NIPISSING UNIVERSITY

Meeting Book - Board of Governors February 19, 2026 Meeting (Open Session)

Open Session

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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.

John D'Agostino

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2. Declaration of Conflict of Interest

John D'Agostino

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3. Use of Recording and/or Broadcasting Devices
Only pre-approved methods of recording and/or broadcasting may be used. Disseminating any information during the meeting is prohibited.

John D'Agostino

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4. Consent Agenda
That the items included "for adoption" on the February 19, 2026, consent agenda for the Open Session of the Board of Governors meeting be approved as circulated, while the items on the consent agenda "for information only" be received.

Resolution   John D'Agostino

    i. i) For Adoption

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

            2025-12-04 - Open Session Minutes.pdf

    ii. ii) For Information

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

            2026-01-26 - UGC Minutes.docx

            2026-01-26 - AF PP Minutes.pdf

            2026-01-26 CRFR Minutes.docx

        b. b) Reports from Other Committees/Bodies

            NUSU Board of Governers Report.docx

            anti-racism_anti-hate_report-bog_jan26.pdf

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5. Adoption of Regular Agenda
That the Board of Governors adopt the February 19, 2026, Open Session regular agenda as circulated.

Resolution   John D'Agostino

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6. Vice-Chair's Remarks

John D'Agostino

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7. Chancellor's Remarks

Dr. Scott Russell (d.Litt)

8. President's Remarks

Dr. Kevin Wamsley

9. Academic Plan/Operational Plan (APOP)

    i. APOP Progress Update to BoG Feb 2026-2.docx

10. Vice-President's Remarks

    i. Provost and Vice-President, Academic

Dr. Carole Richardson

        a. PVPA Board Report - February 2026.docx

    ii. Vice-President, Finance & Administration

Renee Hacquard

        a. VPFA Board Report - February 2026.docx

11. Board Committee Reports

    i. University Governance Committee

John D'Agostino

        a. Student Organization Policy — **Resolution**

Sarah Taylor, AVP Students

That the Board of Governors accept the recommendation of the University Governance Committee to approve the Student Organization Policy as presented.

            Student Organization Policy Revised BoG 2026.docx

        b. Sexual Violence Response Policy — **Resolution**

Sarah Taylor, AVP Students

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

            SVPolicyRevisions.BoG.11Feb26.pdf

12. Board Representatives on Other Committees/Bodies

    i. Nipissing University Student Union (NUSU)

    ii. Academic Senate — **Resolution**

Carole Richardson, PVPA

That the Board of Governors accept the recommendation of the Executive Committee to approve the consolidation of Anthropology, Religions & Cultures, Gender Equality & Social Justice, and Sociology into a single Sociology Program.

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

<mark>**OPEN SESSION**</mark>

December 4, 2025

The Open Session of the regular Board of Governors meeting was held on Thursday, December 4, 2025, at 3:00 p.m. in the President's Boardroom and via Zoom Remote Conferencing.

Members Present: Dave Smits, Board Chair
Nicholas Botham
Patti Carr
Fran Couchie
John D'Agostino
Blaine Hatt
Judy Koziol
Denyse Lafrance Horning
Jessica McMillan
Frank Miscio
Laurel Muldoon
Doris Olmstead
Tyson Stewart
Janet Stockton
Matthew Suszter
Katrina Srigley
Robin Tonna
Scott Russell
Ravil Veli
Blaine Hatt
Kevin Wamsley
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Joe Sinicrope
Jamie Lowery
Stacie Fiddler

Invited Guests: Carole Richardson (PVPA - Interim)
Renee Hacquard (VPFA)
Meghan Venasse
Graydon Raymer
Sarah Taylor

Official Observers:

# of Observers: 3

Recording Secretary: Christine Benoit (EA – Office of the President)

NIPISSING
UNIVERSITY

1. **Call to Order/Land Acknowledgment**

    The meeting was called to order at 3:03 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.

    The Chair also indicated that a transcription service will be used during the meeting to assist with accurate minute-taking. The transcript will be utilized solely for documentation purposes and will remain confidential in accordance with university privacy guidelines.

4. **Consent Agenda**

    The following items were included on the consent agenda:

    i.   For Adoption
         (a) Minutes of the September 25, 2025, Board of Governors Meeting (Open Session).
    ii. For Information Only
         a) Minutes from Meetings of the Board's Standing Committee:
             1. University Governance Committee - Minutes from August 20, 2025, Special Meeting;
             2. University Governance Committee – Minutes from October 27, 2025
             3. Audit & Finance/Plant and Property Committee – Minutes from October 27, 2025; and
             4. Community Relations/Fundraising Committee – Minutes from October 27, 2025.
         b) Reports from Other Committees/Bodies
             1. Sexual Violence Report 2024-25;
             2. Nipissing University Student Union; and
             3. Academic Senate.

    Resolution 2025-12-01:   *That the items included "for adoption" on the December 4, 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 Judy Koziol; seconded by Fran Couchie.
    Carried.

5. **Adoption of the Regular Agenda**

    <u>Resolution 2025-12-02:</u>   ***That the Board of Governors adopt the December 4, 2025, Open Session regular agenda as circulated.***

    Moved by Janet Stockton; seconded by Ravil Veli.
    Carried.

6. **Chair's Remarks**

    The Chair extended warm wishes for the holiday season, and recognized International Day of Persons with Disabilities, emphasizing accessibility and equal opportunities. He also spoke to the National Day of Remembrance and Action on Violence Against Women, honoring the 14 women killed at Ecole Polytechnique on December 6, 1989, as well as all women, girls, and gender-diverse individuals lost to gender-based violence in Canada. A ceremony will take place on December 5, 2025, in the Nipissing University small cafeteria (A246).

    The Chair celebrated recent successes and highlighted Anna Pearson, a distinguished graduate, who recently praised Nipissing University's close-knit community and personalized mentorship. Pearson recently received a Minister's Award of Excellence for future-proofing students from the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) and is pursuing her PhD in Education.

7. **Chancellor's Remarks**

    The Chancellor congratulated the Academic All-Canadian award recipients, awarded to student-athletes who maintain an academic average of 80% or higher while competing on a varsity team. He also spoke to his participation in the Discover to Impact Symposium in October, which focused on implementation science across Northern Ontario and Canada. Dr. Russell commended research by Dr. Mark Bruner, Dr. Mary Pat Sullivan, and Dr. Veronica Williams, as well as the contributions of student researchers.

    Nipissing University, in partnership with the Canadian Foundation for Physically Disabled Persons, established an endowment to support students living with physical disabilities in education and employment. Nipissing is the only Ontario university selected for this initiative.

    Dr. Russell highlighted recent community engagement opportunities, including the celebration for the next phase of the Lake Nipissing Beading Project. The event showcased collaboration and strong community ties with Nipissing and Dokis First Nations. He acknowledged contributions from Dr. Kirsten Greer, Dr. Katrina Srigley, and Dr. Barbi Law.

8. **President's Remarks**

    The President's remarks are appended to these minutes.

    Several questions were raised regarding the Equity Audit, with the President noting that the Audit was provided for information only, and that Dr. Wamsley has accepted the recommendations, with

no requirement for formal Board approval. If a Board member, or member of the community, should have concerns with the report or the implementation, ongoing feedback is welcome.

With respect to the Planning Program, a member questioned if other universities' planning proposals were accepted by the Province. To the President's knowledge, Nipissing's program is the only undergraduate planning program approved to date, with some master's programs receiving expansion funding.

In response to a question about Indigenous representation on the Provost Search Committee, the President indicated he is consulting with HR on how to proceed based on the current composition within the Search/Appointment/Reappointment of Senior Academic Administrators Policy.

9. **Academic and Operational Planning (APOP)**

The VPFA noted a Financial Literacy website is currently in the draft stage based on content shared at the Board Retreat. Internal feedback is currently underway, and additional feedback will be sought from the Audit & Finance Committee Chair before finalizing the APOP action item.

The PVPA (Interim) has reviewed the comprehensive APOP document, including the goals and timelines. The Provost Office has developed a draft template to track progress and contacted all responsible department leads for input on reporting schedules.

10. **Vice-Presidents' Remarks**

The Provost and Vice-President, Academic (PVPA) was pleased to announce the appointment of Dr. Trevor Holmes as Director of Teaching and Learning. Dr. Holmes brings strong academic leadership experience and has already begun to engage widely across campus. Dr. Denyse Lafrance Horning has also be reappointed as Advisor to the Provost and will continue to focus on program innovation and work-integrated learning.

The Board of Governors is responsible for appointing Nipissing University Research Ethics Board (NUREB) members through a fair and impartial process. As such, the following resolution was made:

Resolution 2025-12-03:   *That the Board of Governors accept the recommendation of the Provost and Vice-President, Academic to appoint Shiv Mohan as a community member to the Nipissing University Research Ethics Board (NUREB), effective January 1, 2026, for a three-year term.*

Moved by Ravil Veli; seconded by John D'Agostino.
Carried.

The Vice-President, Finance & Administration (VPFA) spoke to the Giving Tuesday results, highlighting over $8500 raised. Donations continue through year-end, and a final amount will be shared at the Fundraising Committee meeting in January. A request was made to highlight contributions of Faculty and Staff in future reports to the Committee. The VPFA also noted the

recent Staff Awards, where staff and faculty were celebrated for their long-standing contributions to the University.

An update on the Canadore Long-Term Care Facility was provided, with the VPFA noting that final drawings have not yet been approved and a location on campus is still undetermined. Canadore has committed to providing ongoing updates and engagement sessions with the community in 2026. A question was raised about student placements, and the President assumed that Canadore Nursing students will likely have priority but there may be opportunities for Nursing or Social Work students and we will continue conversations with the College.

12. Board Committee Reports

Executive Committee

The President outlined three strategic objectives for the 2025-26 academic year, focusing on financial sustainability, student learning opportunities, and campus inclusivity. The objectives aim to secure funding, enhance student experiences, and implement equity and governance improvements.

A robust discussion took place regarding the President's priority to establish a foundation for the implementation of the recommendations of the Equity Audit and the Reconciliation and Indigenous Audit. In response to a question about Indigenous Universities, it was noted that there are Indigenous post-secondary institutions in Canada, including several smaller institutions within Ontario. All universities within Canada are located on traditional Indigenous lands and offer Indigenous Studies programs. Additionally, Universities play a key role in advancing Indigenous rights, addressing community needs, and preparing students to contribute back to their communities. Universities are meant to welcome all races, faiths, genders, orientations, and abilities, and Nipissing University must ensure it is inclusive and supportive, including for our significant Indigenous student population.

The Audit revealed stark examples of discrimination and bias, and the recommendations aim to prevent racism and discrimination, ensure fairness in hiring and tenure, and create a respectful, inclusive learning and working environment. It also underscores the obligation to provide trauma-informed, decolonized education, and aligns with the Truth and Reconciliation Commission calls to action.

Suggestions were made for future Board education opportunities, including treaty education and blanket exercises.

Additional discussion took place around goals and metrics for the President's priorities, ensuring that metrics are clear enough to avoid misaligned expectations when assessing performance. The current metrics aim to show baseline data and progress over time but not determined percentage targets. As data improves and baseline data is established, the university will define reasonable increases and expectations.

Resolution 2025-12-04:   ***That the Board of Governors accept the recommendation of the Executive Committee to approve the President's 2025/26 Goals and Priorities as presented.***

Moved by Ravil Veli; seconded by Matthew Suszter.
Carried.

13. Board Representatives on Other Committees/Bodies

Nipissing University Student Union

The NUSU report was submitted with the meeting materials. The Student Union President highlighted significant bylaw updates approved at the last Annual General Meeting which were introduced to strengthen governance and enhance political and financial stability. Changes include the introduction of an Executive Director, a full-time staff role responsible for operations, staff oversight, financial stewardship, and supporting elected student officials. In addition to the position, NUSU has created an Executive Director Oversight Committee, composed of the four elected student executives and four community members with strong ties to NUSU and Nipissing University. The committee will manage the hiring, termination, and HR responsibilities for the Executive Director.

Several questions were raised, including the potential impact of Bill 33 on the Student Union. The President spoke to a potential revenue decline and a threat to essential services, campus events, and student life. Both the University and the Student Union continue to monitor the implementation of Bill 33 closely.

14. Question Period

There were no further questions.

15. Other Business

There was no other business.

16. Next Meeting/Adjournment

The next Committee Day is January 26, 2026, and will include all standing committees.

The next Board meeting is February 19, 2026.

Resolution 2025-12-05:   ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

Moved by Tyson Stewart; seconded by Janet Stockton.
Carried.

Open session adjourned at 4:38 p.m.

_____   _____
President & Vice-Chancellor/Secretary of the Board   Board Chair

President's Report to the Board of Governors

December 2025

Board of Governors Report

Good afternoon, Board members. It's hard to believe that the end of the Fall term is near.

With respect to the 2025-26 budget year, we are predicting a balanced budget with the potential for a surplus. Our domestic enrolment is up, primarily in Nursing and Education and our international enrolment is significantly down. We are pleased to report that our long-time advocacy for a fair share of the Northern Grant has come to fruition. Normally we receive $1.8m per year to offset the costs of operating a small university in the North and this is sometimes supplemented by one-time payments. This year we have received $4.54m and we have reason to believe that it is a permanent allotment. This will enable us to work toward a balanced budget.

We have been meeting about the funding formula with the Province and next week we will send a team to Laurentian University in November to meet a delegation, as they are conducting regional meetings to discuss funding with all of the universities. There has been no further commentary about university governance from the Province. I have engaged in numerous conversations about significant projects with the Province and with our new MP Pauline Rochefort – I will keep you apprised of any developments. I recently attended a day of small group meetings in Toronto between Presidents and various Ministers to discuss university funding.

We have procured the services of Boyden to initiate a national search for our next Provost and Vice-President Academic. The committee will meet soon.

You may or may not realize that for the past two years, the University has been working on developing a new academic program in Planning, specialising in planning for cities and towns in the North, for rural municipalities, and First Nations. We are pleased to report that our submission was approved by the Quality Council and, more recently, by the Province. We are still working out details, and this program will soon go before Senate for recommendation to the Board for approval. We plan to welcome our first cohort of 60 students in September 2027.

President's Report to the Board of Governors

December 2025

As you know, the Pariaggroup has submitted its Equity and Reconciliation audits and yesterday they provided a public presentation of its findings and recommendations to two sessions, one faculty and staff and one to students. As you also know, this report was the subject of our Board retreat. This week, I have accepted the recommendations from the Pariaggroup. We have already acted on some of these recommendations and will continue to report to the Board as we move along. We will be establishing a new Steering Committee, an Office of Human Rights and Equity, and we have established an Access and Belonging team, with dedicated space and offices and a place for students to hang out or seek help from trained, paid employees.

I am pleased to report that, since our last Board meeting, we held a very successful Fall Open House entertaining more than 500 people on our campus and the largest participation since I have joined the university.

The Efficiency and Accountability Framework (EAF) Implementation Plan remains a focus, with several governance actions underway:

• Developing a university-wide policy framework;

• Reviewing committee structures and evaluation processes;

• Creating a Senate evaluation system; and

• Clarifying the roles of Senate Officers.

We have also started the budget process for 2026-27.

You have heard the news that Canadore has appointed a new President and CEO, Dr. Sandra Efu. I have already reached out to her to welcome her and get that relationship on the right foot. Renee will have some updates on Canadore projects as she continues to meet regularly with her counterpart.

Construction continues on our outdoor classroom. There was a significant delay in the arrival of timber but we anticipate that the facility will be a bookable classroom and event space by January.

I was pleased to attend the Academic All-Canadian Breakfast this morning for athletes who have achieved 80+ % in all of their classes. Over 42% of our student-athletes have achieved this distinction this year.

NIPISSING UNIVERSITY BOARD OF GOVERNORS

UNIVERSITY GOVERNANCE COMMITTEE MEETING

<mark>OPEN SESSION</mark>

January 26, 2026

The Governance Committee met on January 26, 2026, at 9:00 a.m. in the President's Boardroom (F303) and via Zoom remote video conferencing.

Members present:	John D'Agostino, Committee Chair
	Robin Tonna
	Fran Couchie
	Jessica McMillan
	Laurel Muldoon
	David Smits
	Katrina Srigley
	Kevin Wamsley
	Scott Russell
	Renee Hacquard (VPFA – non-voting)
	Carole Richardson (Interim PVPA – non-voting)
	Abby Blaszczyk (University Secretary – non-voting)
Regrets:	Judy Koziol
Guests:	Sarah Taylor (AVP, Students)
Recording Secretary:	Christine Benoit (Office of the President)

1. **Call to Order/Traditional Land Acknowledgement**

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

2. **Call for Conflicts of Interest**

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

3. **Student Organization Policy**

   The Assistant Vice-President, Students presented a proposed new Student Organization Policy developed jointly with the Nipissing University Student Union. The policy will clarify the relationship between student organizations, NUSU, and the University, and outline the responsibilities and

accountabilities for various student groups, both those which fall within NUSU and those supported by academic departments.

A Committee member raised a concern about the tone of the non-compliance language in the policy, noting the wording feels too punitive, particularly for student societies that rely on volunteer student leaders and focus on community building. The Committee agreed with wording changes to better reflect the intent of supporting student groups and, following the discussion, a motion was made:

Motion: ***That the University Governance Committee recommend the Board of Governors approve the Student Organization Policy as presented.***

Moved by Dave Smits; seconded by Robin Tonna.
Carried.

