assume the role of Committee Vice-Chair.
- The Annual Work Plan was reviewed.

October 21, 2024

- Leila Fiouzi, Senior Investment Counsellor at PH&N provided an investment performance review, including an asset mix review.
- The VPFA provided a Spring/Summer Semester Close Financial update as at August 31, 2024, noting an overall projected surplus of approximately \$849k by year-end.
- The 2025/26 Budget Process was recommended to the Board for approval.
- Heather Hersemeyer, Director of University Technology Services, provided an overview of IT risk, mitigation strategies, recovery plans, and investment priorities.

January 27, 2025

- A budget update was provided and the 2024-25 budget timeline was presented.
- Year-to-date financial results as at December 31, 2024, were reviewed.
- A report on the University's DBRS Morning Star Public Credit Rating was shared.
- The Director, Institutional Planning and Analysis, provided an in-depth presentation on the Strategic Mandate Agreement (SMA) metrics.

March 10, 2025

- The VPFA provided a review of the year-to-date financial results as at January 31, 2025, highlighting an updated consolidated deficit budget of approximately \$5.8 million.
- An update on the budget process was provided.

- A fulsome enrolment update was completed, with the Provost highlighting an increase in applications of approximately 5%. International applications are down compared to last year as a result of the Federal government restrictions.
- Chris Bevan, Kennedy Insurance, presented a summary of the Nipissing University Insurance Portfolio.

April 14, 2025

- The draft budget for 2025-2026 was presented. It included a total consolidated budget and a consolidated surplus of \$272. The budget was approved for recommendation to the Board.
- The VPFA presented positive projected consolidated results for 2024-25.
- Updated tuition rates were presented and the 2025/26 Domestic, Out-of-Province, and International tuition rates were recommended for approval by the Board.
- The 2025/26 Nipissing University Ancillary Fees were recommended for approval by the Board.

May 26, 2025

- The VPFA presented year-end projections, with year-end reconciliations remaining steady at approximately \$6 million.
- The 2025/26 Nipissing University Student Union Ancillary Fees were recommended for approval by the Board.
- PH&N provided a detailed update on the University's investment portfolio as an inclusion to the Committee package. The Investment Sub-Committee determined that no recommended changes be made to the investment strategy at the time of the meeting.
- A final Implementation Plan through the Efficiency and Accountability review was presented and recommended for approval by the Board of Governors.
- In response to Bill 166, *Strengthening Accountability and Student Supports Act 2024*, the Provost presented a report on the Cost of Educational Materials, and it was recommended to the Board for approval.

Submitted by Marianne Berube
Chair, Audit & Finance Committee

NIPISSING UNVIERSITY BOARD OF GOVERNORS

EXECUTIVE COMMITTEE ANNUAL REPORT | 2024-2025

The Executive Committee has the power and authority to act for the Board, between the meetings of the Board, in the management of the affairs of the University for the interests of the University. Except at the expressed invitation of the Chair of the Board or the President & Vice-Chancellor, meetings of the Executive Committee are held in-camera.

The following is a highlight of the 9 Executive Committee meetings which took place over the past year. In addition to these highlights, the President provided regular updates and the Committee approved the agenda for upcoming Board meetings.

September 9, 2024

- The Executive Committee received the President's Goals and Priorities for 2024/25 and agreed the current goals and priorities be presented for approval at the September meeting of the Board.
- On behalf of the Board, accepted the recommendation of the Provost to reappoint Dr. Rosemary Nagy and Jessica Stickle to the Research Ethics Board.

October 21, 2024

- Update on the work of the Joint Committee regarding program suspension.

November 18, 2024

- The VPFA highlighted the Efficiency and Accountability review as mandated by the Provincial Government.
- An update on SMA4 was provided.
- An update on APOP was also provided.

December 21, 2024

- An electronic meeting was held to receive two reports from the Search Committees for the Associate Dean, School of Business, and Associate Dean, Schulich School of Education.

January 27, 2025

- The Board Chair notified the Committee that the President's Reappointment will begin in the next few months.

March 17, 2025

- Tim Kennedy, NOUS Group, provided a high-level review of the draft EAF report.
- Executive Compensation was discussed.

April 14, 2025

- Committee members were notified that the Annual Review of the President will be incorporated into the reappointment process.
- The Committee recommended that the Board approve the Data Science and Environmental Science programs.
- Administrative salaries were discussed and an economic increase was approved.

April 15, 2025

- An electronic meeting was held to reappoint John D'Agostino to a second term.

May 26, 2025

- A mandate to negotiate a new Collective Agreement with CASBU was provided.
- The Committee recommended to the Board a revision to the Committee structure to be completed by August 31, 2025.

I would like to thank all members of the Executive Committee for their dedication and hard work over the past year.

David Smits
Chair Board of Governors & Chair of the Executive Committee

**NIPISSING UNIVERSITY BOARD OF GOVERNORS
COMMUNITY RELATIONS COMMITTEE
ANNUAL REPORT | 2024-2025**

The Community Relations Committee is responsible to the Board for setting policy that will guide the administration in the areas of public relations, community affairs, alumni liaisons, communication strategies, intergovernmental affairs, media relations, and reputational matters.

October 21, 2024

- The terms of reference and the work plan were reviewed.
- Fran Couchie was appointed to the role of Committee Vice-Chair.
- A community engagement update was provided.

January 27, 2025

- A community engagement update was given, with the President highlighting recent community activities.

Respectfully Submitted by Stacie Fiddler
Chair, Community Relations Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS
FUNDRAISING COMMITTEE
ANNUAL REPORT 2024-2025

The Fundraising Committee is responsible to the Board for developing plans and policies that will foster and support a philanthropic culture at the Board, across the University, and throughout the community that will help to produce fundraising success.

The Committee met four times during the 2024-2025 academic year. The following is a summary of those meetings.

Oct. 21, 2024

- Judy Koziol was appointed Vice-Chair of the Fundraising Committee.
- The committee reviewed the Committee terms of Reference and Annual Work Plan.
- An Advancement report was provided and highlighted departmental priorities, including the formalization of a major gifts program.

January 27, 2025

- An Advancement update was provided, including a year-over-year performance comparison.
- The Gift Acceptance and Naming of Campus Assets policies were reviewed.

April 14, 2025

- Additional updates to the Gift Acceptance and Naming of Campus Assets policies were made.

May 26, 2025

- Further updates to the Gift Acceptance and Naming of Campus Assets policies were completed.
- The 2024/25 Fundraising results were reviewed, with \$8 million in new gifts, including \$1 million from the Peacock Family Foundation, \$2 million from the Joyce Family Foundation, and \$5 million from the Hilary and Galen Weston Foundation.

Submitted by Ravil Veli, Chair, Fundraising Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

PLANT & PROPERTY COMMITTEE

ANNUAL REPORT – 2024/25

The Plant and Property Committee is responsible to the Board for developing/reviewing administrative policies related to the maintenance and upgrading of University properties and for making recommendations related to the overall Master Land Use Plan, for new structures, for the selection of consultants and architects, etc.

The Committee met three times during the 2024-25 academic year. A summary of those meetings is included below.

October 21, 2024

- Judy Smith, Committee Chair welcomed Judy Koziol to serve as vice-chair for this academic year.
- The committee terms of reference were circulated and no questions or concerns were raised.
- The draft Annual Work Plan was reviewed.
- The Director of Facilities, Dave Drenth, provided a capital and construction update. A fulsome presentation was provided regarding the annual list of projects, noting that many of the projects are covered by the Facilities Renewal Program (FRP).

January 27, 2025

- The Director of Facilities provided a fulsome presentation with updates on the Outdoor Classroom, the Canadore College Long-term Care Centre, and shared parking services.
- The Facilities Condition Index was reviewed.

May 26, 2025

- A capital and construction updated was provided, with highlights of the annual campus shutdown, projects funded through FRP, Ancillary funding, and through donations/grants.
- The Director of Facilities also presented a five-year capital plan, providing an up-to-date list of projects and repairs to be performed over the next five years.

A special thanks to David Drenth and his team for the informative updates at our meetings. Dave's knowledge and expertise is evident and appreciated during the committee discussions.

Sincerely,
Judy Smith
Chair, Plant & Property Committee



Provost & Vice-President, Academic

Report to the Board of Governors – June 2025

PVPA's Report

1. Congratulations to all our graduands and honorary doctorates who join the ranks of 42,000 alumni. In our five convocations, 1,069 degrees were conferred, 38 certificates and 136 diplomas. (Last year, we conferred 1,024 degrees, 69 certificates and 23 diplomas).

And congratulations to the Offices of the President and Registrar who organized 5 ceremonies over 4 days and arranged beautiful weather in support of fabulous memories.

2. Congratulations and confirmation of tenure and promotions commencing July 1, 2025:
Dr. Tyson Stewart – Indigenous Studies – Associate Professor with tenure
Dr. Chris Greco – Criminal Justice – Associate Professor with tenure
Dr. Alireza Khorakian – School of Business – Professor with tenure
I would like to acknowledge the work of the Tenure and Promotion Committee who reviewed the applications with great care and attention.
3. Recognition of retiring/departing academic faculty and staff:
June 30, 2025 – James Abbott (Geography), Ewa Cholewa-Dokis (Biology), Doug Gosse (Education), Jim McAuliffe (PHED), Glenn Sharpe (Education), Nancy Stevens (Indigenous Studies), and Renee Johnstone (PHED)
4. For Spring/Summer 2025 enrollment, we are at 621.61 FTE vs. 606.5 (same time last year). We ended last year with 627.71 total FTE. The Registrar anticipates that we will meet/exceed last year's FTE.
5. The Strategic Enrollment Management Working Group is monitoring conversions of applications from the 2025-26 recruitment efforts. New Student Orientation is scheduled for July 3-4 (that will begin to give us a better picture of starts, as new students enroll in Fall classes).

Term	Fall
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Domestic					International			
Year	Applicants	Acceptances	Starts	@ Count Date	Applicants	Acceptances	Starts	@ Count Date
2025/26	5751	1631			215	13		
2024/25	5584	1747	1676	1645	487	62	50	46
2023/24	5194	1758	1647	1599	1061	229	197	171
2022/23	5299	1645	1579	1532	493	84	80	77
2021/22	5647	1900		1743	295	58		37

Term	Winter
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Domestic					International			
Year	Applicants	Acceptances	Starts	@ Count Date	Applicants	Acceptances	Starts	@ Count Date
2024/25	929	208	194	187	63	15	13	13
2023/24	712	246	233	231	681	88	79	73
2022/23	535	225	207	200	434	89	101	84
2021/22	550	234		217	172	24		22

Definitions

Applicants: The number of unique applicants into a program.

Acceptances: The number of unique applicants who accepted an offer of admission into a program.

Starts: The number of applicants who were registered for at least one course after the first week of classes.

Count Date: The number of applicants who were registered in the program on the count date of the given admission term. (SS: June 30th, Fall: Nov 1st, Winter: Feb 1st)

6. APOP Highlights

Action #10: In order to maximize the potential for innovative pedagogy in the George and Helen Vari Simulation Centre, NU is seeking a postdoctoral fellow whose area of research is simulation pedagogy. This position is funded by the Schulich endowment.

Action #12: Community Advisory Councils have been struck in the following areas: Nursing; Social Work; BPHE (forthcoming); Education (existing group modified); Indigenous Education programs advisory circle in development under Chris Hackowski; Business (working on terms and revamping Executive in Residence program). Arts and Science has established ToR for CAC.

Action #20: The recruitment team has piloted novel approaches to STEM recruitment. The Dean in Arts and Science has led program revisions in Data Science program; launched the Environmental Science program; is in the process of defining pathways in our BSc Psychology program; is working with Biology on program design, as we work across the institution on health/social determinants of health as a particular area of strength. A new degree program, a Bachelor of Community Planning, is in development. I would like to acknowledge the great service of Dean Nathan Colborne, Dr. April James and Robin Gibson, Manager of Quality Assurance and Program Innovation on much of this work.

Action #22: Strategic Enrolment Management Working Group set and proliferated targets by program to define 6% y-o-y domestic enrolment targets for 2025-26 and 2026-27.

Action #24: Development of graduate studies focused recruitment plan. Completed and attached. Thank you for Drs. Dan Walters and Barbi Law for their leadership on this plan.

Action #36: Dr. Barbi Law is working with team in Institutional Planning to continue discussion of how to move our proof of concept research dashboard into executive, internal, and externally visible pieces as well as missing links in terms of data validity and reliability.

Action #37: Research Labs, Centres and Institutes Policy. Completed.

Action #42: We are establishing templates for research agreements and other pieces to facilitate partners research with community and industry. I note recent research partnership agreement between UHN, Dr. Tuomi's Cardiac Care Clinic, and Canadore.

Action #45: Exchange agreement established with Sorbonne University (France)

Action #58: Training for academic administrators has commenced with two sessions in 2024-25 on administering collective agreements and conducting investigations.

7. Report on faculty research grant success prepared by the Office of the Associate Vice-President, Research, Innovation and Graduate Studies follows.

Research Grants Summary 2024-2025

Summary of Tri-Agency Award Applications for 2024-2025 (with NU PIs or Co-Directors)

Award	# Apps	Awarded	Not Awarded	Pending
SSHRC Insight Grant	6	1	5	
SSHRC Insight Development	1	1		
SSHRC Connection Grant	1		1	
SSHRC Partnership-Stage 1	1			1
SSHRC NFRF-Exploration	1		1	
NSERC Discovery Grant	1	1		
CIHR Operating Grant	1		1	
TOTALS	12	3	8	1

*Results are embargoed so cannot share names of funded projects until Fall 2025 Federal announcement.

Total awarded in 2024-25 is \$469,201.

NOTE: Results do not include grants where NU faculty are named as co-investigators, but PI is located elsewhere. Those successful grants will still contribute to our RSF value.

For Comparison: Summary of Tri-Agency Award Applications for 2023-2024

Award	# Apps	Awarded	Not Awarded
SSHRC Insight Grant	1		1
SSHRC Insight Development	1		1
SSHRC Connection Grant	3	2	1
SSHRC Partnership-Stage 1	1		1
SSHRC New Frontiers in Research Fund (LOI)	1		1
NSERC Discovery Grant	4	1	3 (awarded DDGs instead)
CIHR Operating Grant	1	1	
TOTALS	12	4	8

Total awarded in 2023-24 is \$981,654 (including \$746,080 from CIHR grant).

Summary of Internal Grant Competitions

Award	# Apps	Awarde d	Not Awarded
Awards in Support of Research, Scholarly, & Creative Activities (ARSCA)	7	4	3
Internal Research Grant (IRG)	10	7	3
SSHRC SIG Explore	9	8	1
SSHRC SIG Exchange	1	1	
SSHRC SIG Capacity Building	1	1	
TOTALS	28	21	7

*SSHRC SIG grants are part of a program for small institutions to enhance federal funding opportunities. They are adjudicated internally but are funded by SSHRC.

Institutional Grants:

Nipissing University was a co-applicant on two NSERC Lab to Market grants (led by Ontario Tech and Queen's University respectively) designed to create an entrepreneurial skills development network across Canada for researchers and their trainees. Both advanced to the full proposal stage but were not funded in the competition.

PROJECT

INTEGRATE

GRADUATE STUDIES

MARCH 2025

INTEGRATE 'in.tə.ɡreɪt

To form, coordinate, into an effectively functioning or unified whole

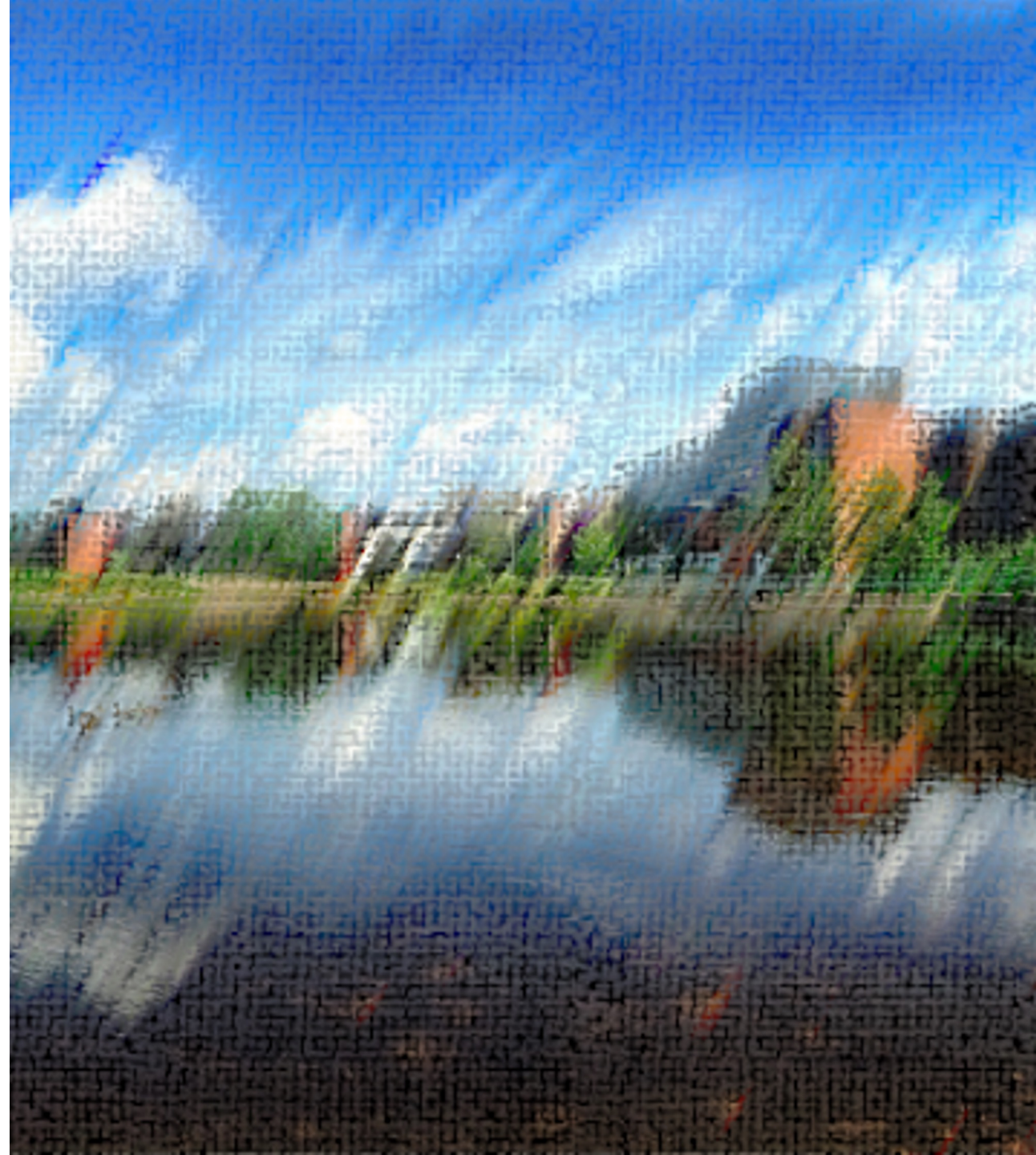


This document will lean on three of the six commitments in the Nipissing University Strategic Plan as it goes over the findings and recommendations based on available data and the numerous discussions, interactions with faculty, staff and students at Nipissing University (NU):

1. Inspiring Innovative Growth
2. Development Embodying Harmony and Care
3. Building Sustainable Futures

At a time when NU is planning some profound changes through its Strategic Plan, Academic Plan, and Project INTEGRATE to the way it serves its students, this document calls for reshaping graduate education for a bold course through an uncertain future in a sustainable manner.