4. Sexual Violence Policy

The AVP, Students spoke to the revisions in the existing Student Sexual Violence Response policy, highlighting the reorganization of the policy to better support students. She noted the previous version was almost forty pages long and difficult for students to interpret. The updated structure separates the policy statements from procedures, definitions, and roles, which have moved to appendices to make the central policy easier to identify.

She highlighted the major procedural change, the removal of the former *Sexual Violence Response Committee* as the initial decision-maker. While well-intentioned, this committee approach created problems in practice, such as privacy issues, vacancies and inconsistent training, and a lack of student trust. Under the revised system, initial investigations will now be conducted by the AVP, Students or Human Resources, and the committee structure will be retained only for the appeals process.

Questions and comments were welcomed, and a question was raised about whether quick-reference materials (pamphlets, brochures) are available for students who require guidance without reading the full policy. The AVP indicated the resources do exist and work is underway to expand access. Additional concerns were raised around whether board members and senior administration receive education on sexual violence response, and Ms. Taylor indicated a new online training module is under development for broader community access.

A suggestion was made to arrange appendices in an order students would logically need them, and following Committee agreement, a motion was made:

Motion: ***That the University Governance Committee recommend the Board of Governors accept the revisions to the Student Sexual Violence Response Policy as presented.***

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

5. Governance Review – Update

The University Secretary provided an update on the University's Efficiency and Accountability Framework implementation, reporting progress on the six recommendations from the NOUS and Governance Reviews. Committee members emphasized the need for greater understanding of Indigenous governance, co-governance and cultural safety in decision-making, and the importance of integrating the Truth and Reconciliation commitments meaningfully into governance processes.

6. Terms of Reference – Discussion

Included with the meeting package were updated Terms of Reference (TORs) for the University Governance Committee and the Executive and Human Resources Committee. The TORs have been transferred to the new committee framework with minimal revisions, including inclusion of the policy framework oversight for the Governance Committee and clarifying language around the power and authority of the Executive Committee.

A completed Committee Framework will come forward for committee review and recommendation to the Board prior to the final committee meeting in May.

7. Upcoming Vacancies

The Committee Chair reviewed upcoming and current vacancies on the Board, including two (2) members elected to the Board of Governors to represent a broad spectrum of the public, and four (4) persons appointed by the Lieutenant-Governor-in-Council (LGIC).

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

Members discussed potential efforts to escalate appointments for vacant LGIC positions, including a written letter to the MPP. The University Secretary will reach out to the Public Appointments Office to request a virtual meeting to address these concerns.

8. Other Business

A comment was made on the value of external governance training through partners like the Council of Ontario Universities (COU) and other sector organizations and future invitations will be shared with Board members when available.

The meeting adjourned at 9:40 a.m.

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Recording Secretary   Chair of University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE and PLANT & PROPERTY COMMITTEE MEETING

January 26, 2026

The Audit and Finance Committee met on Monday, January 26, 2026, at 10:30 a.m. in the President's Boardroom (F303) and Zoom remote conferencing.

Members Present: Janet Stockton, Committee Chair
                   John D'Agostino
                   Ravil Veli
                   Patti Carr
                   Frank Miscio
                   Denyse Lafrance Horning
                   Jessica McMillan
                   Kevin Wamsley
                   Dave Smits
                   Scott Russell
                   Renee Hacquard (VP, Finance & Administration – non-voting)
                   Carole Richardson (Provost (Interim) – non-voting)
                   Abby Blaszczyk (University Secretary – non-voting)

Regrets: Nicholas Botham

Guests: Dave Drenth

Recording Secretary: Christine Benoit (Office of the President)

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1. **Welcoming Remarks/Land Acknowledgement**

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

2. **Conflict of Interest**

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

3. **Fall Semester Close Financial Update**

   The VPFA provided an overview of the Semester Close reporting package. The Operating Fund shows a year-to-date surplus of $12.5 million as of December 31, 2025, and this aligns with expectations due to tuition revenues being recorded before the fall semester and expenses to occur more evenly throughout the remainder of the year. Several notable variances were highlighted, including

projected increases in government grants totaling $4.9 million, stronger domestic tuition due to higher enrolment in online and partnership programs, and an anticipated shortfall in international tuition. Ms. Hacquard highlighted some expected in-year spending, such as nursing equipment flowthrough and additional spending tied to the efficiency recommendations. Overall, the Operating Fund is projected to finish the year better than budget.

The Ancillary Fund shows a surplus of $4.2 million, with revenues and expenses both tracking on budget. Residence occupancy continues to support positive revenue performance.

Consolidated across all funds, the University is reporting a $17.3 million surplus at December 31, with a projected overall surplus of $3.4 million by year-end due to additional one-time grants. The VPFA noted that projections will change through the continued development of plans to address the Efficiency and Accountability implementation.

4. **Morningstar DBRS Credit Rating Report**

The Committee received a detailed DBRS Credit Rating Report included in the materials, which provided a forward-looking assessment used by the Ministry to determine the University's overall risk category. The credit rating remains unchanged from the prior year at BBB with a Stable trend, supported by balanced budgets and a plan to rebuild reserves through projected surpluses.

The report highlighted several organizational strengths, including a high level of government funding, the absence of unfunded pension liabilities, and a moderate debt burden. It also identifies ongoing challenges, such as limited revenue flexibility due to regulated tuition, a fixed and rising cost base, and a small local catchment area.

Committee members questioned how the University's credit rating compares to institutions of similar size. It was noted that new provincial reporting requirements make comparisons difficult for smaller universities. Additional questions were raised, including what would be required to move to BBB+, particularly regarding debt refinancing and lowering risk. This will be further reviewed by the VPFA as early discussions have been initiated with the debt renewal in June 2027.

5. **2026/27 Budget Update**

The deadline for budget submissions was Friday, January 16, and meetings with budget holders have commenced. The University is aiming for a balanced budget, supported by stronger-than-expected domestic enrolment for 2025-26, which will positively affect the 2026-27 fiscal year. The VPFA reiterated that international tuition is expected to fall short of budget; however, the University remains hopeful that additional government grant funding may be available pending the Ministry's funding formula review.

 Work continues toward preparing the draft budget, which remains on track for presentation to the Committee in April 2026.

Members raised several questions related to budgeting strategy, financial pressures, and planning considerations.

6. **Efficiencies and Accountability Framework Report Update**

A summary of the work completed to date on the Efficiency and Accountability Review was provided for information. To remain eligible for sustainability funding, the University must continue reporting to the Ministry on the progress on the implementation of the 13 recommendations.

Committee members supported a request for more detailed, topic-specific reporting to better understand progress of the recommendations to support informed decision making.

7. **Terms of Reference – Discussion**

The draft Terms of Reference for the Audit and Finance Committee, which include the merger of Plant & Property into the responsibilities, were included for comment by the Committee. Questions were raised regarding competency requirements, noting that Audit and Finance committee members often self-report their financial literacy without any formal assessment. A mechanism for testing would be explored, along with third party training to ensure objectivity and proper skill development, particularly in areas such as interpreting financial statements.

8. **Information Technology Update**

The VPFA provided an Information Technology update, highlighting ongoing monitoring of IT operations, cybersecurity, and service performance. Work is progressing on APOP Action Item 65, which includes developing an updated IT Strategic Plan and a multi-year investment roadmap. This planning will support future improvements to reliability, security, and long-term technology planning.

9. **Capital and Construction Update**

David Drenth, Director of Facilities, provided a Capital & Construction update and the presentation is appended to these minutes. The Director reported no items of concern for the committee regarding ongoing projects. Projects are on budget; however, some delays are being experienced on the Outdoor Classroom due to supply issues.

10. **Other Business**

There was no further business.

The meeting adjourned at 11:49 a.m.

_____   _____

Recording Secretary   Committee Chair

NIPISSING UNIVERSITY

Audit & Finance Committee
Semester Close Results –
as at December 31, 2025

January 26, 2026

Overview

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

Actual Vs. Budget – Operating Fund – as at December 31, 2025

	Actuals	Annual Budget	YTD Actual as a % of Annual Budget	Target % at December 31	% variance	Projection to year end	Projected variance to budget	Notes
Revenue								
Government Grants	$ 25,114,311	$ 42,654,956	59%	67%	-8%	$ 47,607,983	$ 4,953,027	1
Domestic Tuition	$ 32,346,842	$ 30,263,148	107%	95%	12%	$ 31,906,711	$ 1,643,563	2
International Tuition	$ 3,421,042	$ 5,012,805	68%	95%	-27%	$ 3,369,242	$ (1,643,563)	3
Student Fees - Ancillary & Other	$ 3,805,203	$ 4,270,269	89%	95%	-6%	$ 4,270,269	$ -	
Other	$ 1,640,197	$ 2,456,237	67%	67%	0%	$ 2,456,237	$ -	
Revenue Total	$ 66,327,595	$ 84,657,415	78%	59%	19%	$ 89,610,442		
Expenses								
Instructional Staff	$ 19,238,980	$ 31,571,798	61%	67%	-6%	$ 31,571,798	$ -	4
Non-Instructional Staff	$ 12,657,681	$ 20,569,919	62%	67%	-5%	$ 20,569,919	$ -	4
Benefits	$ 6,291,770	$ 10,692,398	59%	67%	-8%	$ 10,692,398	$ -	4
Salary recoveries	$ (569,383)	$ (728,350)	78%	67%	11%	$ (728,350)	$ -	4
Total salaries & benefits	$ 37,619,048	$ 62,105,765	61%	67%	-6%	$ 62,105,765		
Non-staff expense	$ 12,606,986	$ 18,437,450	68%	67%	1%	$ 19,937,450	$ 1,500,000	5
Scholarships and Bursaries	$ 3,131,839	$ 3,649,400	86%	85%	1%	$ 3,649,400	$ -	
Expenses Total	$ 53,357,873	$ 84,192,615	63%	68%	-5%	$ 85,692,615		
Surplus (Deficit) Before Undernote	$ 12,969,722	$ 464,800				$ 3,917,827	$ 3,453,027	
Transfers								
Transfers (to) from other funds	$ (408,117)	$ (367,588)	111%	85%	26%	$ (367,588)	$ -	
Transfers Total	$ (408,117)	$ (367,588)	111%	85%	26%	$ (367,588)	$ -	
Total Operating	$ 12,561,606	$ 97,212				$ 3,550,239	$ 3,453,027	

Variance explanations:

1) Projections include additional Northern Grant, Teacher Education expansion grant and nursing grant for equipment

2) Projected to be better than budget due to increased enrolment in nursing

3) Budget included 166 FTE (123 returning, 43 new), we are currently 42 lower than budget.

4) YTD variance is due to timing – no material variances noted.

5) Additional spending anticipated for nursing equipment, and other spending related to efficiencies & accountability plan due to additional funding received.

Actual Vs. Budget – Ancillary Fund – as at December 31, 2025

	Actual YTD	Annual Budget	YTD Actual as a % of Annual Budget	Target % at December 31	% Variance	Projections to year end	Projected variance to budget	
Revenue								
Accommodations	$ 7,626,642	$ 7,387,936	103%	100%	3%	$ 7,577,936	$ 190,000	1
Ancillary services	$ 53,915	$ 157,250	34%	67%	-33%	$ 157,250	$ -	2
Conference Services (Corporate events and Summer Accommodations)	$ 361,576	$ 456,900	79%	85%	-6%	$ 376,900	$ (80,000)	3
Extended Learning	$ 306,955	$ 521,641	59%	100%	-41%	$ 411,641	$ (110,000)	4
Revenue Total	$ 8,349,088	$ 8,523,727	98%	95%	3%	$ 8,523,727	$ -	
Expenses								
Salaries and Benefits	$ 2,075,967	$ 3,120,944	67%	67%	0%	$ 3,120,944	$ -	5
Operating	$ 1,472,894	$ 2,630,400	56%	67%	-11%	$ 2,630,400	$ -	6
Long term debt	$ 593,573	$ 1,175,121	51%	67%	-16%	$ 1,175,121	$ -	7
Expenses Total	$ 4,142,435	$ 6,926,465	60%	67%	-7%	$ 6,926,465	$ -	
Surplus (Deficit) Before Undernoted	$ 4,206,653	$ 1,597,262				$ 1,597,262		
Transfers								
Transfers to (from) Other funds	$ (28,805)	$ -	0%	0%	0%	$ -	$ -	
Transfers Total	$ (28,805)	$ -	0%	0%	0%	$ -	$ -	
Total	**$ 4,235,459**	**$ 1,597,262**				**$1,597,262**	**$ -**	

Variance explanations:

1) Accommodations revenue is currently over budget, we are anticipating having to process some refunds. We expect to be better than budget.

2) Due to timing – revenue from 3rd parties will not occur on a linear basis. Not anticipating any material variances here at this time.

3) Due to timing and renovation, summer accommodations and conference bookings were below target.

4) YTD is below target, will monitor for potential shortfalls during the year

5) No variances to report

6) YTD is under target – no significant variances noted, mostly due to timing of expenses.

7) YTD is under target – due to fluctuations in interest rate – will monitor to year-end.

Ancillary Fund results by division – as at December 31, 2025

	Extended Learning		Ancillary provided by 3rd parties and other (Food Services, Bookstore, Parking, Lakers Shop, Varsity concessions, etc..)		Residences		Conference Services & Summer accommodations		Total				
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual YTD	Annual Budget	YTD Actual as a % of Annual Budget	Target % at December 31	Variance
Revenue													
Sales and Service revenues	$ 306,955	$ 521,641	$ 53,915	$ 157,250	$ 7,626,642	$ 7,387,936	$ 361,576	$ 456,900	$ 8,349,088	$ 8,523,727	98%	100%	-2%
Revenue Total	$ 306,955	$ 521,641	$ 53,915	$ 157,250	$ 7,626,642	$ 7,387,936	$ 361,576	$ 456,900	$ 8,349,088	$ 8,523,727	98%	95%	3%
Expenses													
Salaries and Benefits	$ 351,637	$ 591,390	$ 106,866	$ 117,593	$ 1,228,140	$ 2,026,274	$ 389,324	$ 385,687	$ 2,075,967	$ 3,120,944	67%	67%	0%
Operating	$ 3,172	$ 24,610	$ 127,867	$ 139,300	$ 1,274,403	$ 2,410,850	$ 67,453	$ 55,640	$ 1,472,894	$ 2,630,400	56%	67%	-11%
Long term debt	$ -	$ -	$ -	$ -	$ 593,573	$ 1,175,121	$ -	$ -	$ 593,573	$ 1,175,121	51%	67%	-16%
Expenses Total	$ 354,809	$ 616,000	$ 234,733	$ 256,893	$ 3,096,117	$ 5,612,245	$ 456,777	$ 441,327	$ 4,142,435	$ 6,926,465	60%	67%	-7%
Total Surplus / (Deficit)	$ (47,853)	$ (94,359)	$ (180,818)	$ (99,643)	$ 4,530,526	$ 1,775,691	$ (95,201)	$ 15,573	$ 4,206,653	$ 1,597,262			
Transfers													
Transfers to (from) Other funds	$ (28,805)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ (28,805)	$ -			
Transfers Total	$ (28,805)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ (28,805)	$ -			
Total	$ (19,048)	$ (94,359)	$ (180,818)	$ (99,643)	$ 4,530,526	$ 1,775,691	$ (95,201)	$ 15,573	$ 4,235,459	$ 1,597,262			

Consolidated Income Statement – as at December 31, 2025

	Operating Fund 10	Internally Restricted 11	Ancillary Fund 15	Capital Fund 40	Trust Fund (Non-Endowed) 50	Research Fund 60	Agency Fund 70	Endowed Funds 51	Total Consolidated Results
REVENUE									
Government Grants (new)	25,114,311		-	278,541		1,523,554	3,115,490		30,031,896
Government Grants (cfwd from prior year)						1,984,242	17,255		2,001,497
Student Fees	39,573,087								39,573,087
Ancillary fees (Accomodation Fees, Conference Services, etc…)			8,349,088						8,349,088
Other	1,177,002				4,605	70,392	377,342		1,629,341
Other (cfwd from prior year)						518,402			518,402
Investment	366,175				1,344,072			433,783	2,144,030
Donations (new)	97,020			8,000	214,550	13,652	20		333,242
Donations (cfwd fom prior year)					1,433,904				1,433,904
TOTAL REVENUE	**66,327,595**	**-**	**8,349,088**	**286,541**	**2,997,132**	**4,110,241**	**3,510,107**	**433,783**	**86,014,487**
EXPENSES									
Salaries and Benefits	37,619,048	11,703	2,075,967			733,491	775,234		41,215,443
Operating and Research	9,537,444	236,252	1,472,894	580,770	38,359	979,790	337,782	4,955	13,188,248
Occupancy Costs	2,209,052			21,547			1,331,385		3,561,984
Scholarships and Bursaries	3,131,839				621,949			328,575	4,082,363
Principal and Interest on Long Term Debt	860,490		593,573	(895,848)					558,215
TOTAL EXPENSES	**53,357,873**	**247,956**	**4,142,435**	**(293,530)**	**660,308**	**1,713,281**	**2,444,401**	**333,530**	**62,606,253**
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUE) BEFORE THE UNDERNOTED	**12,969,722**	**(247,956)**	**4,206,653**	**580,072**	**2,336,824**	**2,396,960**	**1,065,707**	**100,252**	**23,408,234**
TRANSFERS									
Transfer from (to) other funds in-year	(171,643)		28,805	-	(53,411)	215,052	(22,150)	(100,252)	(103,600)
Transfer from (to) deferred contributions/revenues		(48,517)			(2,283,412)	(2,612,012)	(1,043,557)		(5,987,498)
TOTAL EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	**12,798,079**	**(296,473)**	**4,235,459**	**580,072**	**0**	**(0)**	**(0)**	**0**	**17,317,136**
TRANSFERS TO/(FROM) INTERNALLY RESTRICTED	**(236,473)**	**296,473**		**-**			**(60,000)**		**(0)**
TOTAL EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES AFTER TRANSFERS	**12,561,606**	**0**	**4,235,459**	**580,072**	**0**	**(0)**	**(60,000)**	**0**	**17,317,136**