The findings have been categorised into various topics with recommendations that follow each of the topics from an operational point of view.




A priority for Nipissing University to grow its graduate division will be to develop a vision that includes defining the Research and Innovation Enterprise at Nipissing with a mission that is embedded with not only goals and aspirations, but also includes the contribution of graduate research to this enterprise as one of its key parts. As with all initiatives, these goals and aspirations have to be considered with the institution's commitments to equity, diversity, inclusion and accessibility. The plan should be designed with metrics for enrolment, revenue, research funding, and community outreach while benchmarking the growth in each of these areas against other graduate schools in Canada.

All of this can only be achieved with an institutional commitment to alignment with the strategic and academic plans, expanding global and indigenous outreach, and a marketing strategy that is timely - aligned with the annual recruitment and outreach cycles for every stakeholder.

The move to defining the Research and Innovation Enterprise at Nipissing should be part of establishing a brand for the graduate school tied to a broader brand revitalization that has been suggested in Project Integrate that includes the web, recruitment collateral, a commitment of service to everyone – students, faculty and staff, that is uniquely Nipissing with an overarching culture of inclusivity and care.



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1. Finance and Data
 2. Graduate Recruitment and Marketing
 3. Admissions Processes and Policies
 4. Graduate Student Funding
 5. Supervision and Culture
 6. New Program Development and Curricula
 7. Alignment With Strategic and Academic Plans
 8. Revenue
 9. Reporting Structure
 10. Retention
 11. Collective Agreement

1. FINANCE AND DATA

Discussion Topic: The most glaring challenge we found in exploring the operations, efficiencies, profitability and viabilities of graduate programs was the availability of relevant data. NU operates with divisions as a cost centre, and this makes it challenging to review the fiscal efficacy of each program.

Recommendation 1: Establish each program as a cost centre and allocate the staffing, resource and faculty costs, and all associated cost and revenue lines accordingly both at the undergraduate and graduate levels to be able to accurately evaluate each program on its own. This will have direct and meaningful impacts on efficiencies in the annual budgeting and goal setting process, with increased participation from all the departments and complete visibility into the formula for institutional success at all levels.



2. GRADUATE RECRUITMENT AND MARKETING

Discussion Topic: The absence of a marketing and a graduate recruitment strategy built on the unique benefits and needs of each program, market trends, both national and global, university goals, and resources is a gap that needs to be addressed. The same can be said for the NU brand. Currently the graduate recruitment goals seem to be driven primarily by the gaps in corridor funding, which although important, should not be the biggest, if not the only driving factor in the annual goal setting process and eventually the goals set for recruitment. It is important that marketing play a vital role in every aim articulated below, creating awareness not only internally, but making it part of establishing the NU brand and identity.



2. GRADUATE RECRUITMENT AND MARKETING

Recommendation 2: Create a recruitment plan that is supported by marketing and the following broad guidelines consistent with institutional and budgetary goals.

Trends: Analyse recruitment and marketing data to see if NU receives a large applicant pool from specific institution/s or area/s of the country, internationally? Are certain applicants not committing to your program? Examine, regional and national trends to see if other institutions are experiencing something similar.

Program Strengths: Develop at least three regionally focused benefits of each program to use in recruitment. These may include faculty strengths, research access, student funding, location, job prospects, campus, or student engagement to name a few.

Website: Ensure the website also reflects this information, is easy to find, navigate, and is continually updated to reflect any changes. All ongoing program events, faculty profiles, research highlights, and program associated news etc., are proactively updated including basic content guiding prospective students on how to find a supervisor

Responsiveness: Set benchmarks for responses to inquiries, application acceptance, student funding allocations, student communications and ensure that these continue through post-admission into the enrolment stage in keeping the student engaged.



3. ADMISSIONS PROCESS AND POLICIES

Discussion Topic: Graduate recruitment and admissions at NU is currently handled by the admissions and recruitment team collaborating with graduate faculty, graduate division leadership and the graduate coordinators. Decisions are made on acceptance/rejection using all paper based legacy methods that may compromise the confidentiality, and equity afforded to each applicant. In addition to this, exceptions that may be needed for certain applicants tend to lack process or supporting policy that delays the acceptance process. The “quality” of information given to inquiries from prospective students and to newly accepted students from a recruitment and admissions point of view seems to be lacking. There are no set expectations provided to applicants with regards to acceptance timelines and delays are a regular part of the acceptance process.



3. ADMISSIONS PROCESS AND POLICIES

Recommendation 3: Broaden the scope of the proposed CRM under Project INTEGRATE to include graduate admissions and adjudication.

Recommendation 4: Ensure the educational requirements for a Graduate Recruiter is a Master's degree at minimum and bring the graduate admissions process to the Office of Graduate Studies when the application volume justifies this switch. The recommendation for a Graduate Studies Coordinator, and Graduate Academic Advisor to have the same requirements will ensure that recruitment, admissions, advising, and retention are activities that never stop with all graduate inquiries, applicants, students with an offer, and ones that have accepted.



3. ADMISSIONS PROCESS AND POLICIES

Recommendation 5: The Office of Graduate Studies should collect all known rules and regulations regarding admissions and evaluate whether they remain relevant, efficient or necessary.

Recommendation 6: The AVP of Graduate Studies should manage the exceptions for admissions in compliance with policy and regulations set by the office of the Registrar. Graduate Studies should investigate whether there is a need or value for associated graduate faculty to have access to this information about admissions exceptions and if so, develop a process to collect and share that data without delaying or disrupting the efficiency of the process.



4. GRADUATE STUDENT FUNDING – POLICIES AND PROCESS

Discussion Topic: Currently NU graduate acceptances are sent out once the funding for each accepted student is established. This has resulted in significant attrition of accepted students due to the delayed nature of this process. Budget allocations to Graduate Studies seem to be unclear at best based on a year over year analysis relative to the enrolment and the growth needed for the University.



4. GRADUATE STUDENT FUNDING – POLICIES AND PROCESS

Recommendation 7: Decouple the admissions/acceptance process from the funding allocation process. Send offer letters to the student once the student has met the requirements for the program and have a separate deadline/timeline for funding allocations. The period in between these two deadlines is an opportunity to engage with the student from all fronts and ensure the funding package is aligned with their needs and maximizes acceptance of the offer.

Recommendation 8: Allocate funding to Graduate Studies from all applicable avenues at the beginning of the year, enabling meaningful goal setting for all activities including recruitment, marketing, scholarships, bursaries etc. An example would be funding that is not specified for graduate or undergraduate students can be allocated on a percentage basis to Graduate studies at the beginning of the year and adjusted based on utilization during the year. Develop funding models that are equitable, that scale with the regional cost of living, and competes with universities in the area.



5. SUPERVISION AND CULTURE

Discussion Topic: The supervision of Graduate Students can be one of the most rewarding, and challenging, responsibilities of a faculty member. Generally speaking, there seems to be no strong culture or desire to supervise at NU. Teaching loads, lack of awareness, experience are some of the obstacles indicated when it comes to supervision. Supervision is also not seen as a designated responsibility and is not clearly defined in terms of the workload that a faculty member carries. More than a quarter of the graduate students at NU are overdue or beyond their time to completion, although a direct relationship with supervision has not been examined by this study.



5. SUPERVISION AND CULTURE

Recommendation 9: Review policies and practices around supervision both at the institutional level and in the collective agreement. Define the obstacles to supervision while developing a framework to foster supervision not only by removing some of these obstacles and perceptions but developing a culture where faculty members are seen as a basic pillar of university education and program development while stressing the fact that despite being a very complex responsibility, it is one of the most important factors that impact student progress in research.

Recommendation 10: Examine the reasons for graduate students going beyond their time to completion and take the necessary steps to address those causes. Mentorship and supervision are highly recommended as suggested solutions in addition to examining relevant policies and application of these policies.



6. NEW PROGRAM DEVELOPMENT AND CURRICULA

Discussion Topic: Historically, graduate degrees have been associated with a high level of specialization, typically pursued immediately after completing an undergraduate program, aiming for a specific and stable career path, whether it is research, academia or industry. However, a significant number of graduate degree holders now change careers at least once, making their specialized training less relevant. The disconnect between workforce needs and higher education offerings, has been evidenced in multiple academic and industry studies and in almost all cases encourages universities to reimagine graduate education. This reimagined approach suggests that NU equip students with both broad and deep knowledge, enabling them to excel in careers that may not yet exist. It calls for educational innovation that adapts to the ever-evolving market demands for versatility and “intellectual mobility,” urging a focus on the future needs of students rather than prioritizing their contribution to the university's teaching and research missions.



6. NEW PROGRAM DEVELOPMENT AND CURRICULA

Recommendation 11: Pursue a robust portfolio of graduate programs at the degree, certificate and course levels. Develop appropriate metrics for assessing all existing graduate programs, looking for value and relevance, with a strategic consideration of the NU's overall program offerings and its competitors, marketplace, student and workforce needs, and emerging directions.

Recommendation 12: Strengthen NU's current interdisciplinary efforts and strategically target the growth of interdisciplinary opportunities with program revisions and new program development. Close attention to the balance of breadth and depth of course offerings will be important to maximize fiscal efficiency.



6. NEW PROGRAM DEVELOPMENT AND CURRICULA

Recommendation 13: Extend the reach and breadth of NU's program delivery, specifically with online delivery and partnerships. NU's ability to meet changing demands for how, when, and where students learn is critical to sustaining and growing NU's educational reach from North Bay and to serve underserved communities and people. Increase offerings of certificates and other course offerings and explore ways to leverage existing programs and degrees.

Recommendation 14: Take proactive measures to make graduate studies attractive to undergraduate students. Consider accelerated Master's programs by exploring 3+2 and 4+1 formats as part of a strategy to encourage undergraduate students to continue graduate studies at NU.



7. ALIGNMENT WITH STRATEGIC AND ACADEMIC PLANS

Discussion Topic: The current NU Strategic Plan leans very heavily towards indigenous culture, practices and collaboration and there is a lack of evidentiary information that points to the operationalisation of this plan. The risk to the institution and its image is quite substantial if the operationalisation of the plan is perceived as minimal or lacking in effort. Graduate Studies is positioned well to deliver indigenisation at NU by ensuring there is meaningful indigenous content in the graduate program curricula.

Recommendation 15: Develop and embed indigenous content and courses in new and existing programs. Teach diversity and inclusion, ensuring NU graduates, staff, faculty are culturally literate, understand systemic discrimination and how to combat it, and are prepared to be good partners on campus and in a diverse workplace and society.



8. REVENUE

Discussion topic: Program revenue and program health is always a key part of leadership discussions at NU. As mentioned earlier, the lack of accurate cost allocations by program makes it a discussion that lacks teeth, making all calls and actions for increases in revenue, enrolment, program suspensions challenging to implement given the inaccurate and/or lack of data to make these crucial decisions.



8. REVENUE

Recommendation 16 : In conjunction with recommendation 1, NU should develop a set of metrics and measurables for program health, that include revenues, costs, funding, enrolment, staffing, to name a few. Macro for annual reviews, and micro for institutional strategic planning and provincial program/federal funding reviews. The macro metrics should allow for continuous improvement throughout while the micro measurements provide the big picture for the institution to make key decisions and to ensure robust reporting to the provincial and federal bodies. From a work culture point of view, it is suggested that larger discussions be under program health, where revenue is one part of a large discussion that involves all of the metrics designed as part of this goal.



8. REVENUE

Recommendation 17: Develop and offer revenue focused courses through Graduate Studies with existing and new content that are in demand by industry locally, nationally and globally in online and on campus delivery modes. Develop the online delivery model as you go and introduce graduate programs that can be delivered online.

Recommendation 18 : Develop revenue sharing partnerships with international universities to foster faculty and student exchange, curriculum sharing, shared research opportunities and local faculty led online delivery with international partners.

Recommendation 19: Set goals for Advancement in alignment to meet the Graduate Studies' student funding and needs as part of the budget setting process. Graduate studies to reciprocate with lending expertise in fundraising meetings in a planned and proactive basis to help achieve and exceed these goals.



9. REPORTING STRUCTURE

Discussion Topic: The current reporting structure in the Office of Research, Innovation and Graduate Studies is not student centric as there are no distinct lines of reporting with various functions like advising, coordination, supervision to the RIGS office, thus creating a disconnect that leads to ineffective accountability and inefficiencies in how students are served. A study of the current administrative roles also point to mixed and conflicting responsibilities especially to do with the functions above. The current coordinator role seems to be heavily burdened with the workload associated with serving 173 graduate students.

Recommendation 20: Restructure the Associate Dean role to a Dean of Graduate studies. This allows a more meaningful reporting hierarchy where the Associate Deans, Graduate coordinators at the program level have a partial reporting line to the Dean for matters relating to functions and accountabilities directly related to graduate studies and graduate students.



9. REPORTING STRUCTURE

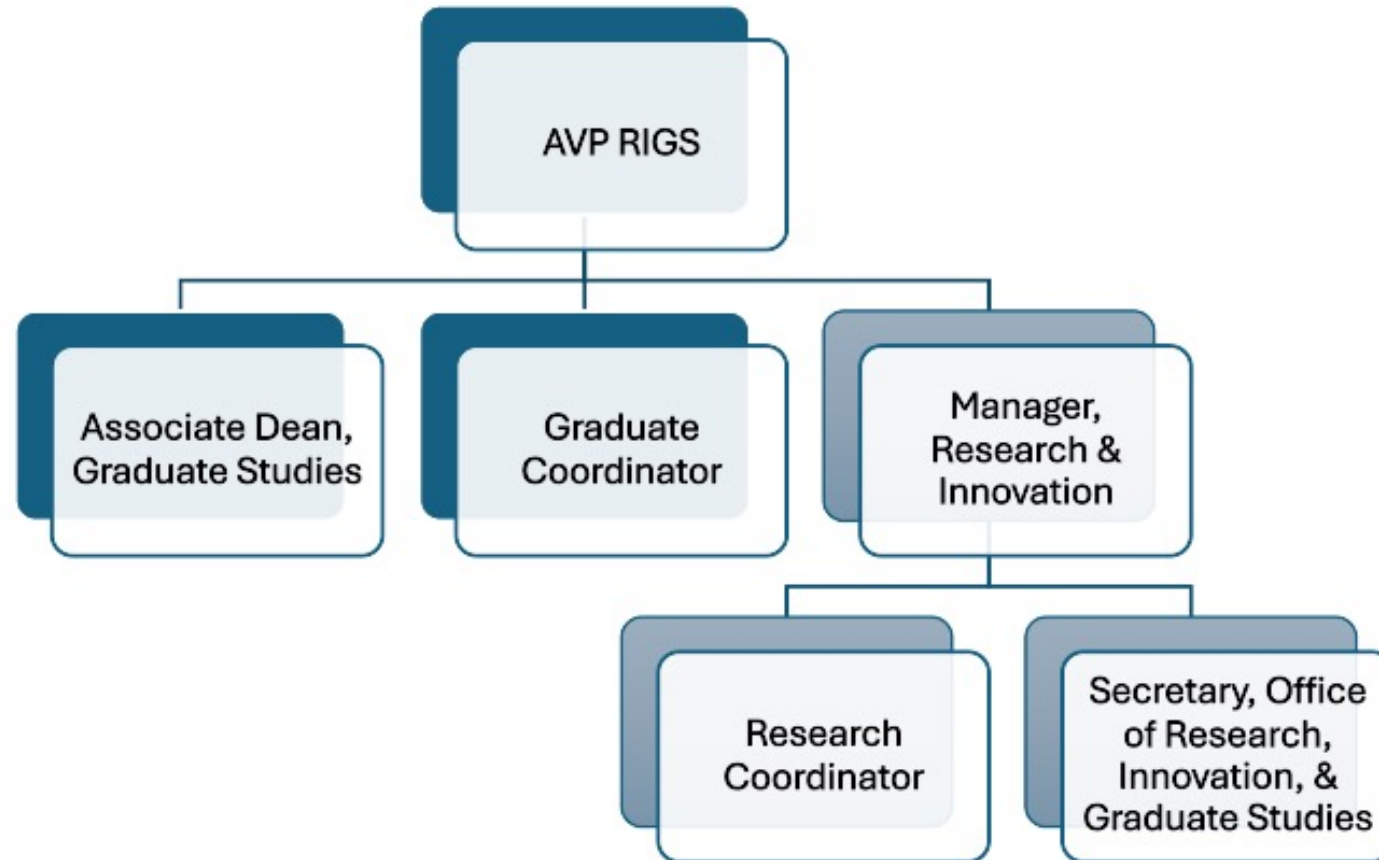
Recommendation 21 : Evaluate the job descriptions for Graduate Coordinators at the program level to ensure the roles are defined with purpose and accountability and that they align meaningfully and functionally with the RIGS Graduate Coordinator role while ensuring it is weighted to one course release in terms of workload. This will allow for increased efficiencies, accountability, student service, and continuity planning and result in an equitable workload for the current coordinator and the proposed advisor role.

Recommendation 22: Create a partial reporting line for the Graduate Recruiter (direct line to the Office of the Registrar) to the Office of RIGS with the eventual goal of transitioning this role completely to RIGS with growth in new student intake volumes.