Actual Vs. Budget – Consolidated summary

	Actual YTD	Annual Budget	Projection to year end (April 30/26)	Projected variance to budget
Total Operating Surplus/(Deficit)	$ 12,798,079	$ 97,212	$ 3,550,239	$ 3,453,027
Total Ancillary Surplus/(Deficit)	$ 4,235,459	$ 1,597,262	$ 1,597,262	$ -
Total Accounting & other adjustments	$ 283,599	$ (1,694,202)	$ (1,694,202)	$ -
Total Consolidated	$ 17,317,136	$ 272	$ 3,453,299	$ 3,453,027

Statement of Financial Position

	31-Dec-25	30-Apr-25	$ Difference	% Change	
Assets					
Current assets:					
Cash and cash equivalents	$ 22,273	$ 24,611	$ (2,338)	-9%	1
Accounts receivable	13,805	3,317	10,488	316%	2
Investments - short-term	11,303	9,311	1,992	21%	3
Other assets	388	1,861	(1,473)	-79%	4
	47,769	39,100	8,669	22%	
Investments - long-term	34,763	28,963	5,800	20%	5
Capital assets	64,653	64,653	-	0%	6
	$ 147,185	$ 132,716	$ 14,469	11%	
Liabilities and Net Assets					
Current liabilities:					
Accounts payable and accrued liabilities	$ 7,340	$ 11,304	$ (3,964)	-35%	7
Employee related	2,294	2,294	-	0%	8
Deferred revenue	5,987	5,306	681	13%	9
Current portion of long-term debt	1,356	1,356	-	0%	6
	16,977	20,260	(3,283)	-16%	
Long-term:					
Long-term debt	27,401	28,297	(896)	-3%	10
Deferred contributions	16,268	15,968	300	2%	9
Deferred capital contributions	31,988	31,988	-	0%	6
Employee future benefits	7,797	7,797	-	0%	6
	100,431	104,310	(3,879)	-4%	
Net assets:					
Unrestricted:					
- operating	22,294	6,016	16,278	271%	
- employee future benefits	(10,090)	(10,090)	-	0%	
Internally restricted	18,551	17,512	1,039	6%	
Endowments	15,999	14,968	1,031	7%	
	46,754	28,406	18,348	65%	
	$ 147,185	$ 132,716	$ 14,469	11%	

Variance explanations:

1) Cash levels typical of December results.

2) Includes receivables for Winter tuition

3) Variance is not material

4) Typical level for December – prepaid expenses from year-end have been transferred to expenses

5) Due to market fluctuations

6) No changes until year-end

7) Due to timing of payments

8) Vacation accrual

9) Due to timing of revenue recognition

10) Payments on long-term debt

Unrestricted & Restricted Cash reconciliation

	31-Dec-23	31-Dec-24	31-Dec-25
Cash	$ 16,947	$ 18,441	$ 22,273
Short-term investments	$ 4,439	$ 8,057	$ 11,303
Restricted investments	$ 26,728	$ 29,947	$ 34,763
Total	$ 48,114	$ 56,445	$ 68,339
Deferred Revenue	$ 5,469	$ 5,079	$ 5,987
Deferred Contributions	$ 11,822	$ 13,825	$ 16,268
Internally restricted net assets (excluding investment in capital assets)	$ 8,442	$ 7,914	$ 13,709
Endowments	$ 12,773	$ 14,901	$ 15,999
Total	$ 38,506	$ 41,719	$ 51,963
Working capital differential (Accounts receivable less accounts payable)	$ 6,610	$ 6,610	$ 6,465
Net cash position	**$ 16,218**	**$ 21,336**	**$ 22,841**

Cash Flows
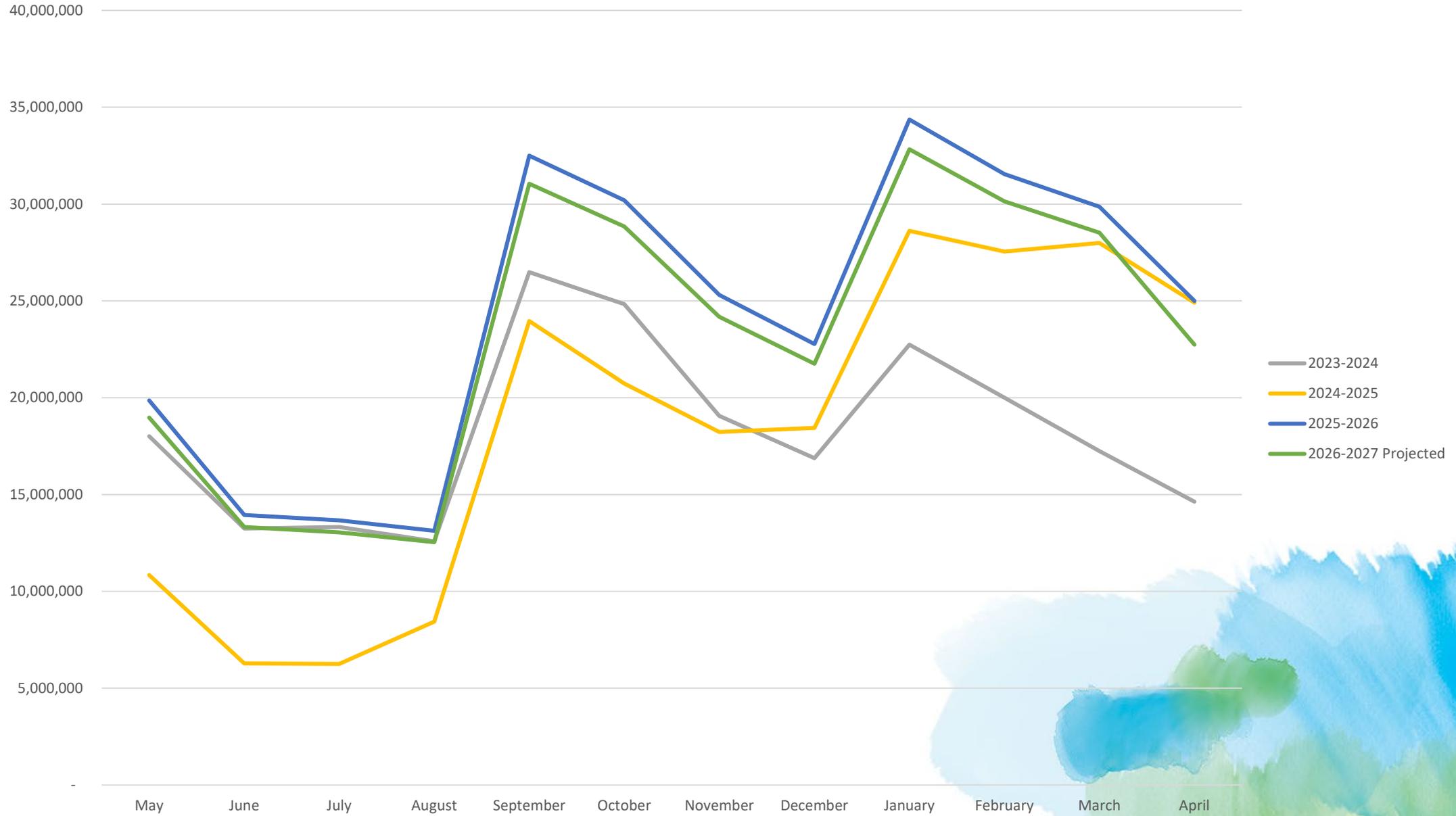
Ministry Financial Accountability Ratios

	Thresholds			2023-2024 Confirmed			2024-2025 Draft			2025-2026 Projected			What is required (based on projected 2025) to get to:		
	Medium-risk	High-risk	Weight	Ratio calculation	Rating	Overall Category rating	Ratio calculation	Rating	Overall Category rating	Ratio calculation	Rating	Overall Category rating	Medium-risk	No risk	
Liquidity Ratios:															
Primary reserve (days):	90 to 31 days	<30	50%	49.54	1		82.27	1		77.01	1		n/a	$7 million	Additional spendable reserves
Working Capital	1.25 to 1.01	<1	50%	1.50	-	0.5	1.50	-	0.5	1.50	-	0.5	n/a	n/a	
Financial Sustainability Ratios															
Viability ratio	60% to 31%	<30%	25%	11.54%	2		33.54%	1		34.30%	1		n/a	$6 million	Additional spendable reserves
Debt ratio	35% to 54%	<55%	25%	55.97%	2	1.0	54.49%	1	0.5	54.49%	1	0.5	n/a	$75 million	Additional assets
Debt to revenue ratio	35% to 49%	<50%	25%	30.98%	-		27.44%	-		28.91%	-		n/a	n/a	Additional revenues
Interest burden ratio	2.0% to 3.9%	>4.0%	25%	0.82%	-		1.03%	-		0.92%	-		n/a	n/a	
Performance															
Surplus (deficit) ratio	1.5% to 0.1%	<0%	50%	3.68%	-		6.15%	-		0.05%	1		n/a	n/a	Additional revenues
Net operating revenue ratios	7% to 2.1%	<2%	50%	6.05%	1	0.5	11.76%	-	-	2.50%	1	1.0	n/a	n/a	
Credit rating															
Third party credit rating				BBB Stable	1	1	BBB Stable	1	1	BBB Stable	1	1			

Overall Risk Score Action Plan	Low Action	Low Action	Low Action
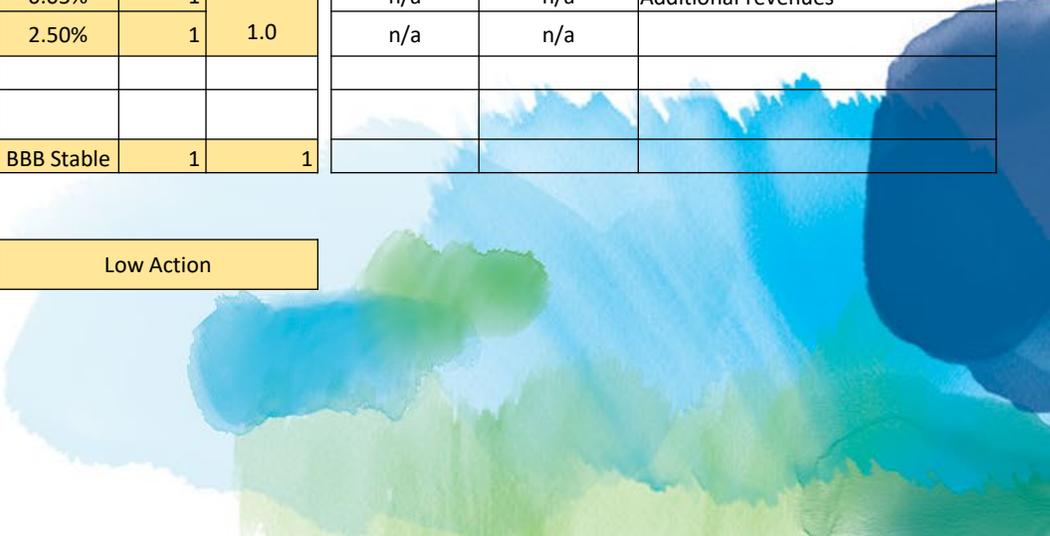
Spendable net assets
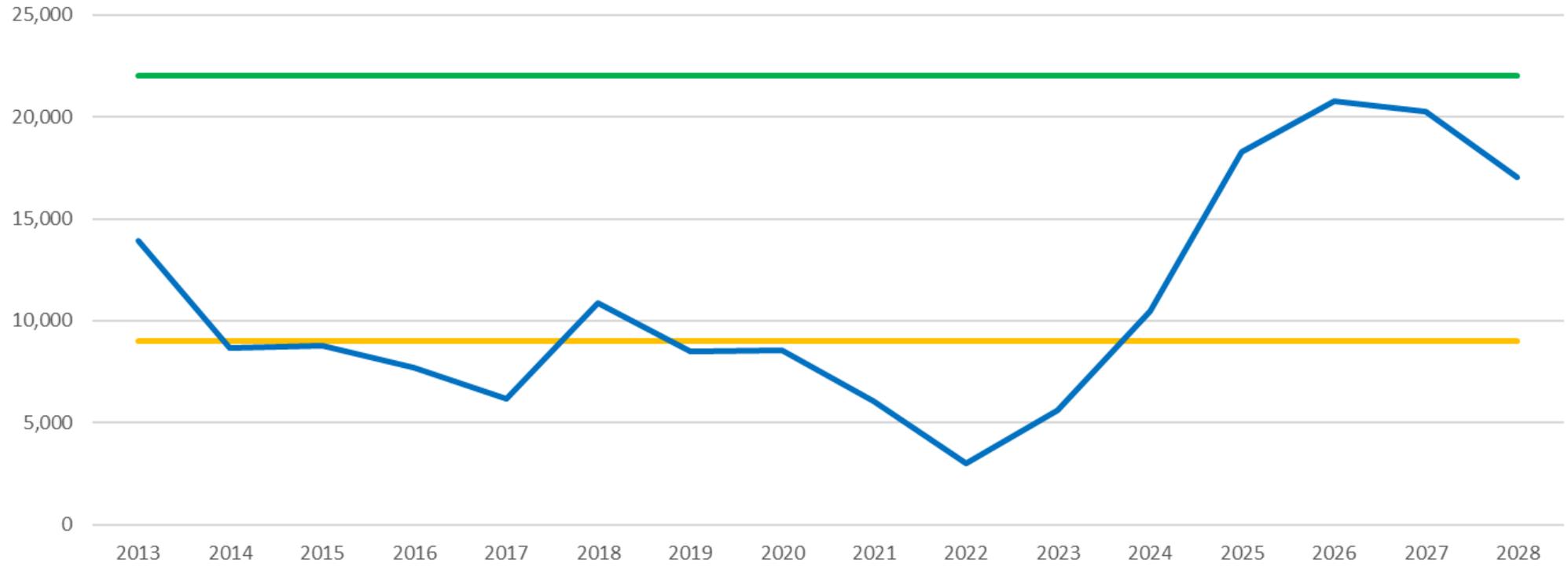
Capital Debt Policy – Ratios as at December 31, 2025

	31-Dec-23	31-Dec-24	31-Dec-25
Interest burden ratio *(Target: lower than 2%)*	1.06%	0.96%	0.89%
Debt per student FTE *(Target less than $8,500 per student)*	$ 6,613.10	$ 6,149.13	$ 5,512.17
Ratio of Debt to Total Revenues *(Target: less than 48%)*	42%	38%	36%

# Plant and Property - January 2026

Project Update Summary

Outdoor Classroom Update

- Architect: Mitchell Jensen Architects

- Contractor: Venasse Building Group

- Project Cost: $1,000,000

- Funding Sources: Donation/Grant

Project Update Summary

Outdoor Classroom

- Access pathways complete including asphalt

- Concrete foundation complete

- Structural lumber and steel arrival being erected

- North Bay Hydro supply complete

- Panel update from OII & Alumni provided

- Outdoor fire pit confirmed for addition post completion

- Project remains on-budget and progressing quickly

① Panel Elevation - Bear
SCALE: 1:20
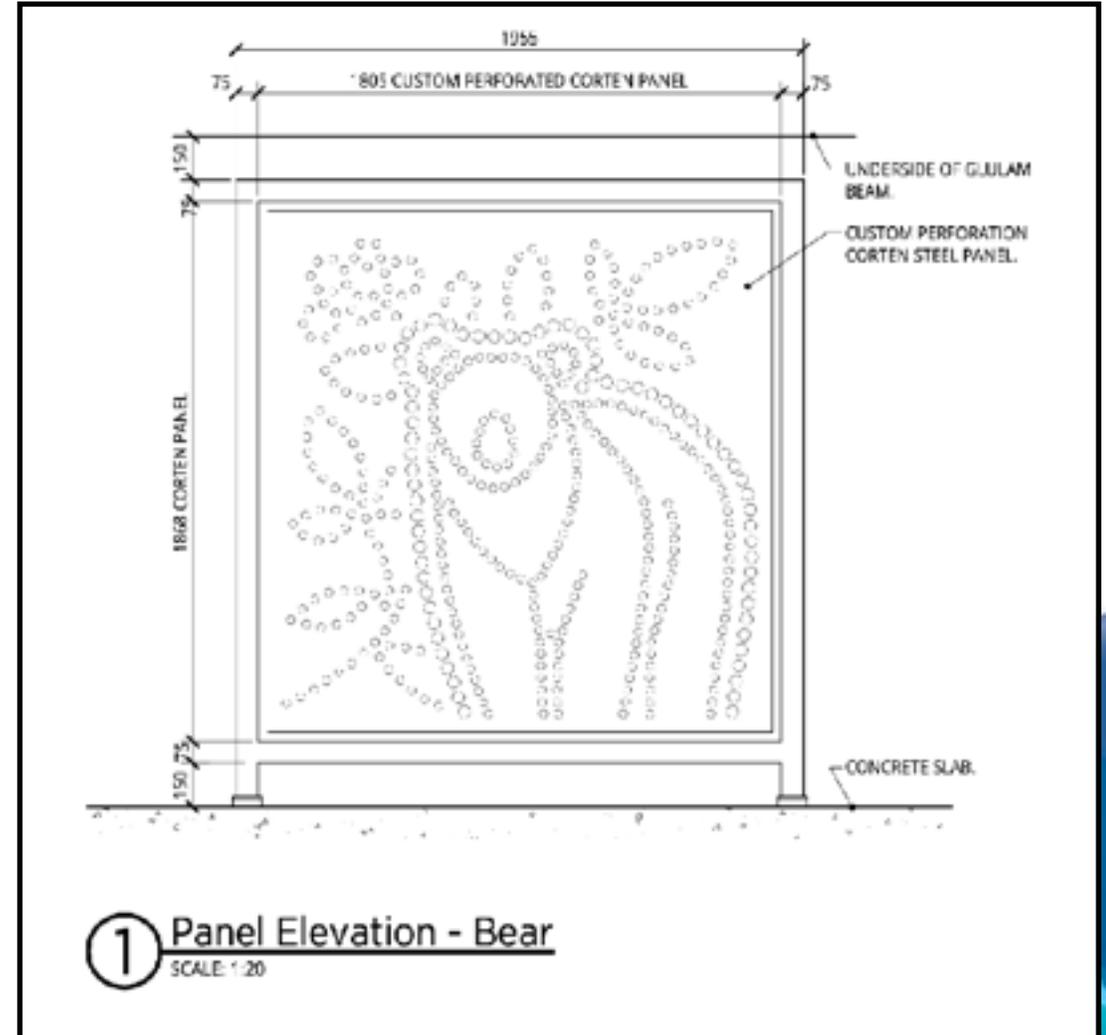
Project Update Summary