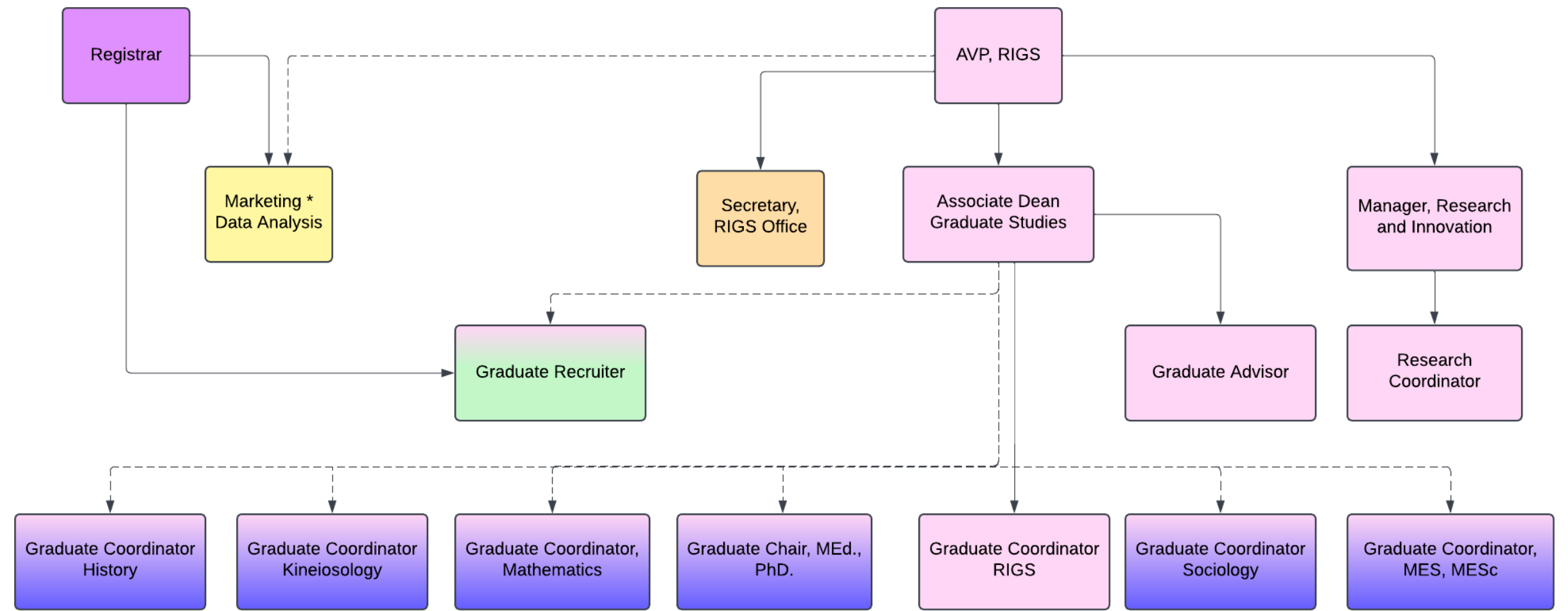
Recommendation 23: Create a Graduate advisor role with the RIGS office not only to serve students more effectively, but also to create equity in terms of the workload. It is also highly recommended that this role require a graduate degree as a minimum qualification.



9. REPORTING STRUCTURE - CURRENT



9. RESEARCH, INNOVATION AND GRADUATE STUDIES (RIGS) – PROPOSED REPORTING STRUCTURE



10. RETENTION

Discussion Topic: Retention efforts start with recruitment and continues to graduation and beyond and is a shared responsibility for everyone at Nipissing University. It is generally believed that the smaller the institution, the greater the collaboration needed to achieve the goals set by the institution including how students, faculty and staff are served. Current gaps in succession and continuity planning with the movement in staff positions have resulted in inefficient team structures and workloads and should be one of the baseline priorities as it heavily impacts how everyone is served.

Recommendation 24: Develop an onboarding process for students that sets a stage for continuous engagement with the student at every step starting with the inquiry.



10. RETENTION

Recommendation 25: Develop succession and continuity plans in staffing within graduate studies to ensure continuity in service, equity in workloads, and to promote growth and opportunities within the workplace.



11. COLLECTIVE AGREEMENT

Discussion Topic: As NU works with the recommendations in this document, it is crucial that challenges with the collective agreement be considered and weighed against the benefits to the students, the institution, the union, and its members. The changes that are needed can make an accelerated impact with a collaborative environment of transparency and solution/benefit-based discussions.

Recommendation 26: Develop list of priorities and the challenges faced in implementing these priorities specific to the collective agreement. Engage with the union and the to explore specific solutions that maintain the current spirit of the agreement while moving forward in implementing the changes.



NEXT STEPS

Given the above discussion, following is a set of slides that can serve as a roadmap in developing an overall graduate strategy that can first be tailored at an institutional level with broad institutional goals and subsequently populated at each program level with factors that are unique to each program and deliverables that become meaningful for the stakeholders of each program.

The plan is structured under four major pillars with multiple goals under each pillar. For ease of customization and implementation, there are suggested activities listed under each goal. These activities have to be fluid for them to be effective and be owned by their respective stakeholders. Feel free to remove, add, amend these goals at the Graduate Studies division level while maintaining continuity with the institutional goals.

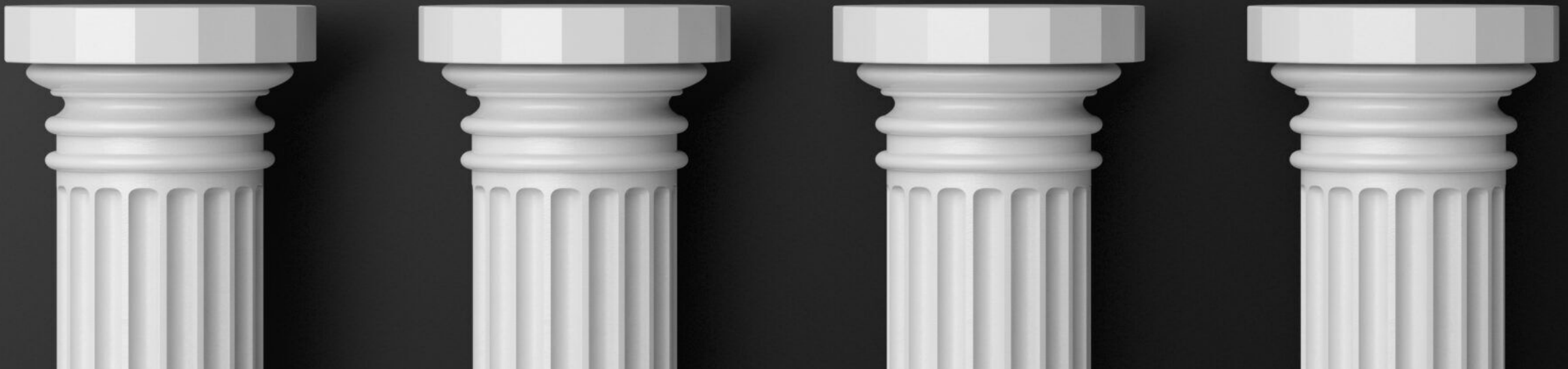


GOALS

1. DEVELOP THE NU GRADUATE SCHOOL IDENTITY
2. DEVELOP A MARKETING AND COMMUNICATIONS PLAN AROUND THE IDENTITY THAT INCLUDES A DISTINCT WEB PRESENCE FOR THE GRADUATE SCHOOL.
3. INCREASE THE GRADUATE STUDENT POPULATION AT NU
4. PROVIDE QUALITY PROGRAMMING, RESEARCH, AND INSTRUCTION.
5. REEXAMINE POLICIES AND PROCESSES TO CREATE ALIGNMENT WITH GOALS AND STRATEGY.
6. DEVELOP DIVERSITY, EQUITY AND INCLUSION COMPONENTS IN PROFESSIONAL DEVELOPMENT FOR STAFF AND FACULTY AND MENTORING PROGRAMS

STRATEGIC PILLARS

- A. Planning, Recruitment and Persistence
- B. Professional Development and Mentoring
- C. Organizational Transformation
- D. Leadership



PLANNING, RECRUITMENT AND PERSISTENCE GOALS

A₁

CREATE GRADUATE RECRUITMENT, ADMISSIONS AND PERSISTENCE PLANS

- Identify goals
- Create, communicate and implement annual recruitment plan
- Admissions and Recruitment training for all graduate divisions and programs
- Develop international recruitment plan/marginalized groups



PLANNING, RECRUITMENT AND PERSISTENCE GOALS

A₂

RECRUIT AND ENROL A BROADER AND MORE DIVERSE RANGE OF GRADUATE STUDENTS

- Develop a holistic graduate admissions process
- Identify and eliminate barriers to entry related to eligibility, admissions, access, funding and persistence
- Establish admissions and funding practices that promote equity
- Review criteria in the funding awarding process.



PLANNING, RECRUITMENT AND PERSISTENCE GOALS

A₃

EXPAND GRADUATE STUDENT PIPELINE WITH THE AIM OF CLOSING GAPS IN ACADEMIC OUTCOMES.

- Develop bridge programs with undergraduate programs
- Develop outreach and recruitment strategies to identify and encourage students into graduate programs
- Expand opportunities to attend graduate school early for prospective and current students, and encourage faculty to cultivate undergraduate interest in graduate programs
- Identify and implement financial support practices that promote equity in graduate education.

PLANNING, RECRUITMENT AND PERSISTENCE GOALS

A₄

IDENTIFY AND ADDRESS STUDENT BASIC NEEDS AND PERSISTENCE.

- Reevaluate and develop an effective student onboarding, orientation and communications process.
- Incorporate culturally relevant and accessible service and advising models. These models should include resources and services within the graduate division for all graduate students
- Identify and address challenges associated with extended continuation. These can include policy reviews, financial support practices, equity related topics, learning challenges, disabilities, mental health concerns.

PLANNING, RECRUITMENT AND PERSISTENCE GOALS

A₅

ESTABLISH A GRADUATE CENTRE AT NU.

- This can include resources, services and spaces that are accessible to all graduate students.
- Space can be utilized to promote interdisciplinary interaction and collaboration and to foster a sense of belonging.
- Increase awareness and visibility of all services available to graduate students.
- Hire a dedicated graduate recruiter that is embedded within the graduate school team reporting to the Associate Registrar Recruitment.

B₁

CREATE MENTORING PROGRAMS AIMED AT ENHANCING EFFECTIVE FACULTY-STUDENT MENTORSHIP

- Develop a faculty mentor training program to enhance mentorship skills, promote equity and inclusion, and foster positive and enriching relationships between mentors and mentees.
- Encourage the establishment of extensive mentorship networks, enabling graduate students to connect with mentors from diverse backgrounds.
- Position Graduate Studies as a leader in faculty-graduate student mentorship and create a centralized hub for sharing best practices.

B₂

CREATE AN EXPANDED PORTFOLIO OF PROFESSIONAL DEVELOPMENT RESOURCES THAT FOCUS ON A DIVERSE RANGE OF CAREER OUTCOMES FOR ALL GRADUATE STUDENTS.

- Promote a cultural shift in academia that equally values all career paths for graduate students and postdoctoral scholars.
- Collaborate with campus and community partners to identify internship and job opportunities for graduate students.
- Offer students chances for service learning and community-based learning experiences.
- Incorporate diversity components into professional development programs.
- Collect and publish data regarding graduate career outcomes.

PROFESSIONAL DEVELOPMENT AND MENTORING

B₃

CONNECT WITH THE GRADUATE ALUMNI COMMUNITY BY DEVELOPING OPPORTUNITIES, SERVICES, AND PROGRAMS THAT EMPHASIZE PROFESSIONAL DEVELOPMENT AND COMMUNITY ENGAGEMENT.

- Boost the number of alumni participating as active volunteers, advocates, and board members, while enhancing ongoing relationships through improved volunteer engagement.
- Formulate a strategy to maintain alumni involvement in the years following their graduation.
- Establish mentorship networks that connect current students with alumni, fostering a stronger sense of community and providing clearer insights into career pathways.
- Create a pipeline to prepare alumni, donors, and prospective donors for contributions to key areas of graduate education.

PROFESSIONAL DEVELOPMENT AND MENTORING

B₄

DEVELOP NEW DIVERSITY, EQUITY, INCLUSION COMPONENTS IN PROFESSIONAL DEVELOPMENT AND MENTORING PROGRAMS IN PARTNERSHIP WITH PROGRAMS AND CAMPUS PARTNERS.

- Incorporate diversity and bias training into faculty mentoring programs.
- Offer resources focused on culturally aware and inclusive mentoring practices.

ORGANIZATIONAL TRANSFORMATION



ENHANCE THE ORGANIZATIONAL EMPHASIS OF GRADUATE STUDIES ON SERVICE, INCLUSIVITY, WELLNESS, AND PROFESSIONAL DEVELOPMENT.

- Cultivate a culture of staff development and retention within Graduate Studies by ensuring that leaders at all organizational levels receive training in management skills and cultural competency.
- Enhance assessment and accountability for recruitment outcomes at both the administrative and academic department levels, holding leaders accountable for their hiring decisions and for effectively communicating those decisions to candidates.
- Diversify hiring committees to incorporate a range of perspectives and voices in the evaluation of applicants, thereby promoting excellence in diversity and inclusion within recruitment and hiring practices.
- Proactively employ assessment tools such as exit interviews and turnover metrics to gain insight into employee turnover and take informed actions based on the findings.

ORGANIZATIONAL TRANSFORMATION

C₂

EMBED DIVERSITY, EQUITY, AND INCLUSION INTO EVERY FACET OF GRADUATE STUDIES AND GRADUATE EDUCATION.

- In partnership with campus stakeholders, decolonise curricula, programs, events, and policies aimed at eliminating racial bias in graduate education and training.
- Provide resources and incentives to support both new and existing departmental and program-based multicultural and anti-racist organizations.
- Drive internal staff development initiatives that cultivate an environment where every individual feels accountable for fostering diversity and inclusion excellence.

ORGANIZATIONAL TRANSFORMATION



C₃

ENHANCE THE PROCESSES, RESOURCES, AND COMMUNICATION CHANNELS AIMED AT PROVIDING SUPPORT AND GUIDANCE TO GRADUATE PROGRAM STAFF AND FACULTY.

- Establish and sustain comprehensive faculty and staff development programs that focus on sharing best practices in recruitment, program administration, mentoring, and student support.
- Streamline and simplify the existing Graduate Studies funding model to facilitate multi-year financial planning for campus partners.
- Increase awareness and understanding of the internal funding review and disbursement process.
- Strengthen collaboration with academic programs and the Office of Research and Innovation to create resources that aid graduate students in their funding applications and grantsmanship.

ORGANIZATIONAL TRANSFORMATION



ASSIST THE CAMPUS IN ITS INITIATIVES TO DEVELOP AND IMPLEMENT NEW PROGRAMS., UG AND GRAD

- Collaborate with other campus units to recommend updates to campus policies and procedures related to program proposals.
- Facilitate and participate in campus committees that support the development of course based, self-supporting and online degree programs.
- Offer consultation to new programs regarding best practices in recruitment, admissions, and financial support.
- Advocate for policy changes that create a more streamlined and efficient program development and review process.

ORGANIZATIONAL TRANSFORMATION

C₅

DRIVE THE CREATION OF INNOVATIVE SOLUTIONS THAT ENHANCE AND ADVANCE OPERATING PROCEDURES AND PROCESSES TO BETTER SERVE THE NEEDS OF NU'S STAKEHOLDERS, INCLUDING STUDENTS, PROGRAM FACULTY, AND STAFF.

- Provide tools that facilitate remote engagement and enhance access to essential support areas, including academic services, advising, financial assistance, and employment/labour, by eliminating constraints related to in-person processes (e.g., approval, receipt, signing, verification), thereby ensuring equitable support for students in various instructional formats (e.g., hybrid and online).
- Generate operational insights to identify and resolve process bottlenecks, improving and optimizing student and business services.
- Utilize new technologies to lessen the administrative workload on faculty and staff in Graduate Studies and graduate programs while maintaining academic oversight.

LEADERSHIP

D₁

ESTABLISH OPPORTUNITIES FOR GRADUATE STUDENTS, POSTDOCTORAL SCHOLARS, FACULTY, AND STAFF TO ENGAGE IN ACTIVE DIALOGUE AND COLLABORATIVE ADVOCACY.

- Organize regular town hall meetings and open houses for students, faculty, and staff.
- Work together with the Student 's Union, Student Advisory Committee, and other student organizations.
- Establish channels for the community to provide feedback and request support.



LEADERSHIP

D₂

PUBLICLY ADVOCATE FOR THE NEEDS OF GRADUATE STUDENTS, FOCUSING ON CHALLENGES SUCH AS HOUSING, FOOD SECURITY, MENTAL HEALTH, DISABILITY ACCOMMODATIONS, RACIAL INEQUITY, CASE MANAGEMENT, AND FUNDING.

- Partner with alumni to expand opportunities for graduate students to work alongside legislators and other community leaders.
- Partner with Marketing & Communications, Government and Community to participate in community-university partnerships, and regional, and global multi-sector consortiums.
- Create Graduate Research Advocacy Day.
- Address the challenges associated with the existing academic employment, funding, and payment schedules.



LEADERSHIP

D₃

ESTABLISH NU GRADUATE STUDIES AS A FRONTRUNNER IN GRADUATE STUDENT PROFESSIONAL DEVELOPMENT, FACULTY-STUDENT MENTORSHIP, COMPREHENSIVE EVALUATION, AND COMMUNITY ENGAGEMENT.

- Author and publish articles in academic journals and higher education outlets.
- Showcase innovations at both regional and national higher education conferences.
- Collaborate with Marketing & Communications to enhance the promotion of NU's strengths and unique features to both the campus community and the public. Boost the reach and presence of NU stories in campus, provincial, national, and international media.
- Optimize NU's internal and external communication strategies to strengthen the Graduate Studies brand and enhance awareness of the division and graduate education.

LEADERSHIP

D₄

SECURE PHILANTHROPIC FUNDING TO ACHIEVE THE OBJECTIVE OF PROVIDING COMPETITIVE X-YEAR FUNDING FOR ALL GRADUATE STUDENTS.

- **Create a Comprehensive Fundraising Strategy Focused on Student Support:** Develop a detailed plan that outlines specific fundraising goals, target audiences, and outreach methods aimed at enhancing student support.
- **Highlight Success Stories of Fellowship Recipients:** Increase awareness and engagement by sharing impactful stories from recipients of philanthropic fellowships, showcasing how their experiences and achievements have made a difference.
- **Establish Stewardship Plans for Donors:** Design and execute tailored stewardship plans for both individual and corporate donors to ensure they feel valued, informed, and connected to the impact of their contributions

LEADERSHIP

D5

SEEK OUT AND SECURE ADDITIONAL REVENUE SOURCES TO FACILITATE THE GROWTH OF PROFESSIONAL DEVELOPMENT, MENTORING, DIVERSITY INITIATIVES, AND GRADUATE PREPARATORY PROGRAMS AND RESOURCES.

- **Identify And Pursue Grants:** Actively seek and apply for grants that will fund the expansion of programs.
- **Expand The Donor Pipeline:** Broaden NU's network of potential donors to increase funding opportunities.
- **Train Graduate Studies Team Members:** Provide training on development and fundraising best practices to key members of the Graduate Studies team.
- **Engage Staff And Faculty In Philanthropy:** Educate staff and faculty on the importance of philanthropy and involve them in fostering a culture of giving.
- **Enhance Donor Retention:** Implement focused donor relations and stewardship strategies to improve donor retention rates.

LEADERSHIP

D⁶

COLLABORATE WITH CAMPUS LEADERSHIP, GRADUATE GROUP CHAIRS, COORDINATORS, AND FACULTY TO TACKLE FUNDING AND RESOURCE ALLOCATION CHALLENGES FACED BY GRADUATE GROUPS.

- **Strengthen partnerships with leaders in all areas at NU:** Continue to build partnerships with leaders, the Business Intelligence and Analytics team, and others to enhance awareness of resources available for graduate groups and their requirements for success.
- **Facilitate discussions on graduate group Needs:** Lead and facilitate conversations to assess the teaching and operational needs of graduate groups.
- **Collaborate with the Office of Research and Innovation:** Work together with the Office of Research and Innovation and other campus leaders to address and enhance funding models for graduate students.

THANK YOU



ARK GLOBAL INC.



Vice-President, Finance & Administration

Report to the Board of Governors – June 2025

Finance Update

The Finance department is working on finalizing the 2024-2025 financials in preparation for the year-end audit beginning in July. We are still on track with projections as presented in the budget presentation.

2025-2026 financials are currently on budget.

Capital Projects

The Front Entrance Renovation was awarded to Venasse Building Group, slightly under budget, with completion expected well before September. It will double traffic capacity, improve vestibule use, and align with recent updates. Work has just started.

Venasse was also awarded the Outdoor Classroom project, with completion targeted for late September. A kickoff meeting was held last week.

All other 2025-26 Capital Budget projects are also on budget. Facilities Renewal Planning (FRP) funding confirmation for 2025-26 is still pending.

Campus Sales & Services updates

Summer accommodations is on track to meet overall budget. We have seen a decrease in student rentals and an increase in general public including companies such as the construction industry. Any potential revenue shortfall here is expected to be made up by decreases in part-time wages.

We are on track to meet and possibly exceed our summer camps revenue targets. This is partially due to the implementation of a new ecommerce process that has simplified the registration process for customers, as well as simplified the registration management process for our staff.

The new ecommerce platform is also being implemented for the Lakers Shop. Sales to date are almost double for the same time period. We will continue to monitor and hopefully exceed our revenue targets.

Advancement

I am pleased to share that *An Evening at Nipissing University: Driving Discovery*, held on June 13, was a tremendous success. The event brought together over 170 guests — including alumni, donors, faculty, staff, students, and community members — to celebrate and support student research. The evening featured inspiring remarks, research activations, a video presentation highlighting graduate research mentorship, and a lively silent auction.

Thanks to the generosity and engagement of our community, we are proud to report that the event raised over \$20,000 in support of the Student Research Opportunity Fund. We extend our sincere thanks to all who attended and contributed to this meaningful evening.



Vice-President, Finance & Administration

Other updates

Nipissing University and Canadore College have partnered with the North Bay Youth Volleyball Club to establish new beach volleyball courts on campus. The new 'Education Centre Courts' are located beside the turf field on a previously underutilized grassy area. Landscaping was funded by the volleyball club, while Nipissing and Canadore provided the space.

The courts are already seeing strong use, with over 150 athletes registered for the summer season. Once the regular season ends, Nipissing and Canadore students will have full access to the facilities.

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

At the May 6th, 2025 meeting of Nipissing University's Compulsory Ancillary Fees Committee, the following Nipissing University Student Union Ancillary Fees for 2025/2026 were approved for formal recommendation to the Board of Governors of Nipissing University.

Undergraduate and Part-Time Graduate Students per 3 credit course

Non-Essential Fees

NUSU Student Groups Support Fee	\$1.94
NUSU Recreational Activities Fee	\$0.55
NUSU Emergency Food Bank Fee	\$0.80
NUSU Academic Support Fee	\$0.99

Essential Fees

Student buildings

NUSU Student Centre Fee	\$37.80
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Campus Programming and Initiatives

NUSU Membership Fee	\$1.36
NUSU Orientation Fee	\$0.97
NUSU Society Support Fee	\$0.57
NUSU Canadian Federation of Students	\$2.06
NUSU Operations Support Fee	\$6.17
NUSU World University Service of Canada	\$0.35
NUSU Government Advocacy Fee	\$0.63
NUSU Awareness Campaigns & Initiatives Fee	\$1.95
NUSU Programming and Services Fee	\$6.77

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

NUSU Student Health & Wellness Plan	\$360.00
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Full-Time Graduate Students per term

Non - Essential Fees

NUSU Student Groups Support Fee	\$6.46
NUSU Recreational Activities Fee	\$1.83
NUSU Emergency Food Bank Fee	\$2.66
NUSU Academic Support Fee	\$3.30

Essential Fees

Student buildings

NUSU Student Centre Fee	\$125.87
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Campus Programming and Initiatives


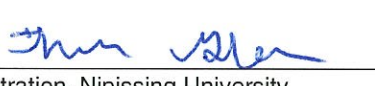
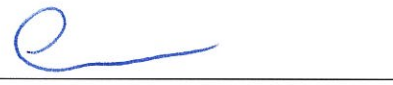
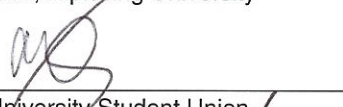
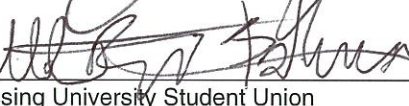

NUSU Membership Fee	\$4.53
NUSU Orientation Fee	\$3.23
NUSU Society Support Fee	\$1.90
NUSU Canadian Federation of Students	\$10.32
NUSU Operations Support Fee	\$20.55
NUSU World University Service of Canada	\$1.17
NUSU Government Advocacy Fee	\$2.10
NUSU Awareness Campaigns & Initiatives Fee	\$6.49
NUSU Programming and Services Fee	\$22.54

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

NUSU Student Health & Wellness Plan	\$360.00
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We, the Committee Members of Nipissing University's Compulsory Ancillary Fees Committee as named in the University's Compulsory Ancillary Fees Protocol Agreement, have participated in the review process and support the formal recommendation of the Compulsory Ancillary Fees Committee for the Nipissing University Student Union Ancillary Fees for 2025/26 as described above.

Representative

Name	Signature	Supported (Y/N)	Date
Lindsay Sullivan Representative, Administration, Nipissing University		Y	May 13/2025
Theresa Graham Representative, Administration, Nipissing University		Y	May 9/25
Leslie Aitchison Representative, Administration, Nipissing University		Y	May 9/25
Matt Suszter Representative, Nipissing University Student Union		Y	May 13/25
Nicholas Botham Representative, Nipissing University Student Union		Y	May 13/25
Brigitte Foisy Representative, Nipissing University Student Union		Y	May 13, '25

NIPISSING

U N I V E R S I T Y

Efficiency and Accountability Recommendation Implementation Plan

June 25, 2025



Executive Summary

In 2024, the Province mandated the University to identify actions to increase efficiency of operations in the service of better achieving our strategic mandate. In response, we commissioned a report from NOUS Group to explore the Ministry's five thematic focus areas:

- **governance and administrative services**
- **academic programming**
- **physical assets and facilities**
- **collaborative procurement and**
- **revenue-generating opportunities**



Executive Summary

The report provides thirteen recommendations, grouped into five interdependent projects, designed to balance financial sustainability, institutional capacity, and mission-critical impact.

We also commissioned a report from Strategic Governance Consulting Services to explore and assess Board and Senate governance within our bicameral model. The report confirms that members of both the Board of Governors and the University Senate are invested in achieving good governance.



Executive Summary

For implementation to succeed, existing barriers to change must be addressed. Of primary focus are:

- **governance inefficiencies**
- **administrative capacity constraints**
- **pedagogical resistance to change and**
- **limited scalability in academic programming**

The change will also require one-time investment to unlock long-term financial sustainability and institutional growth. The recommendations are in-line with actions identified in the Academic and Operational Plan (APOP). As such, some of the investments have already begun in the 2025-2026 budget. Other investments will be dependent on securing additional funds from the Province.

The background of the slide features a soft, artistic watercolor wash. It consists of broad, overlapping strokes of light green, teal, and blue, creating a textured, painterly effect. The colors are more concentrated on the right side and fade into a pale, almost white background on the left.

Implementation Overview

Strong, clear governance and accountability is essential to transformation success.

EAF IMPLEMENTATION TEAM

Approvers

President Provost VPFA

Contributors

Deans AVPs Directors

The Implementation Team is responsible for approving major decisions (e.g., scope, funding and resourcing needs), championing change through various channels, and monitoring high-level progress.

PROGRAM MANAGEMENT OFFICE (PMO)

The PMO provides centralized oversight, responsible for program direction, integrated planning, department engagement, governance coordination, tracking and reporting, and change communications.

Comprised of two new contract positions:

- Program Director
- Program Administrator (may be a seconded position)

This office will work closely with all administrative units, primarily with Institutional Planning & Analysis

Implementation Plan will be driven by two core workstreams, complemented by three unit-specific improvement projects.

The implementation plan will be overseen by a central **Program Management Office (PMO)**, responsible for program direction, project planning, department engagement, governance, tracking, reporting, and change communications.

Delivery will occur through **two workstreams**: one led and executed under the Provost and focused on academic programming, and the other led and executed under the VPFA, focused on administrative modernization.

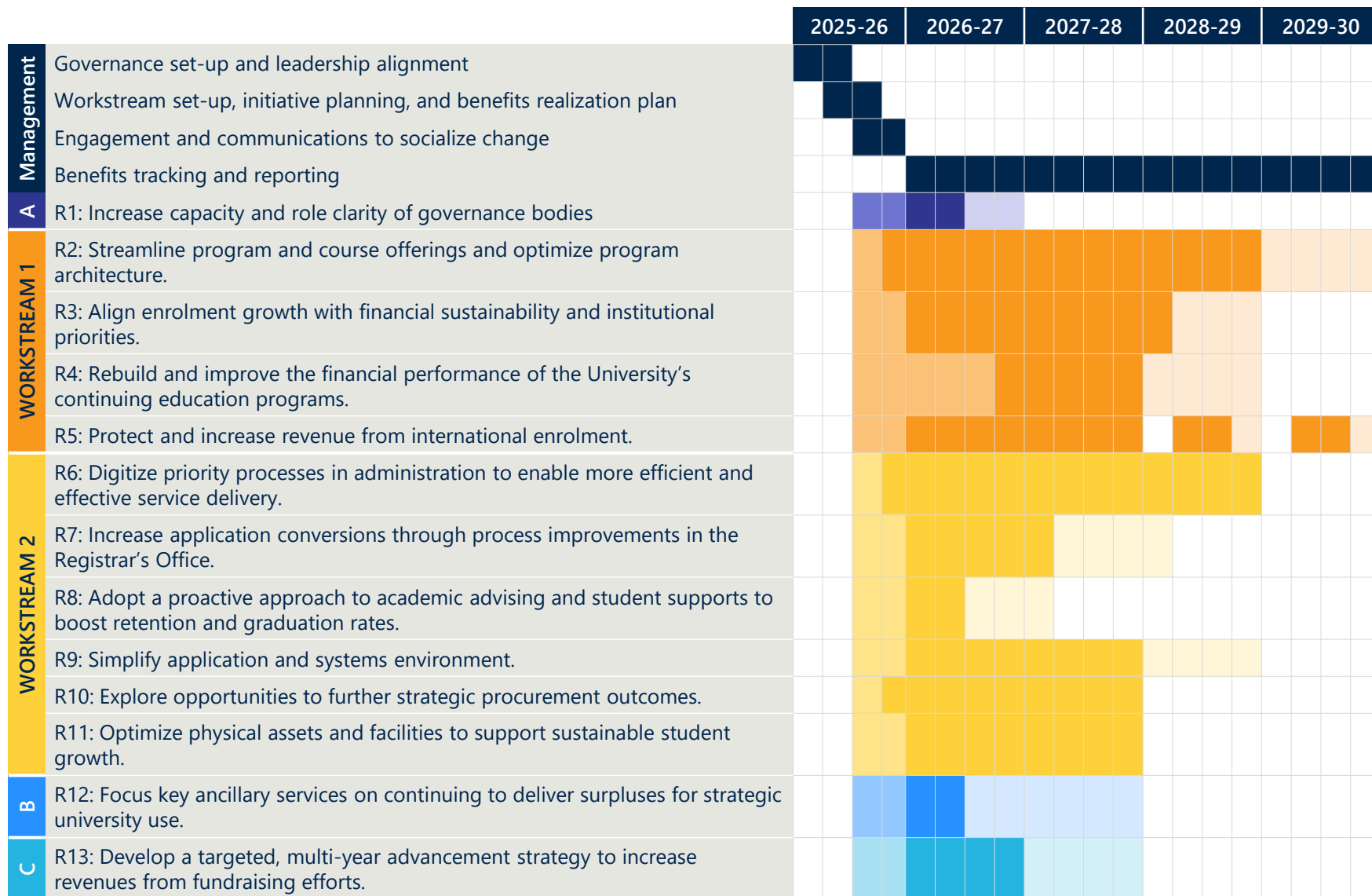
In parallel, several **complementary unit-led improvement projects** will be delivered outside the formal program structure but are expected to complement and align with program goals.



Thirteen targeted initiatives will drive Nipissing's financial sustainability, operational efficiency, and enrolment-focused growth.

	GOVERNANCE	
A	R1	Increase capacity and role clarity of governance bodies.
WORKSTREAM 1	ACADEMIC PROGRAMMING	
	R2	Streamline program and course offerings and optimize program architecture.
	R3	Align enrolment growth with financial sustainability and institutional priorities.
	R4	Rebuild and improve the financial performance of the University's continuing education programs.
	REVENUE-GENERATING OPPORTUNITIES	
	R5	Protect and increase revenue from international enrolment.
WORKSTREAM 2	ADMINISTRATIVE & STUDENT SERVICES	
	R6	Digitize priority processes in administration to enable more efficient and effective service delivery.
	R7	Increase application conversions through process improvements in the Registrar's Office.
	R8	Support a proactive approach to academic advising and student supports to boost retention and graduation rates.
	R9	Simplify application and systems environment.
	PROCUREMENT OPPORTUNITIES	
	R10	Explore opportunities to further strategic procurement outcomes.
	PHYSICAL ASSETS AND FACILITIES	
	R11	Optimize physical assets and facilities to support sustainable student growth.
	REVENUE-GENERATING OPPORTUNITIES	
B	R12	Focus key ancillary services on continuing to deliver surpluses for strategic university use.
C	R13	Develop a targeted, multi-year advancement strategy to increase revenues from fundraising efforts.

The implementation plan prioritizes sequencing change to balance financial sustainability, institutional capacity, and mission-critical impact.



Note: This is a simplified view of timelines for each recommendation, each presented in detail in the Appendix

Key: Planning Implementation Sustainment

EAF Implementation Plan Budget Outlook

		2025-26 Budget	2026-27 Budget	2027-28 Budget	2028-29 Budget
Launch	Establish PMO Office (Contract Positions)	\$125,000	\$250,000	\$250,000	\$250,000
A	R1: Increase capacity and role clarity of governance bodies	\$25,000	\$75,000		
WORKSTREAM 1	R2: Streamline program and course offerings and optimize program architecture.	\$120,000	\$120,000	\$140,000	\$120,000
	R3: Align enrolment growth with financial sustainability and institutional priorities.	\$200,000	\$200,000	\$200,000	\$200,000
	R4: Rebuild and improve the financial performance of the University's continuing education programs.		\$65,000	\$65,000	\$70,000
	R5: Protect and increase revenue from international enrolment.	\$112,500	\$112,500	\$112,500	\$112,500
WORKSTREAM 2	R6: Digitize priority processes in administration to enable more efficient and effective service delivery.	\$1,500,000	\$1,500,000	\$800,000	\$775,000
	R7: Increase application conversions through process improvements in the Registrar's Office.	\$600,000	\$100,000	\$100,000	\$100,000
	R8: Adopt a proactive approach to academic advising and student supports to boost retention and graduation rates.		\$450,000	\$300,000	\$130,000
	R9: Simplify application and systems environment.		\$25,000	\$25,000	
	R10: Explore opportunities to further strategic procurement outcomes.		\$250,000		
	R11: Optimize physical assets and facilities to support sustainable student growth.			\$1,000,000	
B	R12: Focus key ancillary services on continuing to deliver surpluses for strategic university use.				
C	R13: Develop a targeted, multi-year advancement strategy to increase revenues from fundraising efforts.				