Front Entrance Renovation

- Contractor: Venasse Building Group

- Project Cost: $510,000

- Funding Sources: FRP

- On budget

- Status : 95% complete - 1 outstanding change order
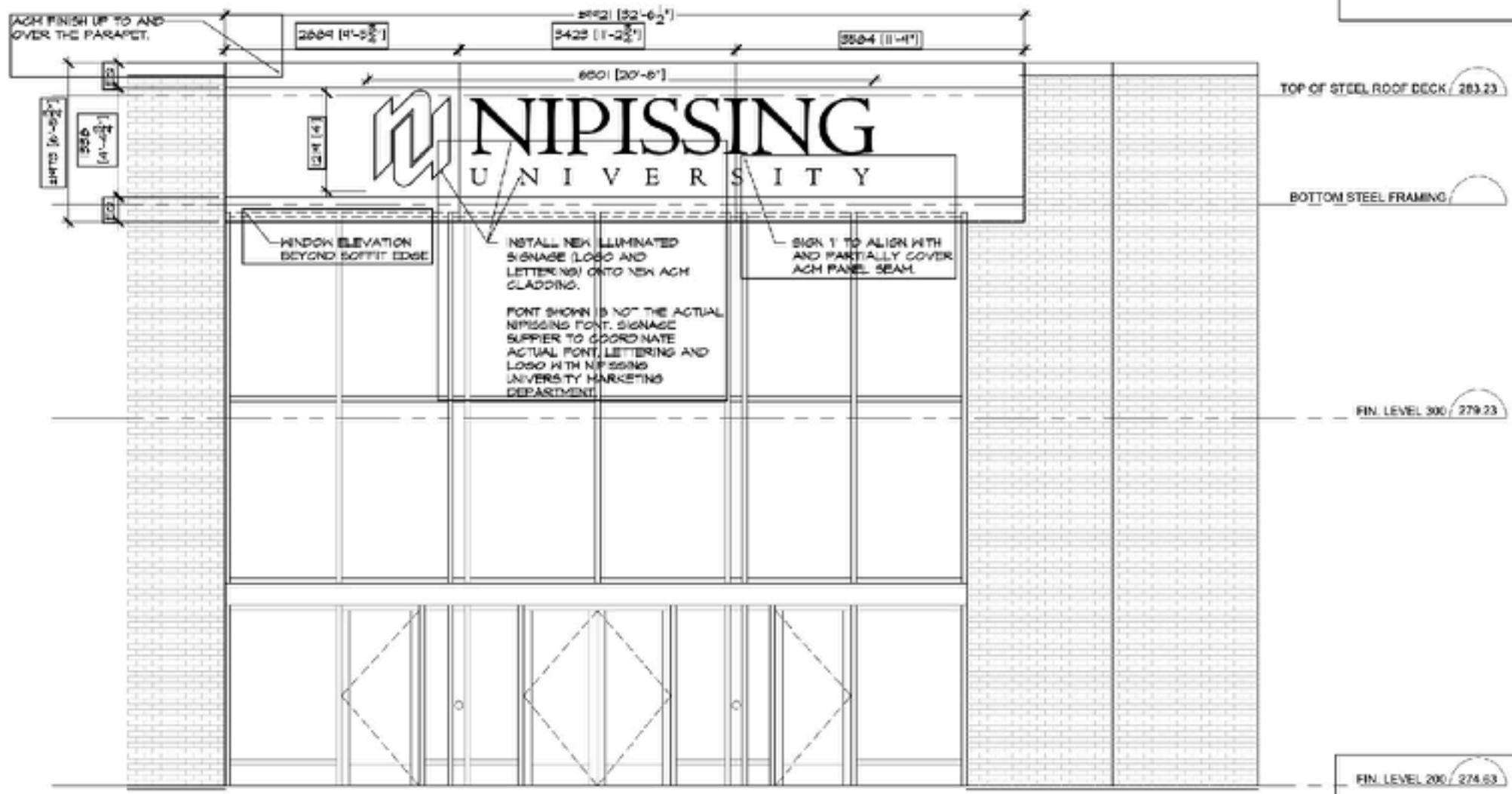
NIPISSING
U N I V E R S I T Y

ACM FINISH UP TO AND OVER THE PARAPET.

2684 [8'-9½"] 3429 [11-2½"] 3504 [11'-6"]

8602 [32'-6½"]

6601 [20'-8"]

TOP OF STEEL ROOF DECK 283.23

BOTTOM STEEL FRAMING

WINDOW ELEVATION BEYOND SOFFIT EDGE

INSTALL NEW ILLUMINATED SIGNAGE (LOGO AND LETTERING) ONTO NEW ACM CLADDING.

FONT SHOWN IS NOT THE ACTUAL NIPISSING FONT. SIGNAGE SUPPLIER TO COORDINATE ACTUAL FONT, LETTERING AND LOGO WITH NIPISSING UNIVERSITY MARKETING DEPARTMENT.

SIGN 1 TO ALIGN WITH AND PARTIALLY COVER ACM PANEL SEAM.

FIN. LEVEL 300 279.23

FIN. LEVEL 200 274.63

project:
NIPISSING UNIVERSITY
F-WING UPGRADES
100 COLLEGE DRIVE
NORTH BAY, ONTARIO

title: EXTERIOR ELEVATION
PROPOSED NEW SIGNAGE

drawn by: JA + AL   checked by: MW
scale: 1:50   project no: 2415
date plotted: Nov 25, 2025   revision date:

dwg no:
CN-8.2

HVAC Replacements/Upgrades

Building Automation Controls

Honeywell

Project Description:

- Replace obsolete controllers in H-Wing, R-Wing and F-Wing areas

- Perform air balancing audit throughout to identify non-functioning components

- Update and upgrade system programming to reduce energy consumption

Project Status Update

- Contractor: Honeywell

- Project Cost: $130,000

- Funding Sources: FRP

- Status : Completed on budget

HVAC Replacements/Upgrades

Building HVAC Review & Upgrades

Project Description:

- Direct result of systems audit

- Repair or replace identified concerns

- Re-calibrate all components for improved efficiency and performance

Project Status Update

- Contractor: Bernard Rochefort LTD

- Project Cost: $528,000

- Funding Sources: FRP

- Status : Ongoing & on budget

End

Executive Summary

Nipissing University continues to advance implementation of the thirteen recommendations in the Efficiency and Accountability Fund (EAF) Review Final Report, which identified opportunities to strengthen governance, modernize administrative systems, streamline academic programming, and support sustainable enrolment growth. The EAF Review was conducted by NOUS and confirmed that while Nipissing is administratively lean and has made meaningful progress toward financial stability, targeted investment is required to modernize systems, enable future growth, and realize efficiencies.

The report emphasizes that long-term sustainability depends on coordinated improvements across people, processes, and technology. Implementation work is progressing across all major areas, including governance modernization (R1), program and enrolment planning (R2–R5), digitization and process improvements (R6–R10), facilities planning (R11), and strengthening ancillary and advancement revenues (R12–R13).

NOUS projects that full implementation of all the recommendations will generate significant financial and operational benefits. A one-time investment from the province of approximately **$7.4 million** is expected to yield a **five-year cumulative benefit of $15.4 million**, driven by improved efficiency, strengthened administrative capacity, streamlined academic offerings, and enhanced enrolment and revenue opportunities. These gains underscore the value of disciplined, targeted investment to support modernization, sustainability, and growth. The 2025-26 PSESF top-up funding used as of this point in time is over $1,217,000. We anticipate spending the remaining funds prior to March 31.

As part of the EAF Review, Nipissing University commissioned a report from the Strategic Governance Consulting Services to explore and assess Board and Senate governance through the bicameral model. The purpose of the review was to identify strengths, gaps, and opportunities to enhance the effectiveness of Nipissing University's governance structures.

Overall, Nipissing University demonstrates strong financial stewardship, a clear implementation plan aligned with the report's six project areas, and a sustained

commitment to executing the EAF recommendations to secure long-term stability and strengthen its impact in Northern Ontario.

Governance

R1 Increase capacity and role clarity of governance bodies.

Status:	**Benefits realized:**
Started – ongoing	To be determined

See attached appendix for further information on the sub-recommendations and status.

Academic Programming

R2 Streamline program and course offerings and optimize program architecture.

Status:	**Benefits realized:**
Started – ongoing	To be determined

The University is working to streamline program and course offerings and optimize overall program architecture. This work includes examining opportunities for program amalgamation and reducing unnecessary complexity in the academic portfolio to support more efficient delivery. These efforts will help ensure that program structures remain coherent, financially sustainable, and aligned with institutional priorities.

Some degree streams and degree programs have suspended enrolment, and other programs have been reimagined to streamline offerings and to eliminate duplication of administrative roles.

As an example, the recent consolidation of Anthropology, Religions & Culture, Gender Equality & Social Justice, and Sociology into one consolidated Sociology program is an example of this work. It also includes a re-envisioning of the program and offers student concentrations in areas of interest, unique interdisciplinary learning opportunities while supporting our commitments in the

Strategic Plan. Further, the merger has enabled more efficient scheduling and deployment of faculty resources and has improved class fill rates, supporting long-term program viability.

R3 Align enrolment growth with financial sustainability and institutional priorities.

Status:	Benefits realized:
Started – ongoing	To be determined

The University has launched the development of a comprehensive program cost tracker to support this recommendation. This tool will provide clearer insight into the financial performance of academic programs, enabling more informed decision-making around enrolment planning, resource allocation, and long-term program viability. By establishing a consistent approach to capturing and analyzing program costs, the University will be better positioned to ensure that future enrolment growth aligns with both strategic priorities and financial sustainability. The project scope includes multi-year analysis of our data and aligns with approaches already in use at peer institutions, including Queen's University. Beyond meeting Academic Plan and Operational Plan (APOP) requirements, this work creates lasting value by improving credibility, reducing future effort, and giving the university a stronger foundation for program-level financial planning and sustainability decisions.

To strengthen our ability to make data-informed decisions and drive sustainable enrolment growth, the Strategic Enrolment Management (SEM) Committee has established evidence-based enrolment targets. These targets are aligned with current and emerging market demand, the institution's operational and academic capacity, and our broader strategic priorities. A central focus of this work will be to ensure that enrolment growth directly supports financial sustainability while advancing institutional priorities. Through coordinated analysis, forecasting, and collaboration, the SEM Committee has developed targets that are both ambitious and achievable, enabling more effective resource planning, program development, and long-term institutional sustainability. This structured approach positions us to respond proactively to

demographic shifts, competitive pressures, and student needs while strengthening our financial and strategic foundation.

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

Status:	Benefits realized:
Started – ongoing	To be determined

The University is in the process of strengthening its continuing education portfolio with the hiring of a new Director of the Centre for Teaching and Learning, who is now leading the development of a refreshed strategic direction for the unit. One of the mandates of this unit is to develop revenue streams of mutual benefit to Nipissing, North Bay, and our extended community. This work includes shaping a renewed vision for continuing education, identifying opportunities to improve financial performance, and enhancing the quality and relevance of program offerings. Together, these efforts will support a more sustainable and innovative approach to continuing education moving forward.

Revenue-Generating Opportunities

R5 Protect and increase revenue from international enrolment.

Status:	Benefits realized:
Ongoing	To be determined

The University is attempting to protect and grow revenue from international enrolment by advancing recruitment efforts and strengthening partnerships with agents and global institutions. Despite ongoing challenges related to federal regulations, work remains focused on diversifying markets, enhancing support for international students, and building sustainable recruitment pipelines. These efforts aim to stabilize and increase international enrolment, supporting long-term financial sustainability and institutional priorities.

We have diversified our markets, including welcoming students representing 18 different citizenships, such as Nigeria, Ghana, Pakistan, Iran, and China.

We are building sustainable recruitment pipelines through increased onshore recruitment, new agent agreements, improved agent training and monitoring, exploring joint partnerships and improved legal immigration support for all our students. While recruitment has been a priority, the University has also focused on student supports both academic and housing. At the same time, we are placing a strong emphasis on the international student experience by strengthening on-campus academic, advising, and housing supports to promote student success, retention, and well-being.

Administrative & Student Services

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

Status:	Benefits realized:
Started – ongoing	To be determined

The University is advancing the digitization of key administrative processes to improve service efficiency and effectiveness. Work is currently underway to identify priority workflows that can be modernized through updated systems, streamlined procedures, and improved data integration. This work will help reduce administrative burden, enhance student and staff experience, and support more consistent, reliable service delivery across the institution.

We have created several workflows that have improved administrative efficiency. As an example, a workflow to track all curriculum revisions from initial proposal to Senate approval and a workflow to track academic misconduct cases to better support students and track data.

We anticipate large investments will be required to continue automating priority administrative processes, including implementing Ellucian Colleague Student Planning and a student placement solution to strengthen student-facing service delivery and reduce manual workload.

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

Status:	Benefits realized:
Started – ongoing	To be determined

The University is working to increase application conversion rates through targeted process improvements within the Registrar's Office. This includes reviewing current practices, identifying bottlenecks in the application and admissions workflow, and implementing more efficient, student-centered processes. These enhancements aim to create a smoother applicant experience, reduce processing times, and ultimately convert a higher proportion of applicants into enrolled students.

We have invested in a new CRM for the Registrar's Office, which will focus on digitizing and streamlining key applicant-facing and administrative processes. Current work focuses on using the CRM to modernize priority workflows, reduce manual handling, and improve data integration across systems, helping to create more consistent and efficient service delivery.

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

Status:	Benefits realized:
Started – ongoing	To be determined

The University is strengthening academic advising and student supports to improve retention and graduation outcomes. Efforts focus on earlier more proactive outreach and better coordination across support units, ensuring students receive timely guidance and access to the resources they need to succeed.

Through enhanced academic advising strategies, our team has strengthened student retention by implementing proactive outreach in high-risk courses. By partnering closely with faculty to identify students exhibiting early indicators of academic difficulty, advisors are able to intervene before challenges escalate. This targeted approach ensures that at risk students receive timely, personalized

support, ranging from academic planning to connection with campus resources, while supporting a collaborative and wrap around service model for students. As an example and result of these coordinated efforts, we have seen retention in our first-year biology course improve by 25% in the 2025 Fall term.

In addition, we are implementing a new degree audit system designed to further support retention by giving students and advisors clearer insight into academic progress, course requirements, and alternative pathways when challenges arise. This tool will enable more effective course planning and proactive outreach by flagging students who may be off track and helping advisors guide them toward timely and realistic academic options.

R9 Simplify application and systems environment.

Status:	Benefits realized:
Started – ongoing	To be determined

The University is working to simplify its application and systems environment by reducing unnecessary customization and promoting more consistent use of standard software features. This approach will streamline processes, improve system reliability, and reduce long-term maintenance demands, supporting a more efficient and sustainable technology ecosystem across the institution.

This work is being advanced through a multi-year enterprise systems roadmap with OA Solutions, spanning Finance, the Registrar's Office, Human Resources, and Information Technology. Key initiatives include Colleague de-customization and security improvements, targeted module enhancements and core system training, Degree Audit implementation, and improvements in payroll and leave entry processes.

Procurement Opportunities

R10 Explore opportunities to further strategic procurement outcomes.

Status:	Benefits realized:
Started – ongoing	To be determined

The University is beginning to explore opportunities to strengthen strategic procurement, though a detailed review has not yet been completed. Early efforts focus on identifying where streamlined purchasing practices and coordinated or bulk procurement could improve value and reduce costs, laying the groundwork for a more efficient and consistent approach to procurement across the institution.

Physical Assets and Facilities

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

Status:	Benefits realized:
Started – ongoing	To be determined

The University is beginning preliminary planning to optimize physical assets and facilities to support sustainable student growth. Work has not yet started in detail, but early discussions, including collaboration with the new Director of the Centre for Teaching and Learning, will focus on future classroom renovations, updated software and learning space tools, and the development of clearer facilities policies.

Revenue-Generating Opportunities

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

Status:	Benefits realized:
Started – ongoing	To be determined

The University is continuing to align its residence rates with local market conditions, ensuring revenues remain competitive and sustainable. By gradually increasing rates to market levels while simultaneously enhancing the overall value proposition for students, we aim to strengthen both financial performance and student satisfaction. This includes improving residence amenities, expanding community-building programming, and elevating the quality of services offered. Together, these steps support a sustainable revenue model that continues to generate meaningful surpluses for institutional priorities.

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

Status:	Benefits realized:
Started – ongoing	To be determined

The University has started the development of a multi-year Philanthropy Plan. Draft priority areas have been identified, and additional consultations with staff will occur this spring. Following these engagements, we will move into priority setting and plan formalization, with the final plan anticipated by the end of the summer.

Appendix

Governance

1. Review and Design the Secretariat Model

The Secretariat model is proposed to be independent, serving both the Board and Senate, aligned with best practice in university governance. It is expected that the University Secretary will have a dual reporting structure - administratively to the President and a dotted-line to the Board Chair and Senior Senate leader. A dedicated training budget will be allocated for Secretariat staff.

2. Develop Governance Training & Onboarding Programs

Work is underway on comprehensive training modules covering governance systems, roles, duties and expectations. Mandatory financial literacy training will be implemented, and a micro-site is in the final stages of review.

Of note, there has been sector-wide discussion on the possibility of shared governance training to be made available through the Council of Ontario Universities COU) and/or the Canadian Universities Governance Association (CUGA).

3. Adopt a University-Wide Policy Framework

Framework to be drafted with templates, timelines, proliferation protocol, and a central repository for policies.

The RFP process is well underway for a Policy Advisor, with interviews of the shortlisted candidates to take place in February with an anticipated start date of the successful candidate in March 2026.

4. Establish Clear Committee Frameworks and Conduct Governance Evaluation

The draft Committee Framework is underway, with standardized templates for Board and Senate committees developed, as well as uniform Annual Work Plans.

A formal review of the committee structure for the Board of Governors has been initiated with adjustments made per the external governance review.

A formal review of the Senate structure is pending.

5. Develop a Senate Evaluation System

A Senate Governance Review Committee consisting of members from the Senate Executive Committee and the Bylaws Committee has been struck and has reviewed an initial draft of a Senate Evaluation system, similar to that of the Board of Governors. The Committee will continue to meet to adjust the evaluation as needed prior to sharing it with Senate for approval and participation.

6. Seek Clarity on the Role of Senate Officers

Clarifying the role of Senate Officers is a critical legal and governance priority aimed at ensuring Senate operations align with statutory authority as defined in The Nipissing University Act and best-practice models. The first step involves obtaining a formal legal opinion on the current Senate By-Law provision that restricts the President's role as Chair of Senate, including an assessment of whether this limitation is valid under The Act.

NIPISSING UNIVERSITY BOARD OF GOVERNORS

COMMUNITY RELATIONS and FUNDRAISING COMMITTEE MEETING

January 26, 2026

The Community Relations and Fundraising Committees met on January 26, 2026, at 1:30 p.m. in the President's Boardroom (F303) and via Zoom remote conferencing.

Members Present:	Stacie Fiddler, Committee Co-Chair
Ravil Veli, Committee Co-Chair
Joe Sinicrope
Fran Couchie
Blaine Hatt
Doris Olmstead
Dave Smits
Tyson Stewart, NUICE Member
Kevin Wamsley
Scott Russell
Renee Hacquard (VPFA – non-voting)
Carole Richardson (PVPA (Interim) – non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets:	Laurel Muldoon
Jamie Lowery

Guests:	Maggie Horsfield

Recording Secretary: Christine Benoit (Office of the President)

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1. **Welcome/Traditional Land Acknowledgement**

   The meeting was called to order at 1:33 p.m. and a traditional land acknowledgement was offered.

2. **Conflict of Interest**

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

3. **Advancement Update**

   The VPFA provided an overview of the Advancement Report, highlighting the year-end fundraising appeal focused on unrestricted giving to the newly established *Nipissing Fund*, raising nearly $30,000. This fund will support student-focused investments, including infrastructure matching funds, equipment needs, and community-based learning initiatives. Reporting will follow as the fund is utilized.

   A donor survey conducted in the fall received approximately 60 responses, providing insight to refine donor communications and event strategies. Staff and faculty giving remains strong, with 56 employees

contributing 363 gifts totaling over $21,000 last year. A new 50/50 draw has launched with 78 employee participants, and expansion to include external members is under consideration pending further development of the lottery program.

The Advancement team continues work on a multi-year philanthropy plan, with priorities under consultation and final recommendations expected by late summer.

4. Annual Fundraising Appeal

The VPFA asked members to save the date for *An Evening at Nipissing* on June 11, 2026. Additional programming details will be circulated once finalized. Board members were encouraged to assist in securing silent auction items, sponsorships, and promoting ticket sales, as proceeds will support student scholarships, awards, and bursaries.

5. Terms of Reference Discussion

Updated Terms of Reference for the combined Community Relations and Fundraising Committee were reviewed. Clarification was requested on Indigenous representation and Committee members discussed the value of including representation from Nipissing First Nation in the membership. Suggestions will be forwarded to the University Governance Committee for further refinement.

Further discussion centered on the responsibilities within the TOR, specifically whether Indigenous communities should be explicitly referenced within general community relations responsibilities or identified separately in alignment with the Truth and Reconciliation Commission (TRC) Calls to Action. Members agreed to continue refining language, with feedback to be sent to the University Secretary for incorporation before the framework is referred back to the Governance Committee.

The Committee also discussed renaming the group for clarity, with general support for the title remaining as *Community Relations and Fundraising Committee.*

6. Other Business

Members raised questions about the status of the University's community relations strategy, noting prior work to compile campus-wide engagement activities and the need for a systematic approach to communicating achievements. The Communications team is expanding internal and external storytelling through social media, NU News, and broader engagement tools, though a formalized community relations framework is still in development.

Community updates were shared, including an upcoming Chamber of Commerce breakfast featuring MP Pauline Rochefort, and the annual Labour Market Information presentation.

The meeting was adjourned at 2:15 p.m.

_____   _____
Recording Secretary   Committee Chair

NIPISSING UNIVERSITY STUDENT UNION

NUSU Student Centre
221 College Drive, North Bay, ON. P1B 0G1
Telephone: (705) 474-3450 ext. 4801
Website: www.nusu.com

Dear Members of the Board,

Please find below the Nipissing University Student Union (NUSU) report for this period.

Executive, Director, and Student Senator Elections
NUSU recently concluded our Executive, Director, and Student Senator elections. The official results are as follows:

- **Vice President Campus Relations:** Logan Lloyd
- **Vice President Governance & Services:** Nicholas Botham
- **Vice President Communications & Awareness:** Jaden Martin
- **Vice President Student Life:** Owen Remillard
- **Directors:** Matthew Quinn, Michael Lampkin
- **Student Senators:** Dakota Lamirande, Hilda Konadu

We appreciate the students who put their names forward and the engagement shown throughout the election period. To ensure full director representation, NUSU will be proceeding with a by-election to fill any remaining vacancies. Details regarding nomination timelines and voting dates will be communicated to students in the coming weeks.

Student Health and Dental Plan
The winter opt-out period for the student health and dental plan concluded last month. The plan continues to perform well this academic year, with consistent usage and positive feedback from students. We are currently reviewing coverage and utilization data and are exploring opportunities to enhance benefits for the upcoming policy year to better reflect student needs.

Special Olympics Qualifier Event
NUSU will soon be hosting a Special Olympics qualifier event on campus. We are proud to support this initiative and to welcome athletes, families, and community members to Nipissing University for this important event.

Campus programming and events have also been running smoothly this term, with steady participation from students.

Please feel free to reach out if you would like any further information.

Sincerely,
Nicholas Botham
NUSU VPFA

NIPISSING UNIVERSITY BOARD OF GOVERNORS ANTI-HATE/ANTI-RACISM REPORT 2025

Authored by: Sarah Taylor, Assistant Vice-President, Students

Submitted: Jan 12, 2026

As per the Ministry requirement: An Anti-Hate/Anti-Racism Annual Report be presented to the Board of Governors for each year on or before January 31st of each calendar year.

Background

In 2024, the Ontario Government issued the Minister's Anti-Racism/Anti-Hate Directive which specifies expectations of Ontario's publicly assisted colleges and universities regarding policies, procedures, accessibility, complaint mechanisms, and reporting related to Anti-Racism and Anti-Hate. Specifically, that all materials exist in a centralized, publicly available, and accessible platform.

In response to the Ministry mandate, Nipissing University launched the Anti-Hate/Anti-Racism Guidelines available publicly here:Anti-Racism/Anti-Hate Guidelines | Nipissing University. These guidelines direct students to reporting mechanisms (including anonymous reporting), as well as relevant University policies and supports.

Formal Reports

In 2025 two (2) formal reports relevant to these Guidelines were made.

In one report creed and gender were the grounds for the complaint. The investigation process for this complaint is still ongoing and therefore it is not possible to provide further details.

In the other report, race and sexual orientation were the grounds of the complaint. Resolution of the matter took two months. Due to the low report number, it would not be appropriate to include further specific information as this is likely to compromise the confidentiality of the parties involved.

This number does not include general disclosures of discrimination that may have been made to other departments in the University. The University will be working to develop a more accessible and reliable procedure for collecting anonymous information on disclosures of discrimination made throughout the University.

No disclosures were made using the official channels outlined in the Guidelines, however it is recognized that this does not mean they were not made elsewhere in the University that is beyond the ability of this report to capture at this time.

Areas for Improvement

The University will strive to develop procedures for collecting anonymous data on disclosures to all departments.

With the information available it is difficult to assess the causation of low disclosures and reporting. To proactively address the possibility that it reflects either a lack of awareness or concerns with the established procedure, further investigation will be done with the aim to identify and reduce reporting barriers if they are present.

The Access and Belonging office will lead efforts to educate students on the available pathways for disclosure and reporting, and the Guidelines.

Academic Plan and Operational Plan (APOP)
Progress Report to the Board of Governors

APOP serves as NU's primary framework for advancing institutional priorities across academic, operational and community-based areas. This report provides the Board of Governors with an overview of current progress across APOP action items, including a summary of action item status and highlights of work completed or advanced since the last update to the Board.

Overview of APOP Action Items

Based on the most recent information received, progress across APOP action items can be summarized as follows:

- Initiated: 18 action items
- In Progress: 50 action items
- Completed: 5 action items

Based on information available at the time of reporting, this overview provides the Board with an update on progress made across the university. Status tracking and updates will continue to be part of regular institutional reporting cycles.

Appendix A, (attached), provides a summary of APOP action items.

Highlights

Since the last update to the Board, steady progress has been made across multiple areas of APOP. A significant portion of action items are currently in progress, reflecting active implementation across academic, operational, and community-focused initiatives.

Academic Planning, Enrolment, and Student Success

Progress in this area includes continued advancement of a coordinated set of action items focused on strengthening academic planning, enrolment management, and student success (Actions 22-25, in particular). While the work is ongoing, several key components have been accomplished and are actively informing institutional practice. For example, enrolment management is no longer siloed (Action 23), and recruitment and student persistence is a shared

responsibility across several areas of the university. This work includes clearer structures to support enrolment planning, improved alignment between academic planning and enrolment decision-making, and working towards early implementation of initiatives aimed at supporting recruitment, retention, and student pathways.

Many of these action items are multi-year, interrelated initiatives. While implementation is ongoing, meaningful progress has been made, and this work continues to build on key foundational accomplishments.

Research Capacity and Academic Infrastructure

Work has been completed to review and update inventory of research labs, spaces, and related infrastructure, to improve institutional understanding of research capacity and to support future planning (Action 37).

Additional research-focused initiatives remain ongoing, reflecting continued investment in research growth and support.

Financial and Operational Sustainability

Several action items have been completed to strengthen the university's financial and operational foundations. These include the development of internal financial metrics to support monitoring and decision-making, documentation of the institutional budget development process, and the creation of an operational review framework to support ongoing assessment and sustainability (Actions 59, 60 and 64).

Together, these completed initiatives provide an operational baseline to provide continued support to academic and strategic priorities moving forward.

Indigenous Knowledge, Reconciliation, and Indigenization

Progress has been made on advancing Indigenous knowledge, Reconciliation, and Indigenization. A key milestone has been the hire of the Director of the Office of Indigenous Initiatives.

This appointment represents a significant step in building institutional capacity to advance Indigenous engagement, Reconciliation, and related APOP commitments. Additional initiatives are now underway and supported through this role.

Equity, Diversity, Inclusion and Accessibility and Anti-Racism Plan (EDIA-AR)

Several APOP actions related to EDIA-AR (2,6, and 44) have been supported by the completion of

a comprehensive EDIA Audit. While the audit itself is not an APOP item, it provides an important base to inform and guide implementation of these APOP commitments.

In Spring of 2025, NU completed an EDIA Audit conducted by ParriagGroup, alongside an audit of Reconciliation and Indigenization and processes of Decolonization. The audit resulted in several recommendations and is now informing priority-setting and next steps associated with APOP implementation in these areas.

Looking Ahead

Implementation of APOP will continue through coordinated work across academic and administrative units. As additional updates are received from action item leads, progress tracking will continue to be refined and report through regular reporting processes. Future reports will continue to provide the board with clear oversight of progress and emerging areas of focus.

Appendix A: APOP Action Items

Action	APOP Sub-Section	Strategic Plan Commitment	Details	Lead	Update (Initiated, In Progress, Complete)
1	Student Recruitment, Enrollment, Retention and Persistence	C. Embodying Harmony & Care	Fully implement Project Integrate	Registrar	In Progress
2	Indigenous Knowledge and Reconciliation	A. Fulfilling our Responsibility to Truth & Reconciliation	Convene a Provostial working group of internal and external members committed to the development of an Indigenous Reconciliation Targeted Action Plan.	Provost, VP Academic	In Progress

3	Indigenous Knowledge and Reconciliation	A. Fulfilling our Responsibility to Truth & Reconciliation	Provide faculty and staff ongoing training on evolving best practices in support of the ongoing work of the Provost's Indigenous Reconciliation Targeted Action Plan Working Group.	Director of OII	Initiated
4	Indigenous Knowledge and Reconciliation	A. Fulfilling our Responsibility to Truth & Reconciliation	Support the work of the upcoming EDIA audit and prepare to address and implement the audit results through the Provost's Indigenous Reconciliation Targeted Action Plan Working Group.	PVPA, VPFA	Initiated
5	Equity, Diversity, Inclusion and Accessibility and Anti-Racism Plan (EDIA-AR)	C. Embodying Harmony & Care	Convene a Provostial working group of internal and external members committed to the development of an EDIA-AR Plan.	PVPA	Initiated
6	Equity, Diversity, Inclusion and Accessibility and Anti-Racism Plan (EDIA-AR)	C. Embodying Harmony & Care	Perform a SWOT analysis of current for-credit systems and practises in order to ascertain what will be necessary to be in compliance with Provincial AODA legislation.	Director Teaching & Learning	In Progress

7	Equity, Diversity, Inclusion and Accessibility and Anti-Racism Plan (EDIA-AR)	C. Embodying Harmony & Care	Support the work of the upcoming EDIA audit and prepare to address and implement the audit results through the Provostial working group.	Director Teaching & Learning	Initiated
8	Procedural Integrity	E. Building Sustainable Futures	Develop a policy of policies including template, review timelines, proliferation protocol, and a central repository of policies.	Board Secretary	In Progress
9	Procedural Integrity	E. Building Sustainable Futures	Develop and publish (internally) process maps for all academic administrative processes to ensure consistency, reproducibility, fairness and transparency.	PVPA	In Progress
10	Pedagogy & Andragogy	D. Inspiring Innovation Growth & Development	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	Director Teaching & Learning	In Progress

			to needs of students, train graduate students, training opportunities re: financial management and administrative policy management.		
11	Curricula and Programs	D. Inspiring Innovation Growth & Development	Create supports and guidelines in terms of UDL and CRP that the institution can use as a unifying marker. Faculty to review the current program outcomes to ensure assessment and architecture reinforce the program design.	Director Teaching & Learning	In Progress
12	Curricula and Programs	D. Inspiring Innovation Growth & Development	Convene industry/community advisory councils, develop terms of reference and membership for each council (at decanal level)	Faculty Deans	In Progress
13	Curricula and Programs	D. Inspiring Innovation Growth & Development	Establish baseline and benchmarks for program sustainability at the Faculty level	Faculty Deans	In Progress

14	Curricula and Programs	D. Inspiring Innovation Growth & Development	Develop process maps for program innovation and new program development that respond to the Ministry requirements for market research, business plan, resource commitments from existing programs with clear templates setting out what is required and which office will provide it.	Manager of QA and PI	In Progress
15	Curricula and Programs	D. Inspiring Innovation Growth & Development	Undertake a review of experiential learning opportunities, specifically co-op, practica, internship, placement in order to ensure that the policies and procedures for these programs provide the necessary protections to students and the institution.	Provost, VP Academic	In Progress
16	Curricula and Programs	D. Inspiring Innovation Growth & Development	Undertake innovative program renewal to distinguish Nipissing University's Nursing programs	Dean EPS	In Progress