Linking EAF Recommendations to APOP

EAF Recommendations Mapped Along with APOP Action Items

APOP Action Item

EAF Recommendation

		1	8	10	12	13	16	17	20	21	22	23	25	26	40	58	62	64	65	67	70-73
EAF Recommendation	A	R1	X													X					
	WORKPLAN 1	R2		X	X																
		R3	X			X			X			X									
		R4															X				
		R5	X				X	X												X	
	WORKPLAN 2	R6														X		X	X		
		R7	X								X										
		R8	X										X	X							
		R9																	X		
		R10																X	X		
		R11								X									X		
	B	R12															X				
	C	R13													X		X				X

APOP Action Items linked to EAF Recommendations

1	Fully implement Project Integrate
8	Nipissing will focus on good governance and will develop a policy of policies including template, review timelines, proliferation protocol, and a central repository of policies.
10	Review the modalities of delivery by program, expand andragogical models of delivery, develop outdoor teaching, expand experiential learning, review academic integrity policies, provide wrap around services to needs of students, train graduate students, training opportunities re: financial management and administrative policy management.
12	Convene industry/community advisory councils, develop terms of reference and membership for each council (at decanal level)
13	Establish baseline and benchmarks for program sustainability at the Faculty level
16	Undertake innovative program renewal to distinguish Nipissing University's Nursing programs
17	Schulich School of Education will provide the Provost and Senate's AQAPC with a list of strategic priorities for the School
20	Review the barriers to recruitment in STEM disciplines at Nipissing in order that we can redress the barriers. Upon delivery of the review, the Provost will work with the Faculties to develop a plan for STEM-specific disciplines.
21	Provide the Provost with a revised program curricula and facility plan for the Fine Arts department.
22	Increase domestic enrolment 6% year-over-year (largely by increasing conversion led by the Registrar as detailed in Project Integrate)
23	Move the Strategic Enrolment Management group to the Provost's Office in order that budget and recruitment targets will be communicated such that recruitment and persistence are reported as a shared responsibility where everyone, across portfolios, takes ownership and responsibility for the goal.
25	Development of a complementary plan on retention and persistence
26	Convene an ad hoc working group to focus on retention from a student-centred focus.
40	Diversify supports for research by engaging with foundations, donors, industry and other potential research funders and partners and develop ongoing annual targets.
58	Provide training and support for academic administrators
62	Develop a long-term alternative revenue strategy.
64	Create an operational review plan
65	Develop an IT strategic plan, and investment plan with the goal of understanding what resources are required, and when.
67	Develop and implement a Strategic Communications Plan for both internal and external audiences
70-73	Develop a comprehensive Community Relations Strategy; Develop a 5-year alumni plan to broaden and deepen alumni engagement; Develop of a 5-year approach to philanthropy; Launch a scalable sponsorship strategy

The background of the slide features abstract watercolor washes. In the upper right, there are vibrant green and teal colors. These transition into lighter, more ethereal blue and white washes that spread across the lower and left portions of the slide, creating a soft, painterly effect.

Appendix A: Governance Recommendations

Increase capacity and role clarity of governance bodies

Nipissing University commissioned a report from Strategic Governance Consulting Services to explore and assess Board and Senate governance within our bicameral model.

Through this review process, **we seek consistency and clarity** in understanding the authority, responsibilities, and accountabilities of Board and Senate as we work through the implementation of Academic and Operational Planning (APOP) towards a position of trust and integrity in our governance policies and procedures. For purposes of discussion, **we have distilled the analysis of the governance report into six recommendations.**

- 1 Review and Design the Secretariat Model**
- 2 Develop Governance Training & Onboarding Programs**
- 3 Adopt a University-Wide Policy Framework**
- 4 Establish Clear Committee Frameworks and Conduct Governance Evaluation**
- 5 Develop a Senate Evaluation System**
- 6 Seek clarity on the Role of Senate Officers**

The background of the slide features a watercolor-style wash of colors. On the right side, there are vibrant green and teal washes that blend into a lighter blue wash that extends across the bottom and left side of the page. The overall effect is soft and artistic.

Appendix B: NOUS Recommendations

R2: Streamline program and course offerings and optimize program architecture.

OBJECTIVES	TIMING CONSIDERATIONS	KEY PEOPLE	KPIs
<ol style="list-style-type: none"> 1. Align program portfolio with academic plan, workforce needs, and student demand. 2. Streamline graduation pathways to improve student recruitment, experience, and retention. 3. Reduce course and section redundancy and optimize resource use. 4. Strengthen foundational learning. 	<ul style="list-style-type: none"> • Significant planning and academic consultation are required to align changes with academic cycles and governance timelines. • Time-intensive curriculum development and mapping processes, especially for common curricula. • Requires change management and deep engagement with department heads and faculty. 	<p>Lead: Deans' Council</p> <p>Decision Maker: Provost with Senate Academic Committee</p> <p>Key Stakeholders:</p> <ul style="list-style-type: none"> • Registrar's Office • Department Heads and Faculty • Curriculum Committees • Nipissing University Student Union 	<ul style="list-style-type: none"> • Number of programs aligned with Academic Plan • Total number of courses • Average enrolment per course • Student satisfaction • Graduation / retention rate • Academic FTE course load

Risk	Likelihood	Impact	Mitigation
Resistance from departments or faculty leading to implementation delays	HIGH	HIGH	<ul style="list-style-type: none"> • Lead through the Deans' Council, empowered by Presidential mandate • Engage early and transparently with academic leaders • Involve faculty in co-design of changes • Incentivize faculty participation (e.g., prioritize internal grants to departments leading the change, professional development, etc.)
Complexity of curriculum mapping and redesign	HIGH	MID	<ul style="list-style-type: none"> • Dedicate curriculum and planning support • Phase implementation by department and start with pilot areas
Negative student perception of reduced choice	MID	LOW	<ul style="list-style-type: none"> • Emphasize benefits such as simpler graduation pathways and improved student experience • Retain essential disciplinary elements to preserve student interest

R2: Streamline program and course offerings and optimize program architecture.

KEY STEPS TO DELIVER

■ Planning ■ Implementation ■ Sustainment ◆ Milestone

PLANNING

- 1. Confirm governance, academic plan, and mandate:** Empower Deans' Council to lead; clarify alignment with the Academic Plan and define a mandate grounded in institutional academic priorities.
- 2. Define current state:** Establish guiding principles and success criteria; engage departments to map current offerings, identifying early opportunities.
◆ *Mapped current state and guiding principles for rationalization*

IMPLEMENTATION

- 3. Rationalize future program portfolio:** Use institutional criteria and Senate Academic Committee oversight to identify low-enrolment, duplicative, or misaligned programs. Assess fit based on academic mission, regional workforce needs, and student demand. Drive future state portfolio through existing governance processes.

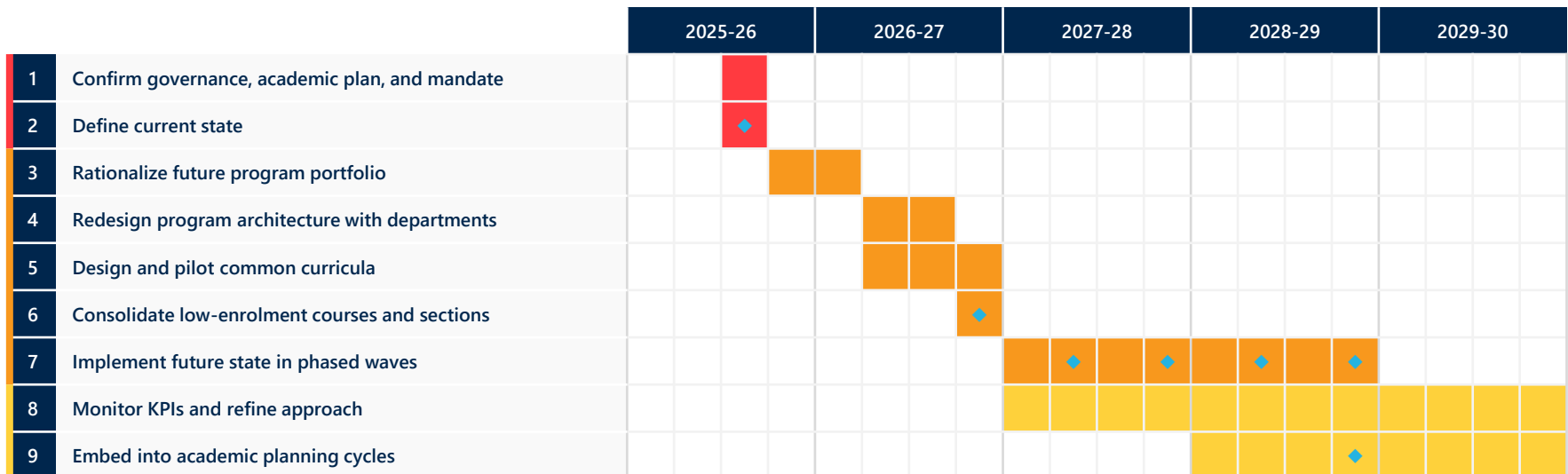
- 4. Redesign program architecture with departments:** Collaborate with departments and curriculum committees to standardize program structures (e.g., credit weightings, core requirements) and streamline graduation pathways. Ensure redesigns align with guiding principles, promote student clarity, and meet Senate policy.
- 5. Design and pilot common curricula:** Co-develop first- and second-year common curricula with faculty leadership and test in selected programs to build proof of concept.
- 6. Consolidate low-enrolment courses and sections:** Use enrolment data and faculty input to identify underutilized courses and sections for consolidation; maintain disciplinary integrity.
◆ *Mapped future state*
- 7. Implement future state in phased waves:** Roll out changes by department, allowing time for

adaptation and iteration.

◆ *Phased launch in Fall and Winter semesters*

SUSTAINMENT

- 8. Monitor KPIs and refine approach:** Track key indicators such as enrolment, satisfaction, and academic overhead; adjust implementation based on results and feedback.
- 9. Embed into academic planning cycles:** Incorporate streamlined design principles and course efficiency criteria into ongoing program review and academic planning processes.
◆ *Established framework for program and course review*



R3: Align enrolment growth with financial sustainability and institutional priorities.

OBJECTIVES	TIMING CONSIDERATIONS	KEY PEOPLE	KPIs
<ol style="list-style-type: none"> 1. Focus enrolment growth on programs aligned with Academic Plan priorities. 2. Improve financial sustainability across portfolio of programs. 3. Empower academic leaders to make data-driven decisions on program and course rationalization. 4. Strengthen institutional differentiation through program positioning. 	<ul style="list-style-type: none"> • Requires integration of financial and enrolment data across academic and administrative units to enable informed planning. • Enrolment strategies must be aligned with intake cycles, marketing lead times, and faculty hiring windows. • Early consultation with Deans and faculty is critical to validate priorities and build buy-in. 	<p>Lead: Institutional Planning and Analysis</p> <p>Decision Maker: Provost</p> <p>Key Stakeholders:</p> <ul style="list-style-type: none"> • Dean's council • Department Chairs • Vice-President, Finance and Administration • Registrar's Office • Facilities Services • Marketing and Recruitment 	<ul style="list-style-type: none"> • Enrolment growth in high net-contribution programs • Marketing ROI for priority programs • Faculty net contribution margin • Departments using program profitability tool

Risk	Likelihood	Impact	Mitigation
Limited availability or trust in quality data inputs for profitability tool	HIGH	HIGH	<ul style="list-style-type: none"> • Use existing validated data sources where possible • Clearly communicate data definitions and limitations in tool • Phase rollout to allow for iterative feedback and refinement
Resistance to perceived marketisation of academic decision-making	HIGH	MID	<ul style="list-style-type: none"> • Emphasize alignment with the Academic Plan and institutional mission • Ensure faculty involvement in criteria development • Position tools as enabling (not replacing) academic judgement
Misalignment between financial metrics and academic priorities	MID	HIGH	<ul style="list-style-type: none"> • Co-design program evaluation KPIs with faculty • Build shared understanding of metrics with Deans' Council and the IPA • Validate priorities through academic governance bodies

R3: Align enrolment growth with financial sustainability and institutional priorities.

KEY STEPS TO DELIVER

■ Planning ■ Implementation ■ Sustainment ◆ Milestone

PLANNING

- Align governance and clarify mandate:** Empower IPA to lead with Deans' Council oversight; confirm scope, responsibilities, and alignment with the Academic Plan.
◆ *Completed trusted tool to assess net contribution of programs*
- Test and refine the program profitability tool:** Use existing data sources to build, test, and iterate the tool with selected pilot programs to ensure trust in net contribution outputs.
◆ *KPI framework approved by Senate Academic Planning Committee*
- Define framework for program assessment:** Develop common KPI criteria to evaluate program demand, alignment, and net contribution (note: interdependent with R2) to support integrated decision-making.
◆ *KPI framework approved by Senate Academic Planning Committee*

IMPLEMENTATION

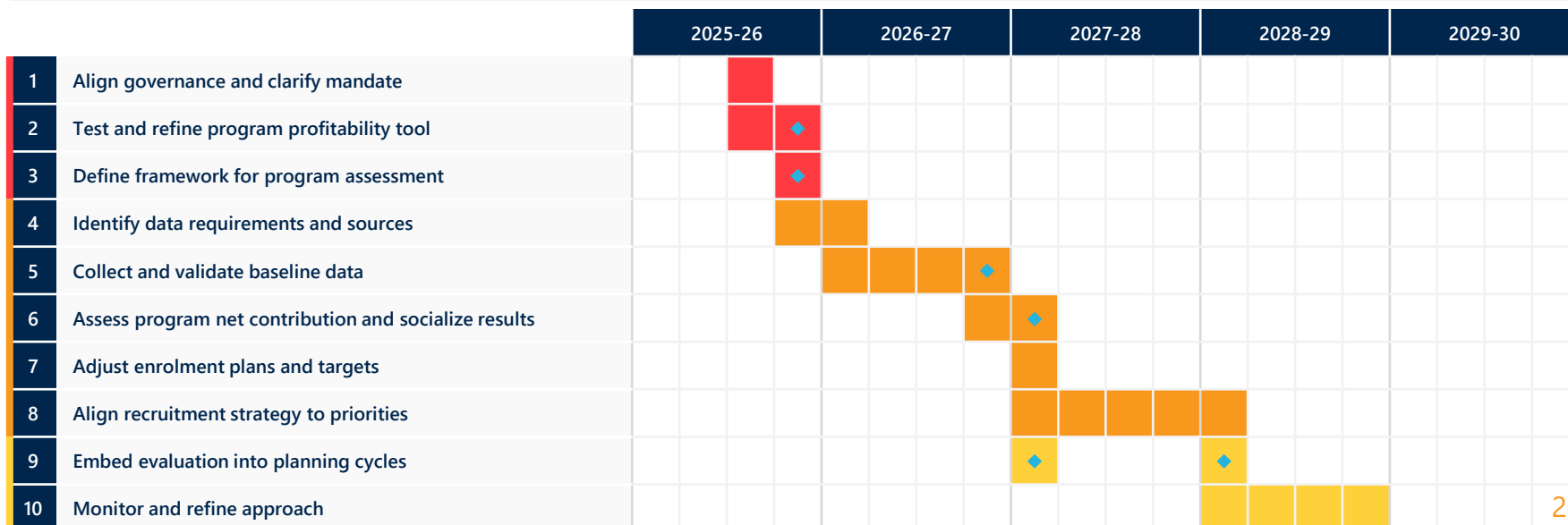
- Identify data requirements and sources:** Engage IPA and academic leaders to confirm required data inputs (e.g., instructional costs, space usage) and assess availability, reliability, and ownership.
- Collect and validate baseline data:** Collaborate with institutional data owners to collect, clean, and validate data for use in the profitability tool and KPI framework. Address gaps and establish consistent baselines for program assessment.
◆ *Validated baseline dataset for program evaluation*
- Assess program net contribution and socialize results:** Use the tool and KPI framework to generate results and engage Deans, Chairs, and leaders in interpreting and validating program-level insights.
- Adjust enrolment plans and targets:** Revise institutional and faculty-level enrolment targets based on prioritized programs; consult with Deans,

Registrar's Office, and Facilities to confirm feasibility.
◆ *Priority growth programs confirmed and resourced*

- Align recruitment strategy to priorities:** Refocus marketing and recruitment toward priority programs with tailored messaging, targeted outreach, and coordinated timing.

SUSTAINMENT

- Embed evaluation into planning cycles:** Integrate program evaluation metrics into academic planning, enrolment forecasting, and budget development processes.
◆ *Program evaluation metrics embedded into annual planning*
- Monitor and refine approach:** Track use of the tool, enrolment trends, and financial outcomes; refine methodology and priorities based on evidence and feedback.



R4: Rebuild and improve the financial performance of the University's continuing education programs.

OBJECTIVES	TIMING CONSIDERATIONS	KEY PEOPLE	KPIs
<ol style="list-style-type: none"> 1. Diversify and increase institutional revenues. 2. Expand credential offerings aligned with Northern Ontario workforce needs. 3. Improve relevance and competitiveness of programming. 4. Strengthen partnerships with employers and industry to inform program development and delivery. 	<ul style="list-style-type: none"> • Requires refreshed vision and operating model for continuing education, building on early work within T&L. • Must align with funding cycles, delivery planning windows, and the availability of faculty and instructional designers. • Industry engagement and market research are essential early activities to ensure relevance and enrolment viability. 	<p>Lead: Director, Teaching & Learning</p> <p>Decision Maker: Provost</p> <p>Key Stakeholders:</p> <ul style="list-style-type: none"> • Director, Finance • Senate Academic Programming Committee • Industry partners • Registrar's Office • Marketing and communications 	<ul style="list-style-type: none"> • Growth in continuing education revenue • Growth in enrolment across AQ/ABQ and micro-credentials • Proportion of micro-credentials integrated into existing program structures and taught by NUFA faculty • Percentage of micro-credential learners who enroll in other Nipissing programs

Risk	Likelihood	Impact	Mitigation
Weak alignment between delivery model and learner demand	MED	HIGH	<ul style="list-style-type: none"> • Conduct early market testing and learner consultations • Ensure delivery formats match demand (e.g., module, online, asynchronous, etc.) and match learner expectations • Use flexible intake models to support varied learner schedules
Misalignment with labour market needs	MED	HIGH	<ul style="list-style-type: none"> • Engage employers in program co-design to ensure relevance • Use labour market data to identify in-demand skills and gaps. Differentiate based on regional opportunities
Insufficient revenue to sustain program past initial funding	LOW	HIGH	<ul style="list-style-type: none"> • <i>Integrate micro-credentials into existing degree pathways to share resources and reduce standalone delivery risk; prioritize delivery by NUFA faculty where feasible to reduce cost escalation</i> • <i>Develop diversified funding streams, including employer-paid models</i>

R4: Rebuild and improve the financial performance of the University's continuing education programs.

KEY STEPS TO DELIVER

■ Planning ■ Implementation ■ Sustainment ◆ Milestone

PLANNING

- 1. Confirm governance, mandate, and funding:** Define a clear structure for decision-making and delivery, confirming alignment with the Academic Plan. Assign leadership roles and clarify institutional goals for continuing education. Secure funding, staff, and technology to support program development. Leverage Ontario's Micro-Credential Challenge for financial backing.
- 2. Assess current state and strategic opportunities:** Review AQ/ABQ and micro-credential offerings, financial performance, and workforce relevance.
- 3. Conduct market and employer research:** Analyze labour market data, regional skills gaps, and competitor offerings to identify in-demand credentials and ensure alignment with funding and employer needs.

- 4. Identify future state offerings:** Develop a renewed AQ/ABQ model and identify new micro-credentials aligned with workforce needs, academic strengths, and delivery capacity.
- 5. Integrate with program portfolio and architecture:** Collaborate with T&L to embed micro-credentials into program architecture. Design courses to support blended enrolment (degree + micro-credential learners) and ensure micro-credentials act as on-ramps into degree programs.
◆ *Future state offerings approved by Senate*

IMPLEMENTATION

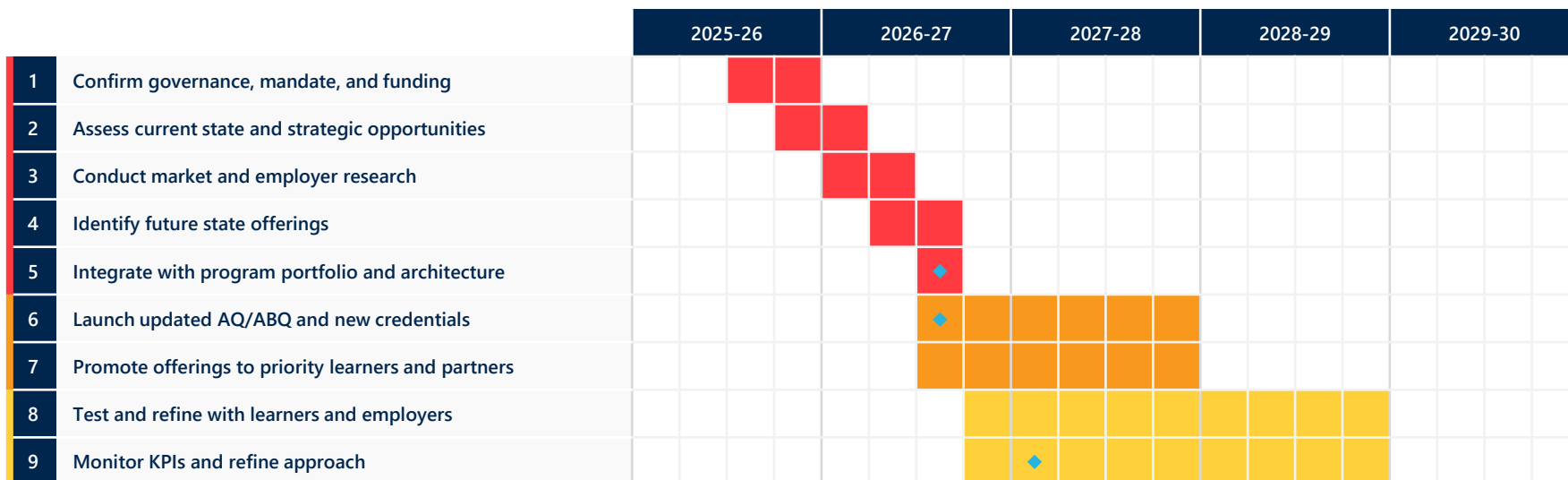
- 6. Launch updated AQ/ABQ and new credentials:** Begin delivery of high-priority offerings, supported by internal staffing and technology capacity. Ensure operational readiness and alignment with institutional academic cycles.
◆ *Enrolment initiated in updated AQ/ABQ and new*

micro-credentials

- 7. Promote offerings to priority learners and partners:** Deploy targeted marketing and employer outreach strategies to drive awareness and enrolment across key regional and online markets.

SUSTAINMENT

- 8. Test and refine with learners and employers:** Gather feedback from learners, faculty, and employers through pilots, surveys, and focus groups to refine content, delivery, and value proposition.
- 9. Monitor KPIs and refine approach:** Track enrolment, revenue, learner outcomes, and employer satisfaction. Use findings to refine offerings and ensure long-term sustainability.
◆ *Embedded continuing education metrics into the institutional planning cycle*



R5: Protect and increase revenue from international enrolment.

OBJECTIVES	TIMING CONSIDERATIONS	KEY PEOPLE	KPIs
<ol style="list-style-type: none"> 1. Diversify and stabilize institutional revenue. 2. Improve conversion between acceptance and registration. 3. Reduce acquisition costs through stronger partnerships with agents and articulation partners. 4. Broaden geographic reach and institutional differentiation to compete in a constrained market. 	<ul style="list-style-type: none"> • Must align with admissions cycles and seasonal recruitment peaks. • Requires coordinated consultation across academic and administrative units to align offer timing. • Early attention to conversion funnel interventions is critical. • Interdependent with planned technology enhancements (R7). 	<p>Lead: Registrar</p> <p>Decision Maker: Provost</p> <p>Key Stakeholders:</p> <ul style="list-style-type: none"> • VPFA • International admissions and recruitment • International agents and articulation agreement partners • Student services and support • Marketing and communications 	<ul style="list-style-type: none"> • Growth in international student revenue • Reduction in average acquisition cost per international student • Conversion rate from acceptance to registration • International enrolment by region/submarket

Risk	Likelihood	Impact	Mitigation
Low conversion from acceptance to registration despite improved recruitment	HIGH	HIGH	<ul style="list-style-type: none"> • Implement real-time, personalized follow-up • Make offers bundled with conditional incentives (e.g., scholarships) • Strengthen the onboarding experience post-acceptance
Misalignment between recruitment timing and admissions processes	MED	HIGH	<ul style="list-style-type: none"> • Establish cross-functional coordination early • Build initiative timelines around admissions cycles
Limited internal capacity to manage new agent relationships or submarket strategies	MED	MED	<ul style="list-style-type: none"> • Prioritize high-return partners • Provide staff training or targeted support

R5: Protect and increase revenue from international enrolment.

KEY STEPS TO DELIVER

Planning Implementation Sustainment Milestone

PLANNING

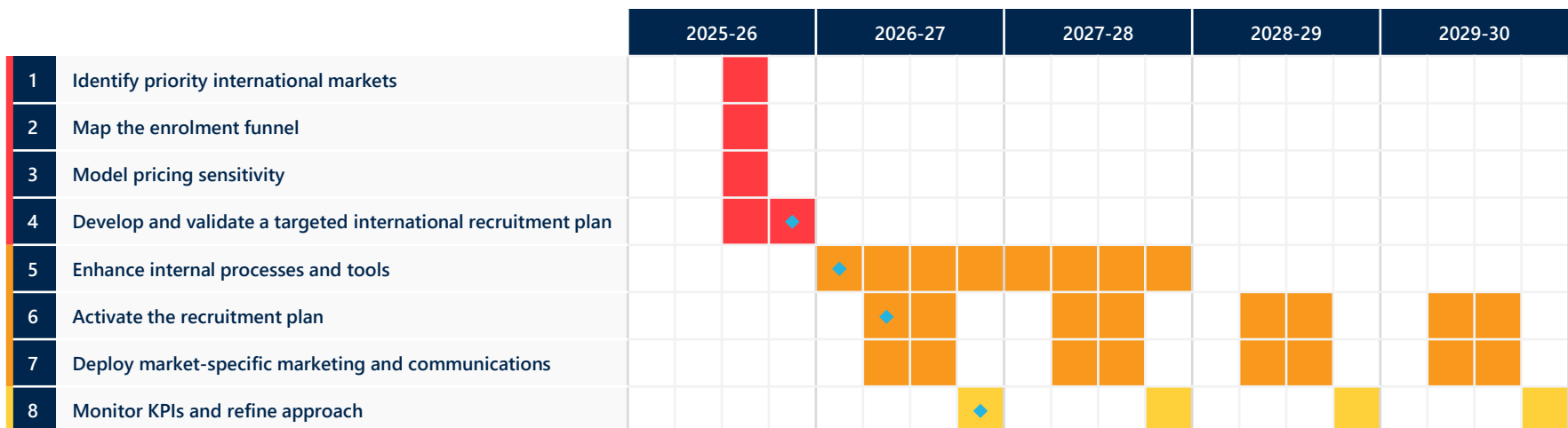
- Identify priority international markets:**
Use sector trends, demographic analysis, and alignment with Nipissing's value proposition to identify six to eight priority source countries.
- Map the enrolment funnel:**
Pinpoint where prospective students are lost in the recruitment process and understand root causes.
- Model pricing sensitivity:**
Assess how targeted awards and discounts can influence yield in key (sub)markets.
- Develop and validate a targeted international recruitment plan:**
Include market entry strategies, conversion interventions, and agent and articulation priorities.
◆ *International recruitment plan approved by leadership*

IMPLEMENTATION

- Enhance internal processes and tools:**
Improve funnel tracking, agent coordination, and post-offer engagement support. Prioritize short-term improvements while broader system changes are implemented in the Registrar's Office ([see R7](#)).
◆ *Quick win project implemented*
- Activate the recruitment plan:**
Focus on priority countries, high-performing agents, and streamlined articulation pathways.
◆ *Priority agent/articulation agreements executed*
- Deploy market-specific marketing and communications:**
Co-develop content with Marketing and Communications, using (e.g.) international student graduate personas and outcomes across existing channels and as marketing collateral for agents.

SUSTAINMENT

- Monitor KPIs and refine approach:**
Regularly track [key performance indicators](#) with a focus on conversion, yield, and cost-to-acquire by market. Adjust strategy annually based on performance and policy shifts.
◆ *First annual results review complete*



R6: Digitize priority processes in administration to enable more efficient and effective service delivery.

OBJECTIVES	TIMING CONSIDERATIONS	KEY PEOPLE	KPIs
<ol style="list-style-type: none"> 1. Increase automation to reduce manual, error-prone effort. 2. Improve system integration and data flows across functions. 3. Streamline target processes (e.g., student placement and part-time hiring). 4. Lay the foundation for long-term digitization and service excellence. 	<ul style="list-style-type: none"> • Digitization efforts should be sequenced to avoid staff overload and align with peak academic and operational periods. • Early no-tech and low-tech improvements can build program momentum. • System upgrades may require multi-year, phased implementation. • High potential for interdependencies across other recommendations. 	<p>Lead:</p> <ul style="list-style-type: none"> • Project Management Office <p>Decision Maker:</p> <ul style="list-style-type: none"> • VPFA <p>Key Stakeholders:</p> <ul style="list-style-type: none"> • VPFA • Finance team • UTS • HR team • Process users • Process providers 	<ul style="list-style-type: none"> • FTE freed up for reallocation to more value-adding work • Decrease in manual errors/rework • Adoption rate of digitized processes • Time to hire • Time to place students

Risk	Likelihood	Impact	Mitigation
Insufficient staff capacity to implement new tools and processes	HIGH	HIGH	<ul style="list-style-type: none"> • Stagger implementation phases • Focus on no-tech/low-tech wins early
Integration challenges across legacy systems	MED	HIGH	<ul style="list-style-type: none"> • Conduct integration testing in advance • Prioritize interoperable, modular solutions
System downtime or service quality dips during transition	MED	HIGH	<ul style="list-style-type: none"> • Schedule major changes outside peak periods • Maintain backup systems and support channels
Implementation delays due to procurement or resourcing	MED	MED	<ul style="list-style-type: none"> • Set realistic timelines and approval windows • Pre-identify key internal and external delivery partners
Poor user adoption of new processes or platforms	MED	MED	<ul style="list-style-type: none"> • Provide targeted training and change supports • Involve users early in design • Communicate benefits clearly and consistently

R6: Digitize priority processes in administration to enable more efficient and effective service delivery.

KEY STEPS TO DELIVER

■ Planning ■ Implementation ■ Sustainment ◆ Milestone

Planning

- 1. Identify priority pain points:** Engage process owners to identify the highest friction administrative processes across HR, Finance, UTS, and the Registrar's Office.
- 2. Assess current state and map inefficiencies:** Analyze how these processes currently function, quantify manual effort and error rates, and determine dependencies.
- 3. Define future state and digitization objectives:** Outline what success looks like (e.g., reduced processing time, improved data integrity) for each priority process.
- 4. Evaluate and sequence solution options:** Shortlist no-tech, low-tech, and system-based solutions based on feasibility, alignment with existing platforms, and resourcing. Sequence

projects.

◆ *Digitization priorities and timeline approved*

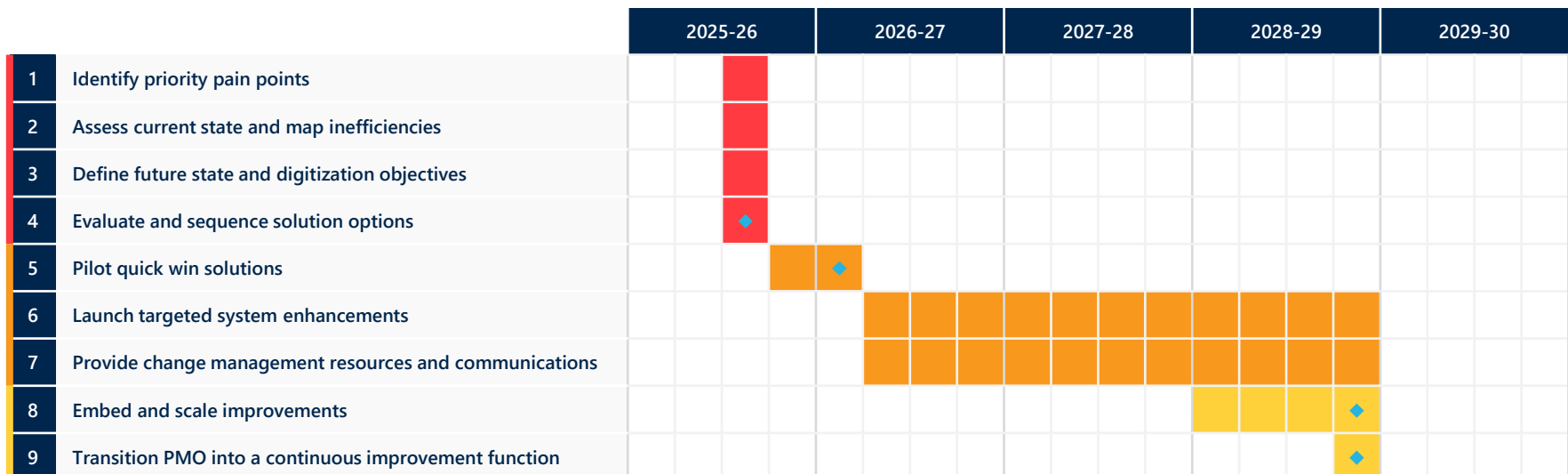
Implementation

- 5. Pilot quick win solutions:** Begin with simple changes that require minimal technology but deliver immediate efficiency or accuracy improvements.
◆ *Pilot rollout completed and refined for broader deployment*
- 6. Launch targeted system enhancements:** Implement higher-impact improvements, leveraging existing ERP modules and cross-functional collaboration where needed. The PMO will manage timelines while process-specific teams deliver implementation with support from UTS.
- 7. Provide change management resources and**

communication to process stakeholders: Provide training, resources, and clear communication to help stakeholders adapt to new processes by creating buy-in and awareness of benefits.

Sustainment

- 8. Embed and scale improvements:** Document revised processes, update training resources, and integrate into standard operating procedures.
◆ *Process documentation finalized and embedded in institutional practice*
- 9. Transition PMO into a continuous improvement function to monitor impact and continuously improve:** Track KPIs (e.g., time to hire, error reduction), collect user feedback, and refine solutions over time. Transition the PMO into a continuous improvement function.
◆ *CI function established.*



R7: Increase application conversions through process improvements in the Registrar's Office.

OBJECTIVES	TIMING CONSIDERATIONS	KEY PEOPLE	KPIs
<ol style="list-style-type: none"> 1. Improve applicant experience and reduce processing time. 2. Increase conversion rates by reducing manual handling and review inconsistencies. 3. Enhance data integrity and decision-making through stronger core systems integration. 4. Support enrolment goals by enabling faster, more consistent admissions. 	<ul style="list-style-type: none"> • Dependent on the implementation of the student application management system. • Timing must align with peak admissions cycles to minimize disruption and ensure sufficient staff capacity. • Dependencies with international enrolment (R5) and broader digitization efforts (R6) must be actively managed. 	<p>Lead: Registrar</p> <p>Decision Maker: Provost</p> <p>Key Stakeholders:</p> <ul style="list-style-type: none"> • Enrolment and Admissions • UTS • Faculty admissions reviewers • Student Services • Prospective students • VPFA (for resourcing and integration dependencies) 	<p>Financial Performance:</p> <ul style="list-style-type: none"> • Increased student enrolment <p>Effectiveness:</p> <ul style="list-style-type: none"> • Response time from student application to decision • Internal student application processing time • Application conversion rate from offer to acceptance
Risk	Likelihood	Impact	Mitigation
Implementation delays or misalignment with intake cycles	HIGH	HIGH	<ul style="list-style-type: none"> • Establish a clear delivery timeline aligned with intake windows • Monitor project milestones closely through the PMO
Insufficient system integration with existing SIS and ERP	MED	HIGH	<ul style="list-style-type: none"> • Prioritize solutions with proven interoperability • Engage UTS early to address integration challenges
Staff capacity and training limitations	MED	MED	<ul style="list-style-type: none"> • Provide focused training sessions aligned to staff roles and system changes • Develop clear user guides and quick-reference materials • Identify superusers within teams to support peer learning
Implementation delays due to procurement or resourcing	MED	MED	<ul style="list-style-type: none"> • Establish governance committee with faculty representation • Engage faculties early to co-develop consistent criteria • Emphasize benefits for fairness, transparency, and efficiency

R7: Increase application conversions through process improvements in the Registrar's Office.