17	Curricula and Programs	D. Inspiring Innovation Growth & Development	Schulich School of Education will provide list of strategic priorities for the School	Dean EPS	In Progress
18	Curricula and Programs	D. Inspiring Innovation Growth & Development	The School of Business will identify synergies with other departments and Faculties, with the goal of building and enhancing programs that foster interdisciplinary collaboration, integrate diverse perspectives, and equip students with the critical thinking, ethical reasoning, and adaptive skills necessary to thrive in a rapidly changing global economy.	Dean EPS	In Progress
19	Curricula and Programs	D. Inspiring Innovation Growth & Development	The School of Business will provide a list of strategic priorities for the School.	Dean EPS	In Progress
20	Curricula and Programs	D. Inspiring Innovation Growth & Development	Review the barriers to recruitment in STEM disciplines at Nipissing in order that we can redress the barriers. Upon delivery of the review,	Registrar, Faculty Deans	In Progress

			the Provost will work with the Faculties to develop a plan for STEM-specific disciplines. The plan will then be imported into APOP with recruitment and retention targets for 2026, 2027 and 2028.		
21	Curricula and Programs	D. Inspiring Innovation Growth & Development	Provide the Provost with a revised program curricula and facility plan for the Fine Arts department.	Dean of Arts & Science, Director of Facilities	Initiated
22	Recruitment, Enrolment, Persistence	E. Building Sustainable Futures	Increase domestic enrolment 6% year-over-year (largely by increasing conversion led by the Registrar as detailed in Project Integrate).	Registrar, Director, Institutional Planning	In Progress
23	Recruitment, Enrolment, Persistence	E. Building Sustainable Futures	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	Provost, VP Academic	Complete

			responsibility where everyone, across portfolios, takes ownership and responsibility for the goal.		
24	Recruitment, Enrolment, Persistence	E. Building Sustainable Futures	Development a graduate focused recruitment plan	Associate Dean, Graduate Studies	In Progress
25	Recruitment, Enrolment, Persistence	E. Building Sustainable Futures	Development of a complementary plan on retention and persistence	Registrar, AVP Students, Faculty Deans	In Progress
26	Student Services: The Way to Yes	E. Building Sustainable Futures	Convene an ad hoc working group to focus on retention from a student-centred focus.	AVP Students	Initiated
27	Student Services: The Way to Yes	E. Building Sustainable Futures	Lead conversations towards a seamless student service experience	AVP Students	In Progress
28	Student Services: The Way to Yes	C. Embodying Harmony & Care	Review current processes, procedures and policies, to determine where more direct support to students in academic processes is possible.	AVP Students, Registrar	In Progress

29	Student Services: The Way to Yes	C. Embodying Harmony & Care	Evaluate sector specific standardized frameworks for student mental health, and identify a suggested framework that meets the unique needs of the institution, satisfies Ministry expectations, and reflects the values and commitments of the Nipissing University Strategic Plan. Following the adoption of a recommendation, a mental health strategy will need to be drafted by an ad hoc working group. Once adopted it will be integrated into APOP with measurable outcomes.	AVP Students, Registrar	In Progress
30	Student Services: The Way to Yes	C. Embodying Harmony & Care	Develop a standard approach to student service evaluation and quality assurance.	AVP Students	In Progress
31	First Year Experience	C. Embodying Harmony & Care	Prepare a comprehensive analysis and proposal for a	Deans	Initiated

			distinctive First Year Experience, especially for A & S students, if necessary.		
32	Record of Student Development	C. Embodying Harmony & Care	Provide a report to Senate's Teaching and Learning Committee on how many RSD are issued annually; how many students receive RSD; and whether a diversity of students and programs represented.	AVP Students	Initiated
33	Research	D. Inspiring Innovation Growth & Development	Lead a consultation to finalize the Strategic Research Plan.	AVPRIGS	In Progress
34	Research	D. Inspiring Innovation Growth & Development	Review the historical allocation of the RSF and reallocate a portion beyond grant management and research office staffing to support faculty research success through grant writing, research data management, research security, and EDI priorities.	AVPRIGS	In Progress

35	Research	D. Inspiring Innovation Growth & Development	Increase tri-agency research funding by 30% (2024 allocation $470K, 2028 projected $615K allocation).	AVPRIGS	Initiated
36	Research	D. Inspiring Innovation Growth & Development	Develop a research dashboard to track research funding metrics to make research metrics more visible, inform strategies for increasing the RSF and overall research revenue, and facilitate communications about the impact of research.	AVPRIGS	Initiated
37	Research	D. Inspiring Innovation Growth & Development	Review and update the existing research labs, centres and institutes policy and provide a cycle of review.	AVPRIGS	Complete
38	Research	D. Inspiring Innovation Growth & Development	Map policies and processes to ensure compliance with tri-agency policies, clarity of forms, and clearly communicated processes that	AVPRIGS	In Progress

			facilitate continued grant success.		
39	Research	F. Celebrating Who We Are	Develop enhanced research communications strategy to celebrate and promote the diversity of faculty and student research and its impacts to both internal and external communities.	AVPRIGS	In Progress
40	Research	E. Building Sustainable Futures	Diversify supports for research by engaging with foundations, donors, industry and other potential research funders and partners and develop ongoing annual targets	AVPRIGS	In Progress
41	Research	A. Fulfilling our Responsibility to Truth & Reconciliation	Engage with researchers and Indigenous community to develop pathways and supports for research conducted by and with Indigenous communities.	Director of OII	Initiated
42	Research	D. Inspiring Innovation	Ongoing (annual targets will be defined in SRP).	PVPA	Initiated

			Establish research processes that support and encourage collaborative research with diverse partners (inter-university, inter-disciplinary, industry partnered, community partnered).		
43	Indigenization and Decolonization	A. Fulfilling our Responsibility to Truth & Reconciliation	Through the Indigenous Reconciliation Targeted Action Plan and the establishment of an Indigenous academic advisory council, we will define how we will achieve the three commitments presented in the Strategic Plan.	Director of OII	Initiated
44	Indigenization and Decolonization	A. Fulfilling our Responsibility to Truth & Reconciliation	Nipissing University will explore various professional development opportunities including professional development days (workshops) committed to Indigenous	AVP Human Resources & EDI	In Progress

			Reconciliation and EDIA-AR with a focus on academic programming for faculty and staff to support ongoing learning and community development.		
45	Internationalization and Globalization	A. Fulfilling our Responsibility to Truth & Reconciliation	All degree programs will review the opportunity to establish international partnerships and exchanges, with the goal of 3 MOUs and 10 exchanges per year. We commit to review these targets annually.	Registrar	In Progress
46	Climate Citizenship and Environmental Protection	B. Nurturing our Relationship with Water, Land & Place	Develop an Environmental Sustainability Plan that speaks to academic priorities, energy usage, material consumption with the goals of: -Improving environmental protection efforts and revitalizing outdoor spaces. •developing a	Director of Facilities	In Progress

			campus master plan that aligns with the environmental sustainability plan.		
47	Workplace Culture	C. Embodying Harmony & Care	Creation of a Wellness Strategy	AVP Human Resources & EDI	In Progress
48	Workplace Culture	F. Celebrating Who We Are	Development of an Employee Engagement Plan	AVP Human Resources & EDI	In Progress
49	Workplace Culture	C. Embodying Harmony & Care	Implement the Recommendations from the Equity, Diversity and Inclusion Audit	Equity Action Planning Task Force	Initiated
50	Workplace Culture	F. Celebrating Who We Are	Develop processes to affirm Indigenous identity and establish clear processes	Provistial Working Group (Action item #2)	Initiated
51	Workplace Culture	C. Embodying Harmony & Care	Creation of an Equity, Diversity and Inclusion Action Plan as required under the Canada Research Chair Program	AVP Human Resources & EDI, AVP, Research	In Progress
52	Workplace Culture	C. Embodying Harmony & Care	Review possible changes to the current University structure that would be beneficial to better promote EDIA-AR initiatives.	VP Finance & Administration	In Progress

53	Staff & Faculty Recruitment	B. Nurturing our Relationship with Water, Land & Place	Develop a broad Employee Recruitment Strategy	AVP Human Resources & EDI	In Progress
54	Staff & Faculty Recruitment	F. Celebrating Who We Are	Create a more vigorous onboarding program	AVP Human Resources & EDI	In Progress
55	Staff & Faculty Recruitment	C. Embodying Harmony & Care	Adopt the principles outlined in the Canada Research Chair Program's (CRCP) related to Recruitment - Equity, Diversity and Inclusion: Best Practices Guide for Recruitment, Hiring and Retention into all recruitment efforts.	AVP Human Resources & EDI	In Progress
56	Talent Development	D. Inspiring Innovation Growth & Development	Develop a campus wide Employee Training Plan/Program	AVP Human Resources & EDI	Initiated
57	Talent Development	D. Inspiring Innovation Growth & Development	Develop and implement a professional development curriculum through the Teaching Hub	Director, Teaching & Learning	Initiated
58	Talent Development	D. Inspiring Innovation Growth & Development	Provide training and support for academic administrators	Provost, VP Academic	In Progress

59	Financial Stability & Sustainability	E. Building Sustainable Futures	Develop internal financial metrics including annual targets on replenishment of spendable reserves.	VP Finance & Administration	Complete
60	Financial Stability & Sustainability	E. Building Sustainable Futures	Document our budget process including how the budget is developed, reviewed and approved	VP Finance & Administration	Complete
61	Financial Stability & Sustainability	E. Building Sustainable Futures	Develop a financial literacy resource (i.e. web page) to assist University community in understanding Nipissing University financials	Director, Finance	In Progress
62	Financial Stability & Sustainability	E. Building Sustainable Futures	Develop a long-term alternative revenue strategy.	Director of Ancillary Services	In Progress
63	Financial Stability & Sustainability	E. Building Sustainable Futures	Develop a comprehensive picture of the financial contributions of each academic and non-academic area	Director Institutional Planning & Director, Finance	In Progress
64	Financial Stability & Sustainability	E. Building Sustainable Futures	Create an operational review plan	VP Finance & Administration	Complete

65	Financial Stability & Sustainability	E. Building Sustainable Futures	Develop an IT strategic plan, and investment plan with the goal of understanding what resources are required, and when.	Director, UTS	In Progress
66	Financial Stability & Sustainability	E. Building Sustainable Futures	Conduct an Enterprise Risk Management (ERM) process	VP Finance & Administration & UMG	In Progress
67	Communications & Brand Identity	C. Embodying Harmony & Care	Develop and implement a Strategic Communications Plan for both internal and external audiences	Senior Manager, Marketing & Communications	In Progress
68	Communications & Brand Identity	F. Celebrating Who We Are	Identify the best way to move forward with a brand audit.	Senior Manager, Marketing & Communications	Initiated
69	Communications & Brand Identity	F. Celebrating Who We Are	Develop and implement recommendations for reimagining our brand and build a five-year marketing and communications strategy	Senior Manager, Marketing & Communications	Initiated
70	Community & Partnership Engagement	C. Embodying Harmony & Care	Develop a comprehensive Community Relations Strategy	Government & Foundations Relations Officer	In Progress

71	Community & Partnership Engagement	F. Celebrating Who We Are	Develop a 5 year alumni plan to broaden and deepen alumni engagement.	Manager, Alumni & Advancement	In Progress
72	Community & Partnership Engagement	D. Inspiring Innovation Growth & Development	Develop of a 5 year approach to philanthropy	Manager, Alumni & Advancement	In Progress
73	Community & Partnership Engagement	E. Building Sustainable Futures	Launch a scalable sponsorship strategy	Senior Manager, Marketing & Communications, Manager, Alumni & Advancement	In Progress

Provost and Vice President, Academic (Interim) Report to the Board of Governors

Research and Graduate Studies

March is research month. Research Month highlights the breadth, quality, and impact of research and creative activity at the university through a series of events engaging faculty, staff, students, and the broader North Bay community. Activities include:

- **NU360** (March 4, 6:00 p.m., NUSU Centre): Six faculty members will present their research in six-minute talks designed for a general audience. The event aims to showcase the diversity of research activity at the university, strengthen connections with the broader community.
- **RDS Canada – A Living Library - Living Stories: A Moment with Rare Dementia** (March 10, all day): Join RDS Canada for a day of conversations and art that explore rare and young onset dementia. Chancellor Dr. Scott Russell, keynote speaker Dr. Don Weaver, the Almaguin High School theatre group, along with families, clinicians, researchers, and students, will contribute to sessions throughout the day that highlight lived experiences, clinical insights, and creative perspectives. A full schedule is available on the RDS Canada website.
- **Three Minute Thesis (3MT)**: Come cheer on our graduate students as they distill their research into a dynamic three-minute presentation as part of this prestigious international competition.
- **Undergraduate Research Conference (UGRC)** (March 27–28): Undergraduate students will showcase their work through fine arts, poetry, poster, and paper presentations. This year's keynote speaker is Dr. Stephen Connor, presenting *There Is No Later. This Is Later: History Without Distance*.

Registrar's Office

- **Applications: 6,194** (**+7.4% YoY**, +428 vs. 5,766). We continue to **outpace the sector**: OUAC's Ontario high school segment is **+2.2%** and we're **+9.9%** as of January 17th

- **Offers: 3,037** (**+3.5% YoY**, +103).

- **Acceptances: 257** (**+6.2% YoY**, +15).

- **Key driver: BEd**—**~91%** of the YoY application growth (389/428) is from BEd. **1,636 BEd offers** were issued on **Feb 1** (~54% of all offers to date).

- **Admissions operations:** New **21-day decision target** on complete files; current **avg. time to offer** = **2.8 days** (Winter and Spring/Summer terms) and **4.7 days** (Fall 2026).

- **Recruitment:** Entering "conversion season"; targeted **conversion events** scheduled across key markets.

- **BEd Expo: Fri, Feb 13**, 2–4 p.m. *(Online this year; recording to all offered students)*

  o Additional **BEd tours** added next week (for offered students).

- **March Open House: Sat, Mar 14**, 10 a.m.–2 p.m.

Vice-President, Finance & Administration
Report to the Board of Governors –

Finance Update

We anticipate being on budget for the 2025-2026 fiscal year. As mentioned previously, a budget shortfall in international tuition revenue will be offset by better than budget results in domestic enrolment, as well as additional Ministry funding. We anticipate our overall risk rating with the Ministry Financial Accountability framework to remain "Low" due to our current level of reserves.

Budget planning for the 2026-2027 fiscal year is underway. The Integrated Budget & Planning Committee has met with budget holders to review their budget requests. We anticipated presenting a balanced budget, which will be reviewed first with Audit & Finance at the April 20th meeting.

Capital Projects

Work on the Outdoor Classroom has moved into a highly visible stage, with the installation of the custom timber structure now progressing steadily. The full order of fabricated timber beams and connecting components has arrived on-site, enabling the contractor to advance structural assembly and bring some real definition to the building. Earlier site preparation—including foundations, servicing, and pathway connections—continues to support this phase, and the project remains within the approved budget. Once complete, the Outdoor Classroom will provide a distinctive, versatile setting for learning, events, and community engagement.

Athletics highlights

Winter Sports Basketball, Volleyball, and Hockey regular seasons will be wrapping up this weekend. **Men's Volleyball** and **Women's Hockey** have secured spots in the playoffs both with two regular season games remaining. **Men's Hockey** is sitting in a playoff position, but have two key home games remaining to remain in playoff contention.

Nordic Skiing Nordic Skiing has had a successful pre-season campaign and head to Ottawa February 20-22 to compete in the OUA Championships. Brooke Ailey will be heading to the 2026 Paralympic Games in Milano Cortina as a guide skiier for incoming Laker Madison Mullin.

Policy Name:	Student Organization Policy		
Policy No:		Approval Authority:	BoG
Volume:		Responsible Executive:	VPA and Provost
Chapter:		Responsible Office:	AVP Students
Originally issued:	January 2026	Revisions:	New policy

Policy Statement

Student organizations are an integral and important part of university life, community, and culture. While these student-administered organizations have significant autonomy, and their primary responsibility and accountability is to their student members and/or Board of Directors, their actions reflect upon Nipissing University (the "University") as a whole and impact the University community. Therefore, it is recognized under this Policy that student organizations are required to abide by all relevant University policies and procedures with the goal of supporting their valuable contributions to the University in an accountable manner.

Jurisdiction

The Student Organization Policy (SOP) establishes the relationship and responsibilities between the University and Recognized Student Organizations (as defined in Appendix 1).

Student organizations that adhere to the SOP will be considered by the University as Recognized Student Organizations in good standing. The University has ultimate authority in administering the privileges associated with being a Recognized Student Organization.

This SOP does not supersede nor alter any legal contractual relationship that exists between Nipissing University and the Nipissing University Student Union.

Contacts

This SOP is administered by the Office of the Assistant Vice-President, Students on behalf of the University. Any questions regarding this policy should be directed to avpstudents@nipissingu.ca or extension 4100.

Definitions
Definitions of terms found in this Policy are available in Appendix 1.

The Policy
1. Recognition of Student Organizations
    1.1. Status as a Recognized Student Organization (RSO) brings with it certain requirements and accountabilities.
    1.2. Accreditation under this Policy by the University does not imply endorsement of a particular group's beliefs or philosophies, nor the assumption of legal liability for the student group's activities. Student groups and their individual members remain responsible for their actions including any violations of University policies, or legal liabilities.
    1.3. Under the terms of this Policy, the University will not attempt to censor, control, or interfere with any RSO on the basis of philosophy, beliefs, interests or opinions expressed unless and until these lead to activities which are illegal or infringe on the rights and freedoms of University community members as outlined in the Code of Student Rights and Responsibilities, the Respectful Workplace and Learning Environment Policy, or other relevant policies.
2. Approval of Recognized Student Organizations:
    2.1. Nipissing University recognizes one legally incorporated Primary Student Organization (PSO) representing student constituents: the Nipissing University Student Union (NUSU).
        2.1.1. All PSOs are responsible for:
            - Maintaining autonomous incorporated operations;
            - Upholding any and all binding agreements with the University;
            - Maintaining accountability in their own day-to-day operations and business management; and
            - Incurring any and all legal liabilities.
    2.2. To attain recognized status as a Primary Student Organization (PSO), Special Status Group (SSG) or Accredited Student Organization (ASO) under this Policy, any group of currently enrolled students must follow the procedure as outlined in Appendix 2.
    2.3. The University delegates oversight of an ASO to NUSU, only after it has been approved and recognized under this Policy.
    2.4. Once approved and recognized under this Policy, an ASO is required to abide by all relevant University policies and procedures, as well as all NUSU policies, procedures, and by-laws.
    2.5. ASO Executive positions must be held by Nipissing University students in good academic and financial standing with the University.
    2.6. ASO general membership for clubs must be comprised of a minimum of 50% currently enrolled Nipissing University students, and for a Society 100% enrolled Nipissing University students, to be, and remain, eligible to be recognized under this Policy.
    2.7. The University has the final determination on the approval of all new Recognized Student Organizations.