KEY STEPS TO DELIVER

■ Planning ■ Implementation ■ Sustainment ◆ Milestone

PLANNING

- 1. Map current admissions processes:** Identify inefficiencies, delays, and manual work across the application, review, and decision stages.
- 2. Determine future state workflows:** Co-develop faster, more consistent admissions processes with input from academic leaders, staff, and student user groups, before systems integrations begin.
- 3. Define functional needs and confirm integration points:** Clarify priority features needed from the new system, ensuring alignment with the SIS and other student-facing tools.
◆ Preferred system selected and implementation approach agreed

IMPLEMENTATION

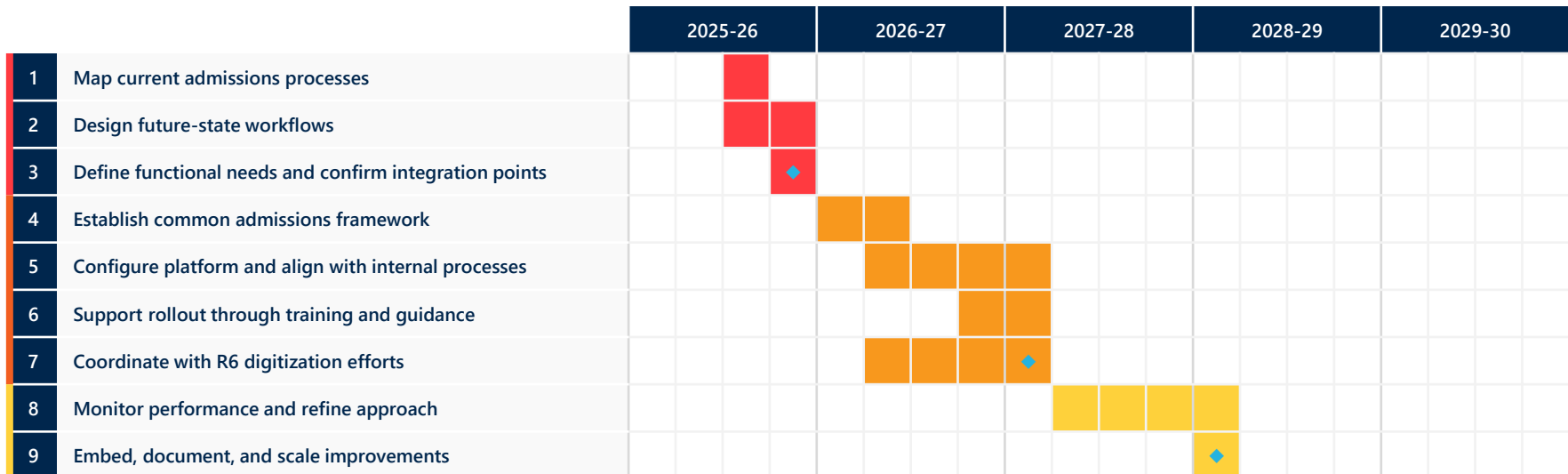
- 4. Establish common admissions framework:** Develop clear, consistent evaluation criteria and recognition policies (e.g., prior learning) aligned to Senate policy and sector benchmarks.
- 5. Configure platform and align with internal processes:** Set up workflows and decision logic to match future-state processes while minimizing duplication with existing systems.
- 6. Support rollout through training and guidance:** Provide targeted training, quick-reference materials, and identify champions across teams to drive adoption.
- 7. Coordinate with R6 digitization efforts:** Align system rollout and process changes with other

administrative improvements managed by the PMO.

◆ System and processes launched for initial application cycle

SUSTAINMENT

- 8. Monitor performance and refine approach:** Track KPIs (e.g., time to offer, conversion rate), gather feedback, and adjust processes or tools as needed.
- 9. Embed, document, and scale improvements:** Finalize workflows, integrate into standard operating procedures, and scale across programs and faculties.
◆ Improvements institutionalized and evaluated post-cycle



R8: Support a proactive approach to academic advising and student supports to boost retention and graduation rates.

OBJECTIVES	TIMING CONSIDERATIONS	KEY PEOPLE	KPIs
<ol style="list-style-type: none"> 1. Reduce student attrition through earlier and more targeted interventions. 2. Improve academic advising and planning by enabling real-time degree tracking and progression monitoring. 3. Increase student access to the right supports by streamlining referrals and adopting coordinated case management. 	<ul style="list-style-type: none"> • Dependent on mapping course architecture to support Degree Audit and other advising tools. • Coordination with system improvements under R6 and R7 is critical to ensure data integration. • Implementation should align with key peaks. • Staggered rollout to build momentum with new students and high-risk cohorts first. 	<p>Lead: AVP Students & Registrar</p> <p>Decision Maker: Provost</p> <p>Key Stakeholders:</p> <ul style="list-style-type: none"> • Academic advising and student success teams • Registrar's Office • UTS (for implementation) • Faculty program leads • Institutional Planning • Students (as end users and pilot participants) 	<ul style="list-style-type: none"> • First-to-second year retention rate • Graduation rate • Time to resolve student support referrals • Number of high-risk students identified and supported • Uptake and use of degree tracking and advising tools

Risk	Likelihood	Impact	Mitigation
Program architecture is not sufficiently mapped to enable Degree Audit	HIGH	HIGH	<ul style="list-style-type: none"> • Launch targeted effort to clean and map course master and program structures • Sequence Degree Audit rollout after mapping is complete
Cultural resistance to central planning and standardized advising tools	MED	HIGH	<ul style="list-style-type: none"> • Engage faculty early to co-design pathways • Highlight student experience and equity benefits to build buy-in • Leverage early champions to influence peers and model new behaviours
Staff capacity limitations during rollout and system change	MED	MED	<ul style="list-style-type: none"> • Phase implementation with early focus on high-impact cohorts • Provide training and clear support roles for student services
Delays in system configuration or integration with SIS	MED	MED	<ul style="list-style-type: none"> • Coordinate closely with UTS and PMO to align timelines • Phase rollout to ensure early elements can progress while integration is finalized

R8: Support a proactive approach to academic advising and student supports to boost retention and graduation rates.

Planning Implementation Sustainment Milestone

KEY STEPS TO DELIVER

PLANNING

1. **Assess current advising and support services:** Engage students, staff, and faculty to identify pain points in advising, referrals, and access to academic support.
2. **Define future state model and goals:** Co-develop a vision for proactive, coordinated student support with clear retention and graduation outcomes..
3. **Align with related system and program mapping efforts:** Coordinate with [R6](#) and [R7](#) through the PMO to leverage ongoing work on Degree Audit, course master cleanup, and CRM integration.
◆ *Future model endorsed and aligned with the system roadmap*

IMPLEMENTATION

4. **Centralize support delivery and develop support framework:** Centralize the delivery of academic advising and student support by developing a unified framework. This framework will streamline processes, improve coordination among support services, and ensure students have easy access to the resources they need.
◆ *Centralization of student support*
5. **Allocate resources and initiate rollout:** Allocate the necessary resources, including budget, personnel, and technology, to support the phased initiation of the new technology solution.
◆ *Effective phased implementation of the new technology solution*

6. **Train advisors and support staff:** Provide training for advisors and support staff on the new technology solution and processes.

SUSTAINMENT

7. **Embed model into standard operations:** Integrate into SOPs, advising protocols, and student services routines to ensure consistency across teams.
◆ *Embedded model delivering measurable improvements in student success*
8. **Monitor student engagement and success metrics:** Continuously monitor key metrics related to student engagement, retention, and graduation rates. Use this data to track effectiveness and tailor the approach as needed.

	2025-26	2026-27	2027-28	2028-29	2029-30
1 Assess current advising and support services					
2 Define future-state model and goals					
3 Align with related system and program mapping efforts					
4 Centralize support delivery and develop support framework					
5 Allocate resources and initiate rollout					
6 Train advisors and support staff					
7 Embed model into standard operations					
8 Monitor student engagement and success metrics					

R9: Simplify application and systems environment.

OBJECTIVES	TIMING CONSIDERATIONS	KEY PEOPLE	KPIs
<ol style="list-style-type: none"> 1. Reduce cost through standardizing, consolidating, or retiring low-value applications. 2. Minimize customizations to lower maintenance costs and improve upgrade flexibility. 3. Improve data quality and interoperability. 4. Establish governance to promote disciplined procurement and license management. 	<ul style="list-style-type: none"> • Must align with broader digitization and system renewal efforts under R6, R7, and R8. • Sequencing is critical to avoid disruption to business-critical services. • Efforts to standardize and clean data should precede integration-heavy work. • Governance and procurement guardrails should be in place before major system changes. 	<p>Lead: Director, UTS</p> <p>Decision Maker: VPFA</p> <p>Key Stakeholders:</p> <ul style="list-style-type: none"> • Procurement • Institutional Planning • Finance and HR process owners • Academic and administrative system users • Information governance/data stewards 	<ul style="list-style-type: none"> • Total cost of ownership per active application • Reduction in number of non-standard or duplicative applications • Percentage of applications compliant with enterprise governance standards • Annual software license rationalization savings

Risk	Likelihood	Impact	Mitigation
Staff resistance to adopting new applications in established processes	MED	HIGH	<ul style="list-style-type: none"> • Engage end users early to co-design workflows and highlight user benefits • Deliver targeted training and provide simple, role-based transition resources
Data loss or system disruption during application rationalization	MED	HIGH	<ul style="list-style-type: none"> • Develop a robust data migration plan with rollback options • Test integrations across systems and stage transitions during low-risk periods
Loss of critical functionality when applications are retired	MED	MED	<ul style="list-style-type: none"> • Conduct needs assessments and ensure essential features are retained or alternatives provided prior to implementing

R9: Simplify application and systems environment.

KEY STEPS TO DELIVER

Planning Implementation Sustainment Milestone

PLANNING

- Audit systems and capture needs:** Complete a comprehensive audit of applications to identify redundancies, departmental licenses, customizations, and integration gaps. Engage stakeholders to understand pain points and requirements.
◆ Audit and needs assessment completed
- Establish enterprise governance guardrails:** Define policies and standards to govern procurement, data hygiene, and application ownership. Create mechanisms to assess requests against strategic and architectural fit.
- Define and validate future state:** Map the desired streamlined architecture. Validate it with functional owners, IT, and procurement to confirm fitness for use and feasibility.
◆ Future state system map validated

IMPLEMENTATION

- Consolidate and retire applications:** Execute rationalization plan by decommissioning low-value systems, migrating core functions, and integrating key platforms. Prioritize changes that reduce duplication and support digitization goals.
◆ Initial application retirement completed
- Standardize configurations and streamline integrations:** Reconfigure systems to minimize customizations. Strengthen core integrations where needed to maintain interoperability and reduce manual workarounds.
- Support users through transition:** Deliver role-specific transition resources and provide hands-on support during key cutovers. Monitor adoption and resolve issues quickly to maintain momentum.
◆ High-impact user groups transitioned

SUSTAINMENT

- Embed governance and continuous monitoring:** Operationalize governance through intake processes, dashboards, and regular license reviews. Adjust standards and practices as institutional needs evolve.
◆ Governance framework operationalized and first quarterly review cycle completed

	2025-26	2026-27	2027-28	2028-29	2029-30
1 Audit systems and capture needs					
2 Establish enterprise governance guardrails					
3 Define and validate future state					
4 Consolidate and retire applications					
5 Standardize configurations and streamline integrations					
6 Support users through transition					
7 Embed governance and continuous monitoring					

R10: Explore opportunities to further strategic procurement outcomes.

OBJECTIVES	TIMING CONSIDERATIONS	KEY PEOPLE	KPIs
<ol style="list-style-type: none"> 1. Increase competition and supplier diversification. 2. Improve value for money through coordinated sourcing, better negotiation, and policy enforcement. 3. Strengthen procurement governance to ensure consistency and compliance. 4. Enhance staff capability to adhere to procurement SOPs. 	<ul style="list-style-type: none"> • Must coordinate with budget and contract renewal cycles. • Early phases should prioritize high-spend and frequently procured categories. • Training and communication should precede policy changes and tool rollouts. 	<p>Lead: Procurement Manager</p> <p>Decision Maker: VPFA</p> <p>Key Stakeholders:</p> <ul style="list-style-type: none"> • Departmental budget holders • UTS (for system integration) • Risk management • Institutional Planning 	<ul style="list-style-type: none"> • Procurement cost savings • Number of VORs • Sole source contract volume • Percentage of procurement transactions aligned to preferred suppliers and agreements

Risk	Likelihood	Impact	Mitigation
Lack of visibility into institutional purchasing activity limits identification of opportunities	MED	LOW	<ul style="list-style-type: none"> • Leverage spend analysis tools and ERP data to map current procurement patterns • Establish central reporting requirements and shared procurement dashboards
Change fatigue or resistance to new procurement processes	MED	LOW	<ul style="list-style-type: none"> • Start with high-impact categories and scale based on success stories
Insufficient coordination across departments results in siloed sourcing and missed savings	LOW	LOW	<ul style="list-style-type: none"> • Develop shared category strategies for high-spend areas • Involve cross-functional teams in supplier evaluations and contract renewals

R10: Explore opportunities to further strategic procurement outcomes.

KEY STEPS TO DELIVER

Planning Implementation Sustainment Milestone

PLANNING

- Conduct full procurement review and identify opportunities:** Undertake a comprehensive review of procurement efforts, policies, and outcomes to identify improvement opportunities and implementation supports.
- Confirm priority opportunities and policy changes:** Validate quick win and high-impact areas with internal leaders. Define updated sourcing policies (e.g., limiting sole/single source use) and preferred supplier frameworks.
 - ◆ Policy direction and priority areas agreed

IMPLEMENTATION

- Introduce updated policies and ERP-integrated processes:** Roll out policy changes, approval controls, and ERP-aligned workflows. Ensure visibility and consistency across categories and departments.
- Deliver targeted training and user supports:** Provide tailored training, updated SOPs, and ongoing user support for procurement staff and budget owners across the University.
- Implement quick wins and high-impact changes:** Deliver targeted procurement changes in high-spend categories, supported by the third party and informed by spend analysis.
 - ◆ Quick wins executed across top-spend categories

SUSTAINMENT

- Monitor compliance and procurement performance:** Track adherence to updated policies and preferred agreements using reporting dashboards and audit flags.
- Embed updated practices across roles and processes:** Integrate procurement updates into standard workflows, onboarding, and vendor management routines.
 - ◆ Revised SOPs and reporting adopted across user groups

	2025-26	2026-27	2027-28	2028-29	2029-30
1 Conduct full procurement review and identify opportunities					
2 Confirm priority opportunities and policy changes					
3 Introduce updated policies and ERP-integrated processes					
4 Deliver targeted training and user supports					
5 Implement quick wins and high-impact changes					
6 Monitor compliance and procurement performance					
7 Embed updated practices across roles and processes					

R11: Optimize physical assets and facilities to support sustainable student growth.

OBJECTIVES	TIMING CONSIDERATIONS	KEY PEOPLE	KPIs
<ol style="list-style-type: none"> 1. Support student growth through optimizing physical assets and facilities. 2. Increase space efficiency through centralized scheduling and improved data on usage. 3. Integrate flexible work and learning environments. 4. Guide capital investments through an updated master campus plan. 	<ul style="list-style-type: none"> • Must align with enrolment projections, budget cycles, and external funding opportunities. • Space data standardization and system improvements should precede broader implementation. • Master plan development should begin early to inform long-term decisions. 	<p>Lead: Director Facilities</p> <p>Decision Makers: VPFA + Provost</p> <p>Key Stakeholders:</p> <ul style="list-style-type: none"> • UTS (for space system improvements) • Institutional Planning • Deans and administrative space users • Canadore College (for shared planning) 	<ul style="list-style-type: none"> • Percentage of space scheduled using centralized tools • Reduction in underutilized square footage • Capacity for student growth

Risk	Likelihood	Impact	Mitigation
Insufficient system integration limits adoption of space management tools	MED	HIGH	<ul style="list-style-type: none"> • Conduct technical assessment and involve UTS early in system selection • Prioritize low-friction integrations and phase rollout across campus
Inconsistent usage and scheduling practices reduce space system effectiveness	MED	LOW	<ul style="list-style-type: none"> • Establish clear scheduling protocols and booking ownership • Provide training and change support for key schedulers and administrators
Space data are collected but not used to inform planning	LOW	LOW	<ul style="list-style-type: none"> • Create dashboards and reports that align with planning and capital needs • Embed use of data in annual planning cycles and governance forums

R11: Optimize physical assets and facilities to support sustainable student growth.

KEY STEPS TO DELIVER

■ Planning ■ Implementation ■ Sustainment ◆ Milestone

PLANNING

- Conduct a space audit to identify inefficiencies and underutilized assets:** Assess current usage and condition of campus facilities to identify opportunities for improved scheduling, repurposing, and investment.
◆ *Completion of space audit with identified improvement opportunities*
- Develop a joint master campus plan with Canadore College:** Collaborate with Canadore to produce a high-level plan aligning long-term infrastructure needs and land use priorities.
◆ *Endorsement of the scaled-down joint master plan*
- Establish space governance policies and data standards:** Create consistent policies and processes to manage scheduling, booking authority, data ownership, and space classification.

- Select and procure a fit-for-purpose space management system:** Choose a system that enables scheduling, usage tracking, and integration with other tools.
◆ *System procured and implementation roadmap finalized*

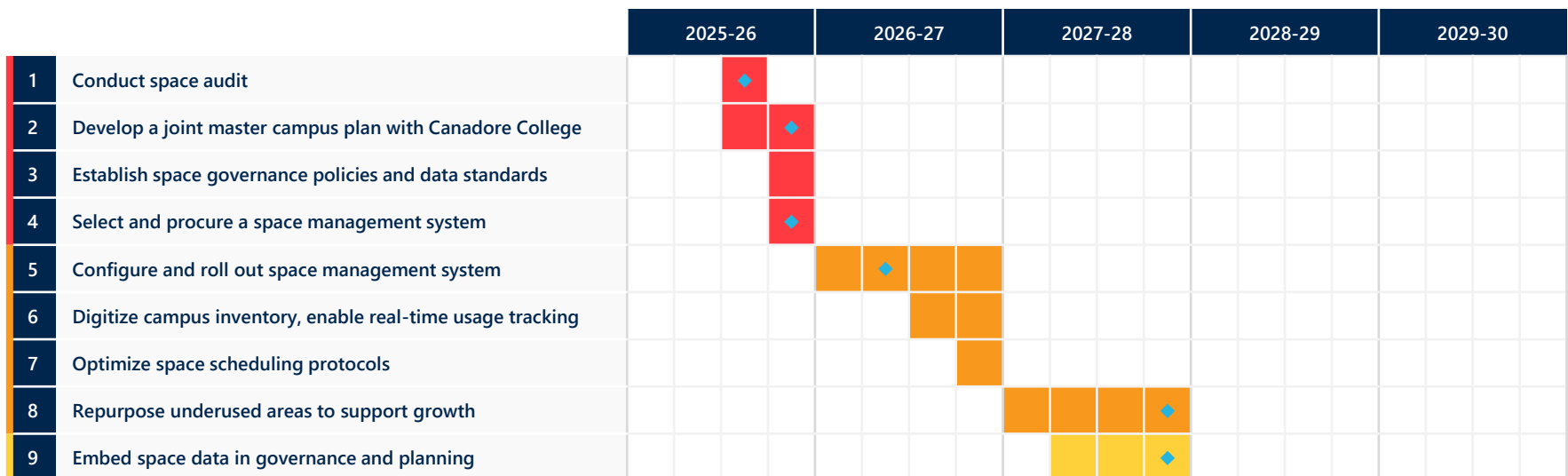
IMPLEMENTATION

- Configure and roll out space management system:** Implement the system with phased onboarding of faculties and departments. Train users and define roles to ensure smooth adoption.
◆ *System live across priority academic and administrative areas*
- Digitize campus inventory and enable real-time usage tracking:** Build a digital record of all spaces and activate live scheduling and occupancy features to improve space visibility and efficiency.

- Optimize space scheduling protocols:** Implement centralized booking and scheduling practices to maximize utilization and reduce conflicts.
- Repurpose underused areas to support growth:** Convert low-usage spaces into functional areas for instruction, study, or student services aligned to projected demand.
◆ *Repurposing of first space(s) completed and aligned with priority student needs*

SUSTAINMENT

- Embed space data in governance and planning:** Regularly review space usage insights in capital planning forums to drive continuous improvement and future investment decisions.
◆ *Usage data presented annually in capital planning cycle*



R12: Focus key ancillary services on continuing to deliver surpluses for strategic university use.

OBJECTIVES	TIMING CONSIDERATIONS	KEY PEOPLE	KPIs
<ol style="list-style-type: none"> 1. Define the role of ancillary services in supporting core operations and financial sustainability. 2. Align each service with clear profit or service delivery goals. 3. Increase revenue generation through targeted market growth. 4. Reinforce commercial accountability and margin-based performance culture. 	<ul style="list-style-type: none"> • Align implementation with fiscal planning and contract renewal cycles. • Prioritize high-margin, low-barrier improvements before broader overhauls. • Integrate digital upgrades and awareness initiatives with campus-wide technology and marketing roadmaps. 	<p>Lead: Director, Ancillary Revenues and Business Development</p> <p>Decision Maker: VPFA</p> <p>Key Stakeholders:</p> <ul style="list-style-type: none"> • Finance (for contract review and margin analysis) • Communications • Athletics • Conferencing • Print Shop 	<ul style="list-style-type: none"> • Ancillary net profit by service unit • Margin per transaction (e.g., room booking, printing) • Utilization rate of core ancillary facilities

Risk	Likelihood	Impact	Mitigation
Lack of commercial mindset limits margin-based decision-making	MED	HIGH	<ul style="list-style-type: none"> • Embed profit targets and performance metrics in service planning • Provide training on margin management and commercial service delivery • Incentivize leaders for exceeding profitability goals
Overextension of resources across underperforming or low-demand services	MED	MED	<ul style="list-style-type: none"> • Conduct service-by-service profitability assessments • Prioritize reinvestment in high-margin, high-use offerings • Phase out or reconfigure low-return services
Underutilization of modern platforms reduces revenue capture	LOW	MED	<ul style="list-style-type: none"> • Streamline booking and e-commerce interfaces for better UX • Promote digital offerings through targeted marketing • Monitor digital uptake and address friction points

R12: Focus key ancillary services on continuing to deliver surpluses for strategic university use.

KEY STEPS TO DELIVER

Planning Implementation Sustainment Milestone

PLANNING

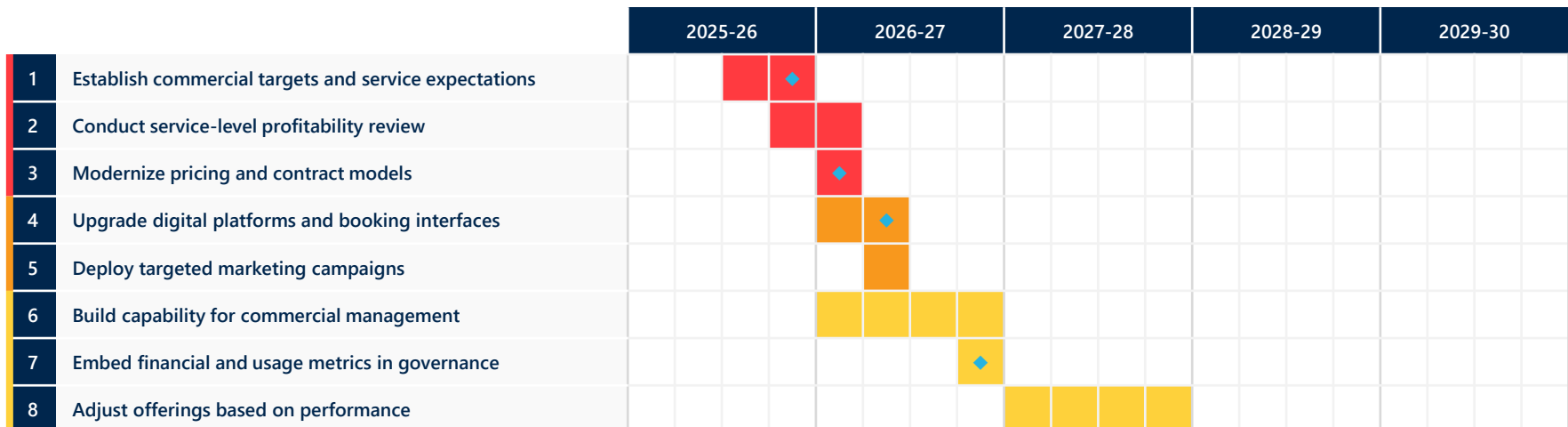
- Establish commercial targets and service expectations:** Define the role of each ancillary unit in delivering strategic services and agreed profit margins. Clarify financial expectations and service standards across units.
◆ *Commercial targets and service expectations endorsed by leadership*
- Conduct service-level profitability review:** Assess demand, margins, and financial performance across all ancillary offerings. Identify high-margin, underperforming, and non-essential services.
- Modernize pricing and contract models:** Redesign pricing strategies and renegotiate third-party agreements to reflect value delivered, cost-to-serve, and margin goals.
◆ *Revised pricing models and updated contract terms finalized*

IMPLEMENTATION

- Upgrade digital platforms and booking interfaces:** Improve user experience and revenue capture through enhancements to booking tools and e-commerce capabilities.
◆ *New digital interface deployed with usage tracking enabled*
- Deploy targeted marketing campaigns:** Increase awareness and usage of core ancillary offerings via data-driven outreach to students, staff, and external audiences.

SUSTAINMENT

- Build capability for commercial management:** Deliver training on margin management, pricing, and service accountability to ancillary unit leads and key staff.
- Embed financial and usage metrics in governance:** Incorporate margin, utilization, and satisfaction data into planning cycles and service reviews.
◆ *Service-level reporting integrated into ongoing governance processes*
- Adjust offerings based on performance:** Phase out low-margin or low-demand services and redirect resources to areas with stronger financial and strategic returns.



R13: Develop a targeted, multi-year advancement strategy to increase revenues from fundraising efforts.

OBJECTIVES	TIMING CONSIDERATIONS	KEY PEOPLE	KPIs
<ol style="list-style-type: none"> 1. Define a unified advancement strategy to guide fundraising efforts. 2. Broaden and diversify the donor base through targeted alumni engagement. 3. Increase fundraising efficiency through adoption of digital tools. 4. Strengthen capacity to identify, cultivate, and convert prospects. 	<ul style="list-style-type: none"> • Strategy development should begin early to inform fiscal planning cycles. • Alumni engagement efforts can launch quickly with existing data. • Technology improvements should align with broader system updates and resourcing. 	<p>Lead: Manager, Advancement</p> <p>Decision Maker: VPFA</p> <p>Key Stakeholders:</p> <ul style="list-style-type: none"> • Alumni Relations • UTS (for advancement systems) • Communications • President's Office • Deans and academic leaders 	<ul style="list-style-type: none"> • Total funds raised annually • Growth in donor conversion rate • Number of engaged recent alumni contributors

Risk	Likelihood	Impact	Mitigation
Fragmented institutional approach limits long-term strategy execution	MED	HIGH	<ul style="list-style-type: none"> • Establish clear advancement strategy and governance • Align academic and leadership stakeholders on shared fundraising priorities • Build cross-functional planning rhythms for major campaigns
Staff turnover or capacity gaps disrupt donor relationships and execution	MED	MED	<ul style="list-style-type: none"> • Document key relationships and engagement plans digitally • Provide regular training and onboarding tools • Cross-staff critical donor and alumni accounts
Low uptake of digital tools limits efficiency and scalability	LOW	MED	<ul style="list-style-type: none"> • Select user-friendly, scalable systems aligned with Adv. needs • Phase rollout with internal champions and pilots

R13: Develop a targeted, multi-year advancement strategy to increase revenues from fundraising efforts.

KEY STEPS TO DELIVER

■ Planning ■ Implementation ■ Sustainment ◆ Milestone

PLANNING

1. **Review current advancement approach and capacity:** Conduct a diagnostic of current strategies, tools, donor segmentation, and resource allocations to identify key gaps and opportunities.
2. **Define a multi-year advancement strategy:** Develop a unified advancement strategy that sets priorities, aligns with institutional goals, and defines target audiences, channels, and metrics.
◆ *Formal endorsement of multi-year advancement strategy*
3. **Select and plan advancement technology improvements:** Identify digital tools and platforms that improve donor targeting, streamline giving, and automate stewardship workflows. Ensure alignment with broader system planning

IMPLEMENTATION

4. **Implement digital fundraising tools and stewardship automations:** Deploy selected platforms and train staff to use them effectively. Embed best practices for donor recognition and retention.
◆ *Successful rollout of digital fundraising tools*
5. **Develop and launch alumni engagement initiatives:** Design targeted campaigns to engage recent alumni and expand the donor base, using audience segmentation, events, and personalized outreach.
◆ *Initial launch of recent alumni campaign*

SUSTAINMENT

6. **Track performance and refine approach:** Use dashboards to monitor engagement, retention, and conversion. Evaluate initiative impact and adjust strategy and tactics as needed.
7. **Scale high-performing campaigns and institutionalize planning rhythms:** Embed fundraising strategy in annual planning, scale proven initiatives, and formalize cross-functional coordination for major campaigns.
◆ *Institutionalization of annual fundraising planning cycle and scaling of top-performing campaigns*

	2025-26	2026-27	2027-28	2028-29	2029-30
1 Review current advancement approach and capacity	■				
2 Define a multi-year advancement strategy	■ ◆				
3 Select and plan advancement technology improvements		■			
4 Implement digital tools and stewardship automations		◆			
5 Develop and launch alumni engagement initiatives		◆ ■ ■			
6 Track performance and refine approach		■ ■ ■			
7 Scale high-performing campaigns and embed planning			■ ■ ■ ◆		

Re: Provincial Directive -- Costs of Textbooks and Other Learning Materials

Date: May 26, 2025

Background

On May 16, 2024, Bill 166, the *Strengthening Accountability and Student Supports Act, 2024*, was passed, amending the *Ministry of Training, Colleges, and Universities Act* (MTCU Act), requiring publicly assisted colleges and universities to:

- Have a student mental health policy that describes the programs, policies, services and supports 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.

On December 20, 2024, the directive was revised to clarify the objectives, specifically to:

- Ensure students and their families can find information on educational costs with ease; and
- Improve consistency across the sector in publishing educational costs and leverage best practices.

Educational costs include ancillary fees, the costs of textbooks and other learning materials.

Each publicly assisted college and university shall ensure that students are informed of the costs of all textbooks and other learning materials that are mandatory and optional in the course syllabus for each course. At a minimum, the following information must be provided in the syllabus:

- The information is readily available and accessible by the first week of the course.
- The method for communicating the information is consistent for all courses offered at the institution.
- Each textbook or other learning material should be individually costed. In the event that the cost for the current year is not available at the time the syllabus is prepared, the most recent cost should be included with a note indicating that it may change; and

- Whether there are any restrictions that would prevent a student from using a second-hand copy of the textbook or other learning material. Alternatively, instead of using the syllabus, an institution may communicate the above noted information to students by another method, such as a website.

This requirement is effective for all courses beginning in or after January 2025 and will remain in effect until this directive is revoked or replaced.

Process at Nipissing University

The Directive was shared with the Senate Teaching and Learning Committee and Dr. Ann-Barbara Graff, Provost & Vice-President, Academic, met with the Dean of Education and Professional Studies, Dean of Arts & Science and the Director of Teaching and Learning to establish a process.

The Deans' Offices have been communicating with faculty and instructors and have been collecting and review the syllabi in order to report on compliance.

The University will continue to evolve its process in order to be ensure greater compliance with the directive and, more especially, with respect to the requirement to provide a complete syllabus to students. Note: failure on the part of a FASBU member to provide a complete syllabus to the Dean and students "no later than two weeks after the first scheduled class" breaches the Rights and Responsibilities Article of the Collective Agreement (18.2.j).

Compliance Report

Faculty of Arts and Science

In the Faculty of Arts & Science (A&S), Instructors for 44% (75/181) of Winter Term 2025 (WI25) courses submitted a course syllabus that explicitly provided information to students of the course on required program resources, required course resources, and recommended resources.

Based on this information:

- 13% (24/181) of WI25 Courses in A&S have required course resources that do not have a cost to students.
- 29% (53/181) of courses with required resources involving costs to students, with an average cost of \$89.43 and a maximum cost of \$445.00.
- 1% (2/181) of courses have no required texts.
- The remaining 49% (89/181) of courses have incomplete or unsubmitted syllabi that remain outstanding.

Faculty of Education and Professional Studies

In the Faculty of Education and Professional Studies (EPS), Instructors for 81% (295/366) of Winter Term 2025 (WI25) course sections submitted a course syllabus that explicitly provided information to students on the costs of required program resources, required course resources, and recommended resources.

- 36% of all WI25 course sections in EPS (131/366) have explicitly stated the required course resources that do not have a cost to students (cost = 0\$).
- 45% of all WI25 course sections in EPS (164/366) have explicitly stated there is a required course resource that has a cost to students, with an average cost of \$132.06 and a maximum cost of \$507.97.
- The remaining 19% of courses (69/366) have incomplete/unsubmitted course syllabi that remain outstanding.
- The average recommended resource was \$127.44.

No EPS programs have listed a required program cost. Of note, where resources are required for multiple courses (e.g. stethoscopes, sphygmomanometers, in Nursing NURS and NSGD), those costs currently appear in the first instance of a course that requires them (e.g. the first clinical course, which explains the high maximum required course resource cost in Nursing NURS and NSGD relative to other programs).

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 [research](#) 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. Research 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 and values 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**

- **2.1** The University's solicitation of gifts is informed by and consistent with priorities established by the University.
- **2.2** Anonymity will be granted to any donor who makes this request in keeping with stipulations.
- **2.3** All solicitation of gifts is informed by and consistent with academic and 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.
- **2.4** Gifts for chairs, professorships, and other academic appointments and programs be in full accord with all relevant University policies, practices and procedures.
- **2.5** Where donor agreements contain provisions for advisory boards and/or 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.
- **2.6** The University will not accept gifts if such acceptance results in an abridgement academic freedom, autonomy and integrity.
- **2.7** The University will not accept gifts it determines may violate federal, provincial municipal laws.
- **2.8** The University will not accept gifts that could reasonably compromise its public

reputation or commitment to its objects, strategic plan, values, mission and priorities.

• 2.9 The University also reserves the right to decline a gift in any circumstances, 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.

• 2.10 Occasionally, funds sought and contributed for a University purpose are 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.

2.11 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.

2.12 The acceptance of all gifts must ~~align~~ align with the University's values, as well as comply with all relevant University policies and guidelines ~~including, but including but~~ not *Naming of Campus Assets Policy* and the *Endowment Fund Statement of Investment, Objectives, Policies and Governance*.

• 2.13 The President will advise the Fundraising Committee and/or the Board of Governors of the manner in which the gift is presented.

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:

♦ ~~3.1~~ Ownership of each gift vests legally in the University, regardless of the specific unit or activity to which such gift is directed.

♦ ~~3.2~~–It is the University’s expectation that commitments between the 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.

~~3.3~~–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- 3.4~~ [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 issuing 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:

- **Functional naming:** Naming to signify a relationship between the University asset, the academic entity or award and particular activities, functions or uses.
- **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.
- **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~~
- **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~~ is established ~~in perpetuity or~~ for a defined ~~and limited period of time~~ of time to be determined in discussion with the donor and the University. Special or unique requests may be considered.-
- 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:

- 2.1 The authority for the approval of the naming or re-naming of campus vested in the Board of Governors.
- 2.2 The Board is the final approval authority for naming associated with excess of \$5 million.
- 2.3 For naming associated with gifts in excess of \$500,000 and less 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~~
- 2.4 For gifts up to and including \$500,000, the Board of Governors 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
 - 2.5 Additionally, prior approval by specific resolution or motion of the 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 /or 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.
 - 2.6 Notwithstanding any authority delegated via this policy, the Board Governors may specify that the naming associated with gifts from certain donors or donor constituencies be reserved for its direct approval.
 - 2.7 The President, Vice-Presidents, and Head of Advancement may also seek 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~~The President ~~wishes to may~~ bring a particular naming or re-naming proposal to the Board of Governors for its direct approval, and nothing in this policy shall be interpreted as preventing them from doing so.

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

- 3.1 Where no time commitments or limitations are specified in connection 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 2.1~~ 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.

- ~~3.2 In the unusual circumstance if the~~ 3.2 that the University Executive team 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~~ Section 3.2 of this
- 3.3 Notwithstanding any other provision of this policy, no naming shall approved or continued that calls into question or constitutes a significant challenge to the public respect or reputation of the University.
- 3.4 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~~ Section 3.2 of the policy.
- 3.5 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:
 - ▶ 2 Declined
 - ▶ 2 Returned to the executive leader who originated the proposal for further consideration or consultation
 - ▶ 2 Forwarded to the Advancement Office for additional input and consultation;
 - ▶ 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 opportunities~~ prior to a final decision or any public announcement. ~~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