3. Responsibilities of Recognized Student Organization
    3.1. To maintain status as an RSO in good standing with the University, documentation must be submitted annually as outlined in Appendix 3.
    3.2. RSOs must follow standard financial practices designed to promote good financial management including:
    - Having an open review and approval process for budgets and financial statements;
    - Have procedures in place to protect them from fraudulent behaviour including dual signing authority and limitations on authority for spending without appropriate approval;
    - Maintain appropriate action with those students' fees applicable to the RSO. Examples of inappropriate use of student fees may include but are not limited to:
        o An annual deficit with no explanation of unanticipated financial challenges and with no plan to remove the deficit;
        o An annual surplus with no explanation of unanticipated financial challenges, and with no plan to remove the surplus;
        o Failure to use the fees consistently with the original purpose as approved.
    3.3. RSOs are responsible for risk management and mitigation in all of their activities, events, campaigns, and initiatives.
    3.4. RSOs must adhere to all relevant University by-laws, policies, procedures and protocols including but not limited to the following:
    - Accessibility Policy
    - Alcohol and Cannabis Policy
    - Code of Student Rights and Responsibilities
    - Discrimination and Harassment Policy
    - Free Speech Policy
    - Privacy Policy
    - Respectful Workplace and Learning Environment Policy
    - Sexual Violence and Sexual Misconduct Policy
    3.5. RSOs must adhere to all municipal, provincial, and federal laws and by-laws.
4. Benefits of Recognized Student Organization Status
    4.1. RSOs in good standing as determined by this Policy have access to several benefits and privileges including:
    - Use of the University's name and insignia subject to University regulations, policies, and brand standards;
    - Access to organizational email accounts for executive/staff members;
        o For an SSG, University organizational email accounts will be used;
        o For ASO who hold Society status, University organizational email accounts will be used.
    - Use of University space and facilities free of charge, subject to availability and booking protocols;
    - Receipt of student fees applicable to the RSO and in line with the requirements of the Compulsory Ancillary Fee Committee and relevant legislation.

5. Non-Compliance
    5.1. RSOs that do not comply with the terms of this Policy may be deemed by the University, or NUSU in the case of ASOs, to not be in good standing or non-compliant.
    5.2. Any Nipissing University community member can report non-compliance of an RSO to the Office of the Assistant Vice-President, Students.
    5.3. The University reserves the right to investigate any RSO to determine if it has acted in a manner that is inconsistent with its constitution, or with the requirements of this Policy.
    5.4. Investigations will be completed in a fair and impartial manner as outlined in Appendix 4.
    5.5. If an investigation finds misconduct or another breach of RSO members, appropriate corrective outcomes will be applied according to NUSU and University policies as applicable, which may include removal from the RSO among other outcomes.

6. Appeals
    6.1. Any decision made by the University under this Policy is appealable to the next level of administrative responsibility as outlined in Appendix 5.

7. Policy Review
    7.1. This Policy is to be reviewed every 3 years or as needed by the Assistant Vice-President, Students of the University in consultation with the NUSU Executive Committee.
    7.2. Any changes or updates to this Policy are to be approved by Nipissing University's Board of Governor's.

Related Documents

Nipissing University Code of Student Rights and Responsibilities

Nipissing University Respectful Workplace and Learning Environment

Nipissing University Sexual Violence and Sexual Misconduct Prevention, Support, and Response Policy for Students

Nipissing University Student Union Abuse Policy

Nipissing University Student Union Code of Conduct Policy

Nipissing University Student Union Sexual Violence Intervention and Response Policy

Nipissing University Student Union Groups Policy

Nipissing University Student Union Whistleblower Policy

Nipissing University Student Union Workplace Violence, Discrimination and Harassment Policy

APPENDIX 1: Definitions

Fiscal Year: means May 1st to April 30th.

Non-Compliance: refers to the failure to abide by the terms of this SOP.

Recognized Student Organizations or RSO: Student Organizations that have been recognized by the University in accordance with this SOP.

Student Organizations: organizations whose members are currently enrolled students sharing a common goal or interest. Student Organizations include but are not limited to PSOs, ASOs, and SSGs defined as follows:

- *Primary Student Organizations (PSOs):* Student organizations (including those that are independently incorporated) that have clearly defined and countable fee-paying constituencies and have the authority, once recognized by the University, to recognize other groups and in accordance with relevant policies and guidelines.

- *Accredited Student Organization (ASO):* Clubs, Societies and Groups representing an area of interest, culture or a hobby, an academic program or academic area of interest. All ASOs are recognized by the University under the supervision of NUSU.

- *Special Status Groups (SSG):* These groups do not officially represent all students through a student government but rather provide the University community with a special and specific service. These groups have clear and direct accountability to the University, as overseen by a department at the University.

APPENDIX 2: Student Organization Approval Procedure

1. Primary Student Organizations

    1.1.   Nipissing University recognizes one independently incorporated Primary Student Organization; the Nipissing University Student Union.

2. Accredited Student Organizations

    2.1.   Student groups wishing to be recognized as Accredited Student Organizations under NUSU must submit documentation to NUSU in accordance with NUSU's Student Groups Policy.

    2.2.   NUSU's Vice-President of Student Life will review all applications to ensure completeness and alignment with NUSU's mandates and values.

    2.3.   Applications approved by NUSU's Vice-President of Student Life will be signed and submitted to the University's Assistant Vice-President, Students for final approval and recognition.

    2.4.   Applications approved by the University will be signed by the Assistant Vice-President, Students and returned to NUSU's Vice-President of Student Life.

2.5.   It is NUSU's responsibility to communicate the status of the application to the student group.

2.6.   NUSU will retain its record of all ASO applications for 7 years after the dissolution of the group.

3.   Special Status Groups

3.1.   University departments wishing to create a recognized Special Status Group of students must submit documentation to the University's Assistant Vice-President, Students for review. This documentation must include:

- A proposed Terms of Reference for the group which at minimum must include;

  - Intended group membership;

  - Methods for determining selected members;

  - What will constitute quorum;

  - The frequency of meetings for the group;

  - The deliverables of the group; and

  - A dispute resolution plan.

- A proposed annual budget including:

  - Projected revenue/income from all sources; and

  - Projected expenses.

- A completed application form including:

  - A description of the group;

  - A clear description of how the group will assist the department in achieving its mandates;

  - Indication of which full-time, permanent role(s) at the University will oversee the activities of the student group;

  - A description of the proposed membership;

  - Proposed group name;

  - Proposed group email address; and

  - A list of officers for the group.

3.2.   The Assistant Vice-President, Students will review all applications to ensure completeness and alignment with the University's mandates, values, and strategic plan.

3.3.   Applications approved by the Assistant Vice-President, Students will be signed and a copy will be returned to the department applicant.

3.4. The Office of the Assistant Vice-President, Students will retain its record of all SSG applications for 7 years after the dissolution of the group.

APPENDIX 3: Annual Recognized Student Organization Renewal Procedure

1. NUSU as a PSO must abide by all current agreements with the University to remain eligible for recognition.

2. ASO Documentation Requirements:

   2.1. By September 30th of each year, the newly elected Executive teams of ASOs must submit documentation confirming the following information to NUSU:

   - Name of the student organization;

   - Names, titles, and email addresses of its officers;

   - Either an attestation that there are no changes to the group's constitution/guiding documents OR an updated version of these documents submitted with tracked changes;

   - A projected budget for the current fiscal year;

   - A signed attestation that the officers of the group have read and understood this policy; and

   - Any other recognition requirements as managed by NUSU.

   2.2. NUSU will review all submissions before October 31st each year and report any substantial changes to the Assistant Vice-President, Students of the University. Substantial changes include, but are not limited to:

   - All updates to constitutions or other guiding documents;

   - Financial statements demonstrating surplus or deficit;

   - Non-compliance in submission of these documents.

   2.3. NUSU will retain a record of all submissions for seven (7) years.

3. SSG Documentation Requirements:

   3.1. By September 30t of each year, SSGs must submit documentation confirming the following information to their affiliated department:

   - Name of the student organization;

   - Names, titles, and email addresses of its officers;

   - Either an attestation that there are no changes to the group's Terms of Reference OR an updated version of these documents submitted with tracked changes;

   - A copy of financial statements from the previous fiscal year;

- A projected budget for the current fiscal year;

- A signed attestation that the officers of the group have read and understood this policy; and

- Any other recognition requirements as managed by the individual University department.

3.2.   The department will review all submissions before October 15th each year and report any substantial changes to the Assistant Vice-President, Students of the University. Substantial changes include, but are not limited to:

- All updates to constitutions or other guiding documents;

- Financial statements demonstrating surplus or deficit;

- Non-compliance in submission of these documents.

3.3.   The department will retain a record of all submissions for seven (7) years.

APPENDIX 4: Non-Compliance Investigation Procedure

1.   Non-compliance in Documentation Submission

1.1.   If a student group has not submitted their required documents as outlined in Appendix 2 or Appendix 3, ASOs will be contacted initially by NUSU and SSGs will be contacted by the relevant University department. Groups will be provided with ten (10) business days from notification to complete the required documentation.

1.2.   Any group that has not completed the required documentation in the allotted time will be ~~subject to corrective measures as described in~~ addressed in accordance with Section 5.5 of the SOP.

2.   Non-compliance of Responsibilities Outlined in this Policy

2.1.   All complaints or reasonable suspicion of non-compliance with RSO responsibilities and obligations under this Policy will be investigated.

2.1.1.   Should a PSO be suspected of non-compliance, the University will investigate.

2.1.2.   Should a SSG be suspected of non-compliance, the University will investigate.

2.1.3.   Should an ASO be suspected of non-compliance, NUSU and the University will hold joint responsibility for investigation under their respective policies.

2.1.4.   There may be situations where it is necessary to retain an external investigator.

2.2.   In cases where a complaint is under the jurisdiction of another policy (e.g. Code of

Student Rights and Responsibilities, Respectful Workplace and Learning Environment Policy, or others) it will be managed through the procedures associated with the relevant policy.

2.3. Investigation

2.3.1. Once aware of suspected non-compliance, the relevant Investigator(s) (Section 2.1. of this appendix), will have ten (10) business days to notify the RSO in writing that a concern has been raised and a meeting is required.

2.3.2. The RSO will then have fifteen (15) days from notification to meet with the Investigator(s). If no contact is made, and/or no meeting is attended, the Investigator(s) can dispose of the concern *in absentia* including possible sanctions under Section 5.5. of the SOP.

2.3.3. After the initial meeting of the Investigator(s) and RSO, if the matter is unresolved and requires further investigation all relevant parties will be interviewed, and all relevant documentation will be provided to the Investigator(s), within thirty (30) business days of the initial meeting.

2.3.4. The Investigator(s) will consider all relevant information and render a decision in writing to the RSO within ten (10) business days of completing the information gathering in 2.3.3. above.

APPENDIX 5: Appeals Procedure

1. ASO Investigations handled by NUSU will follow NUSU's Student Group Policy appeals processes.

2. Investigations handled by the Assistant Vice-President, Students (or designate) on behalf of the University will be appealed to the Non-Academic Student Conduct Appeals Committee.

   2.1. Individual's will have fifteen (15) business days from the notification of investigation outcomes to submit a request for appeal to the Committee Chair at nascac@nipissingu.ca.

   2.2. A request for appeal must articulate the grounds the appeal is being made on as well as the rationale for what the violation of those grounds has been.

   2.3. Appeals can be filed on the following grounds:

      2.3.1. New Information: Significant new information has emerged that was not reasonably available at the time of the original decision, and that could have substantially affected the outcome.

      2.3.2. Procedural Violation: A material violation of university policy or procedure occurred during the original investigation or decision-making process, and such a violation could have meaningfully impacted the outcome.

Policy Name:	Student Sexual Violence Response Policy		
Policy No:	6.1.2015.B	Approval Authority:	Board of Governors
Volume:		Responsible Executive:	VPA & Provost and VP Finance & Administration
Chapter:		Responsible Office:	Student Development and Services & Human Resources
Originally issued:	December 13, 2016	Revisions:	January 10, 2025

Policy Statement

Sexual violence and sexual misconduct will not be tolerated, and the University is committed to a prompt and supportive response to students who report an act of sexual violence or sexual misconduct under this Student Sexual Violence Response Policy (the "Policy"). Additionally, the University is committed to procedural fairness for all parties involved in the formal complaint process.

Reason for Policy

Nipissing University is committed to creating and maintaining a safe educational and working environment for its students. The University is not only dedicated to ensuring a safe and respectful environment, but also to providing prevention, education, and response efforts to address acts of sexual violence and sexual misconduct.

Policy Applies to

All students and employees of the University.

Contacts

This Policy is administered by the Office of the Assistant Vice-President, Students and Human Resources on behalf of the University.
Any questions from students regarding this Policy should be directed to avpstudents@nipissingu.ca or extension 4100.
Any questions from Employees regarding this Policy should be directed to jennym@nipissingu.ca or extension 4668.

1

Definitions

Definitions of terms found in this Policy are available in Appendix 7.

The Policy

1. Introduction
   1.1. Nipissing University is aware that sexual violence and sexual misconduct can be experienced by people of all ages, genders, and sexualities. The University recognizes the intersection of sexual violence and sexual misconduct with both discrimination and harassment, on grounds including but not limited to the protected grounds set out in the Ontario Human Rights Code.
   1.2. Nipissing University recognizes that individuals who have experienced sexual violence and sexual misconduct may also experience emotional, academic, social and environmental challenges and can experience barriers to disclosing, reporting and seeking support and healing. The University will ensure that all incidents of sexual violence and sexual misconduct that are the subject of a formal report under this Policy are responded to in a fair and impartial manner, and that the appropriate supportive services are put in place to help students who have experienced sexual violence or sexual misconduct, whether a formal complaint has been made or not.
2. Purpose
   2.1. The purpose of this Policy is to outline the University's commitment to students in addressing sexual violence and sexual misconduct in its community through:

       o   Awareness, education, and prevention programing;

       o   Support for students who have experienced sexual violence or sexual misconduct;

       o   Responsive, coordinated, and fair procedures in response to disclosures and formal reports of sexual violence.

3. Scope
   3.1. This Policy pertains to acts of sexual violence that may have been perpetrated on a student by any member of the Nipissing University Community.

   3.2. This Policy also pertains to acts of sexual misconduct that may have been perpetrated on a student of Nipissing University by an employee of Nipissing University. Reports of sexual misconduct, as defined by this Policy, against employees of the University will proceed pursuant to the processes outlined in Appendix 3 of this Policy.

   3.3. This Policy outlines the formal reporting process for students, which includes interim measures that can be implemented at the request of students who have experienced sexual violence or sexual misconduct. In addition, the Policy outlines support options for reporting students and students who are named as respondents. A formal complaint can be filed under this Policy if the reporting student is a currently enrolled student and if the respondent is a part of the Nipissing University community.

   3.4. This Policy does not supersede collective agreements, and the processes outlined in collective agreements will be adhered to.

   3.5. This Policy and its associated procedures do not overrule or replace criminal proceedings or other

relevant legislation. All persons have the right to pursue legal proceedings whether they choose to proceed with a formal report to the University under this Policy or not. This Policy does not prevent students who have experienced violence or sexual misconduct from seeking recourse via criminal or civil proceedings, and, in some cases, there may be compelling reasons to do so. Legal proceedings and findings about sexual violence or sexual misconduct do not limit or prohibit the ability of the University to act under this Policy, associated procedures, or related policies and procedures of the institution. However, if requested by law enforcement officials to suspend proceedings under this Policy pending the outcome of a criminal investigation, the University may be obliged to do so.

3.6. This Policy acknowledges that all learning environments must be free from sexual violence and sexual misconduct, including student placements, practicums, internships, or other experiential learning opportunities.

4. Commitments

4.1. The University is committed to creating an environment where it is understood by all that sexual violence and sexual misconduct are unacceptable and will not be tolerated in any form.

4.2. Nipissing University is a diverse educational community that recognizes the importance of ensuring that efforts focused towards eliminating sexual violence and sexual misconduct need to be grounded in an acknowledgement that a student's experience is influenced by a multitude of factors.

4.3. Nipissing University will ensure, to the best of its ability, that appropriate procedures are in place to respond to disclosures and University formal reports of sexual violence or sexual misconduct.

4.4. Those who have been affected by sexual violence or sexual misconduct will be treated with dignity and respect. Support will be offered and made available as quickly as possible to any student who experiences an incident of sexual violence or sexual misconduct.

4.5. Nipissing University is committed to the provision of a process that provides procedural fairness to all parties. Any member of the University Community who is found to have committed an act of sexual violence, or sexual misconduct, will be held accountable, and will be subject to outcomes, up to and including expulsion from academic enrollment and/or termination of employment.

4.6. Students who report an incident of or make a complaint about sexual violence will not be subject to discipline or sanctions for violations of the University's policies relating to drug or alcohol use at the time the alleged sexual violence occurred.

5. Education & Prevention

5.1. The University provides sexual violence and sexual misconduct education and prevention initiatives for all members of the University community.

5.2. Members of the University's governing board or council, and other senior administrators will complete awareness and prevention education.

5.3. Awareness, education and prevention programing and initiatives will be offered to students to

foster the creation of an environment where sexual violence and sexual misconduct are recognized as unacceptable and are not tolerated.

    5.3.1. Sexual violence and sexual misconduct education and awareness programing will be embedded in all university orientation programing for incoming students.

    5.3.2. Specific education and awareness programing will be offered to student leaders to enhance their capacity to act as community stewards.

5.4. The University, through Human Resources, will provide training on this Policy to all staff and faculty members during employee onboarding and will disseminate the Policy to all faculty and staff for review.

5.5. The University will offer training to members of the University community who are likely to receive a disclosure or report. This training is provided in order that these members offer support with dignity and compassion, grounded in an understanding that a student's experience of sexual violence or sexual misconduct is influenced by multiple factors.

5.6. The University will make training on this Policy available to all incoming students. Training is provided to raise awareness of the student community of their obligations under this Policy, as well as the available resources and support.

6. Disclosures & Support

6.1. Disclosure is the sharing of a survivor's experience for the purpose of accessing support. Disclosing an experience of sexual violence or sexual misconduct does not necessitate the initiation of a formal university report.

6.2. Disclosure processes can be found in Appendix 1 of this Policy.

6.3. All student survivors who disclose an experience of sexual violence or sexual misconduct are entitled to support regardless of whether the survivor can, or chooses to, pursue a formal report.

6.4. Supports available to all survivors can include but are not limited to:

- Risk assessment and safety planning;

- Residence re-location;

- Guidance on available reporting options;

- Academic consideration;

- Counselling services;

- Connection to community resources.

6.5. Support available upon disclosure is focused on the safety and well-being of the survivor. Supportive measures cannot unreasonably infringe on the rights of another University community member. Sanctions against another University community member are managed under the Reporting & Investigation (section 7) and Outcomes & Sanctions (section 8) sections of this Policy.

6.6. All University students, staff, and faculty who are recipients of a disclosure of sexual violence or sexual misconduct are entitled to guidance and connection to appropriate support facilitated by the Sexual Violence Prevention and Education office.

7. Reporting & Investigations

7.1. Types of Reports

7.1.1. Reporting is a deliberate action taken by a survivor to initiate an investigation of incidents of sexual violence or sexual misconduct. There are three types of reporting options available:

o University Formal Report: The lodging of a complaint with the University for the purpose of initiating an investigation and/or formal resolution process against another member of the University community for allegedly perpetrating sexual violence or sexual misconduct.

o Police Report: The lodging of a formal complaint with police officials against another person for allegedly perpetrating sexual violence. All members of the University community can file a Police Report.

o Civil Litigation: Students who have experienced sexual violence may choose to file a civil proceeding. To find information on civil proceedings for sexual violence, please visit www.sexassault.ca.

7.2. Student Autonomy to Report

7.2.1. Students who have experienced sexual violence have the right to choose whether they file a report including those with Campus Security, North Bay Police Services, Ontario Provincial Police, Anishinabek Police Services, a formal report under this Policy, and other options as applicable.

7.2.2. The University will respect the student survivor's choice not to proceed with a formal report or to request that the University not investigate a disclosure, and a survivor who has filed a formal report may withdraw that report in writing to the Assistant Vice-President, Students at any time prior to completion of the process outlined in Appendix 2 or Appendix 3.

7.3. University Formal Report Process

7.3.1. The University formal report and investigation process outlined in Appendix 2 and Appendix 3 is applicable only when:

o The reporting party is a current student (as defined in Appendix 7); and

o The respondent is a member of the University community; and

o The incident(s) occurred while the respondent was a member of the University Community.

7.3.2. If a report of sexual violence or sexual misconduct is brought forward but does not meet these criteria, the Student Development and Services department can assist reporting parties in identifying next steps and alternative complaint processes such as reporting to police.

7.3.3. Only staff with a listed role in Appendix 6 should provide support with the University formal report process or conduct investigations into incidents of sexual violence. All other faculty

and staff will refer to the Sexual Violence Prevention and Education Coordinator or the Assistant Vice-President, Students.

7.4. Interim Measures

7.4.1. Interim measures are temporary measures put in place to protect the parties, the community, and the integrity of the process during the investigation and decision-making process.

7.4.2. When utilized, interim measures will be put in place by the Assistant Vice-President, Students or Human Resources and can apply to students, alumni, faculty, contractors, suppliers of services, volunteers, visitors, and other third parties affiliated with the University.

7.4.3. A written copy of the interim measures will be provided to the respondent, and the reporting student will be advised accordingly. Both the respondent and the reporting student may request modifications to interim measures and may make a written submission in support of their request. Concerns and requests for modifications will be forwarded in a timely manner to the Assistant Vice-President, Students or Human Resources for consideration. Interim measures may include, but are not limited to:

o   Separation of the reporting student and the respondent: as related to academics, living situations, and/or office location;

o   No-Contact orders: A University document that requires involved parties to refrain from contacting one another in person, online, or through a third party;

o   Writ of Trespass: A document that restricts one party from entering or using a space on campus;

o   Restriction of privileges;

o   Loan of emergency equipment.

7.4.4. Such measures are without prejudice to the ultimate outcome of the investigation. All measures would cease if the investigation were withdrawn or concluded.

7.5. Alternative Resolution

7.5.1. In appropriate circumstances, a reporting student may be seeking to resolve the situation before an investigation has started, finished, or before a decision is made.

7.5.2. Both parties must consent to this process voluntarily and are free from reprisal. At any stage during the process, either party may indicate that they would like to end the alternative resolution process or resume the investigation. Information collected during this process is not to be used should the investigation continue unless all parties agree.

7.5.3. Access to alternative resolutions is subject to availability and feasibility as determined by the Assistant Vice-President, Students or Assistant Vice-President Human Resources & EDI. Examples of alternative resolutions include:

o   Mediation;

- o   Education;

- o   Restorative Justice;

- o   Or other similar methods.

    7.5.4. Preference for an alternative resolution can be submitted with the University formal report, or before the investigation begins.

7.6. Reporting students and respondents have the right to be accompanied by a support person during the investigation and decision-making process.

8. Outcomes and Sanctions

8.1. The potential outcomes, disciplinary measures, or sanctions will depend on the community role of the respondent. Specifically, options will vary depending on whether the respondent is a student, faculty, staff or other member. See Appendix 2 for a list of potential outcomes for student respondents and Appendix 3 for a list of potential outcomes for non-student respondents.

8.2. As an educational institution, outcomes that use learning and skill development to enhance the respondent's awareness, knowledge, skills, and attitudes as a mechanism for prevention of future harm are preferred.

8.3. If findings of an investigation warrant concern that the continued safety of the University community is compromised, the University may consider suspension or expulsion of student respondents.

8.4. Students would not typically be denied conferral of their degree if they have completed all course requirements.

9. Confidentiality

9.1. Confidentiality is of paramount importance when responding to sexual violence and sexual misconduct.

9.2. The privacy of all individuals involved in a disclosure or report must be respected, and the University will endeavor to maintain the confidentiality of a student who has experienced sexual violence or sexual misconduct, of a respondent, and of any witnesses, subject to the limitations set out in this section.

9.3. If a student discloses an incident of sexual violence or sexual misconduct to a University employee, the employee should be aware of and comply with legal requirements with respect to information and privacy (e.g. under the Freedom of Information and Protection of Privacy Act (FIPPA) and Personal Health Information Protection Act (PHIPA) or those imposed by professional regulatory bodies.

9.4. Where a disclosure or formal report is made pursuant to this Policy, confidentiality will be respected and, where there are limits to confidentiality, these limits will be clearly communicated to the person seeking support.

9.5. University faculty and staff may share information as required by internal procedures to complete their roles, provide support, and facilitate this Policy. These instances may include, but are not

limited to:

- o Communication on a need-to-know basis to arrange requested services, supports, and accommodations;

- o Communication between supports and services to ensure responsive, coordinated, and effective care;

- o Communication between supports and services to ensure contact between the respondent and reporting student can be avoided while they access these services;

- o Sharing information under supervisory circumstances;

- o Sharing of the University formal report and any additional responses with the appointed investigator, relevant University offices, reporting student, and respondent as outlined in Appendix 2 and Appendix 3.

9.6. In cases where information has been/will be shared with staff and faculty in the University, the student who has experienced sexual violence or sexual misconduct will be kept informed about which individuals have been notified and what information they have been given.

9.7. The following circumstances constitute situations wherein there are limits to confidentiality and the University may be required to provide some disclosure to internal/external parties of information provided by a student who has experienced sexual violence or sexual misconduct, by a respondent, or by a witness:

- An individual is at serious risk of harming themselves;

- An individual is at serious risk of harming others;

- There are reasonable grounds to believe that others at the University or wider community may be at risk of harm;

- Reporting is required by law or professional practice (e.g., sexual violence or sexual misconduct towards a minor, sexual violence and/or sexual misconduct by a regulated health care professional);

- In the case of a production order/court order.

9.8. To ensure procedural fairness while a University formal report process is underway, all those involved in the process must maintain confidentiality. The reporting student, respondent, witnesses and support people will all be informed of the requirement to maintain confidentiality at the time they become involved in the process.

9.8.1. In practice, this means all parties must refrain from sharing information with others who are not involved in the process (except those offering services or personal support), and refrain from making public statements (including on social media) pending the allegations of sexual violence or sexual misconduct.

9.8.2. The confidentiality requirements outlined in the formal complaint process do not prevent the reporting student, respondent, or support person from seeking counselling, treatment, and

support services.

9.9.   If a breach of confidentiality occurs, the Assistant Vice-President, Students and/or Human Resources will notify the reporting student and respondent. Information will be provided about what information was disclosed and to whom.

9.10. The circumstances of the breach and its impact will be considered in handling the matter and in processing the formal report. Additionally, a breach of confidentiality could result in sanctions under the Code of Student Rights and Responsibilities.

9.11. Documents and information related to a formal complaint, including written formal report, written responses, witness statements, investigation notes and reports, and documents related to the formal report and its investigation will be securely maintained by the Office of the Assistant-Vice President, Students or by Human Resources as appropriate.

10. Appeals

10.1. Student respondents will have the ability to submit an appeal in accordance with the Non-Academic Student Conduct Appeals Committee (NASCAC).

10.2. In cases where the respondent is a faculty or staff member, appeals will follow the process outlined in the relevant Collective Agreement or Human Resources Policy.

11. Maintenance of Statistics

11.1. Statistics will be maintained as per the regulations outlined in Bill 132 and subsequent legislation. Anonymous statistics will be collected from the Assistant Vice-President, Students, Access & Belonging, Sexual Violence Prevention & Education, Mental Health & Wellbeing, Residence Life, and Campus Security.

11.2. The Board of Governors will receive and review an annual report on sexual violence from the Sexual Violence Prevention and Education office. This annual report will include the following:

- The number of times support, services and accommodations relating to sexual violence have been requested by students, as well as information about the types of support, service and accommodation requested.

- The education and prevention programing that has been implemented to promote the awareness of supports and services that are available to students.

- The number of incidents and formal reports of sexual violence made to Campus Security, Human Resources, and Student Development and Services. Because of the nature of response for incidents of sexual violence combined with the need for confidentiality, it is possible that the number of times support services and accommodations are requested may represent multiple support requests from a single Student.

- A summary of anonymized and aggregate feedback from students who have engaged with this Policy (if any has been provided).

12. Policy Administration and Review

12.1. This Policy falls under the jurisdiction of the Provost and Vice President, Academic, and the Vice President, Finance and Administration. The interpretation and application of this Policy is the responsibility of the Assistant Vice-President, Students and the Assistant Vice-President, Human Resources Equity Diversity and Inclusion.

12.2. To prevent delay, when positions authorized to exercise responsibility under this Policy are vacant or during the unavailability of persons holding these positions, or in the event of a conflict of interest, a designate may be appointed to exercise their authority under this Policy.

12.3. The University recognizes that appropriately addressing sexual violence and sexual misconduct on campus is an evolving issue and that the University will revisit this Policy and its associated resources, and other related and existing University policies, on a regular basis.

12.4. The Office of the Assistant Vice-President, Students is responsible for the review and implementation of this Policy. This review will be done with consultation from the Action Against Gender Based Violence Committee. This Policy will be reviewed at least once every three years.

12.5. Updates to the associated Appendices of this Policy can be altered and updated as needed by the Office of the Assistant Vice-President, Students and the Human Resources Department, with consultation from the Action Against Gender Based Violence Committee, and approval by the University Executive Committee.

13. Related Legislation

- Ontario Bill 132, Sexual Violence and Harassment Action Plan Act (Supporting Survivors and Challenging Sexual Violence and Harassment), 2016

- O. Reg. 131/16: Sexual Violence at Colleges and Universities

- Ontario Human Rights Code

- Freedom of Information and Protection of Privacy Act (FIPPA)

- Ontario Bill 26, Ministry of training, colleges, and Universities Act (Strengthening Post-secondary Institutions and Students Act), 2022

14. Related Policies and Procedures of Nipissing University

- Anti-Racism/Anti-Hate Guidelines

- Code of Student Rights and Responsibilities

- Emergency Management Plans

- Non-Academic Student Conduct Appeals Committee Terms of Reference

- Respectful Workplace & Learning Environment Policy

- Workplace Violence Prevention Policy

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Queen's University

Ryerson University

University of Toronto

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Revisions approved by the Board of Governors: Resolution #2022-06-03.

Revisions approved by the Board of Governors: Resolution #2022-11.2-04.

Appendix 1 – Disclosure Options

1. In an emergency on campus, (i.e., imminent threat of sexual violence or sexual violence occurring), a report can be made 24 hours a day, 7 days a week and 365 days a year in the following ways:
    o Call 911;
    o Call Campus Security 705-498-7244, or through the mobile blue light on the Campus Safe App;
    o Emergency phones are located inside the Education Centre near the elevators of the H and A wings. These phones are connected directly to Campus Security. All payphones have free access to 911;
    o Emergency phones are located outside the Education Centre, the NUSU Student Center, and

Residence buildings. These phones can be identified by the blue light and link a caller to an emergency service attendant. Simultaneously a call from these phones notifies Campus Security of the call and caller's location;

- o   In person: Campus Security office, Education Centre B203.

1.1 When a person discloses an incident of sexual violence to Campus Security, Campus Security will inform the Assistant Vice-President, Students or designate that an incident has occurred.

2. Disclosure in a non-emergency situation

2.1. Recipients of non-emergency disclosures have an obligation to:

2.1.1.   Inform the student about this Policy and the support services available to them. Information about support resources available can be found on the Sexual Violence Prevention and Education website.

2.1.2.   Explain the limits of confidentiality to the student, as outlined in Section 8 of this Policy.

2.1.3.   Emphasize that help is available, and part of that help means connecting them with support through a Student Support Request. Through a Student Support Request, the Student Development and Services department can provide support and advice on options moving forward. It is the student's choice if their identifying information, such as their name and contact information, is shared with the Student Development and Services department.

2.2. For situations where there is an urgent personal safety concern or immediate risk/threat to the student or members of the University Community, the disclosure recipient shall contact Campus Security or 911.

2.3. If the student has provided their name and contact information, the relevant service provider from Student Development and Services will contact the student to offer support. The purpose of the response is to provide information regarding the administration of this Policy as well as available support and resources. It is the student's choice whether to access support services or resources or file a report.

3. Online and Anonymous Disclosures

3.1. Staff and faculty may wish to flag concerns related to an incident(s) of sexual violence to which they were either a witness or know about using the University's online early alert program, Student Support Request, found on Webadvisor.

3.2   An incident of sexual violence may be disclosed by someone other than the survivor, but the survivor's personal information should only be provided with their consent, except in limited situations outlined in Section 9 of this Policy (Confidentiality).

3.3   The University will accept these anonymous online disclosures for the purposes of:

- Determining whether there is evidence of a safety concern for the University community;
- Identifying whether it is reasonable or required for the University to investigate; and/or
- Compiling statistics related to sexual violence.

3.4 Anonymous disclosures, while accepted for the above purposes, will generally limit the University's ability to investigate. In addition, anonymous disclosures cannot be used as the basis for disciplinary action in accordance with the University's principles of procedural fairness.

Appendix 2 – Reporting & Investigation: Student Respondent

1. Filing a Report
    1.1. A University formal report can be filed if the respondent is a student of Nipissing University and was a member of the University community at the time of the incident(s) alleged in the formal complaint.
    1.2. The office of the Assistant Vice-President, Students is responsible for receiving University formal reports of sexual violence or sexual misconduct related to students. Support in completing and filing University formal reports can be obtained from the service providers in Student Development and Services (contact listed in Appendix 6).
    1.3. A University formal report can be typed or written and must include the following information:
        - The reporting student's name and student number;
        - The name of the respondent (or information that can be used to identify the respondent if name is unknown);
        - Date of the incident;
        - Specific details of the incident;
        - Any potential witnesses.
    1.4. Upon receiving the formal report, the Assistant Vice-President, Students will acknowledge receipt, review it if necessary and seek clarification from the reporting student on the information it contains.
    1.5. All reports of sexual violence will be investigated. Should the investigation determine that the incident falls outside the scope of this Policy the Assistant Vice-President, Students will inform the reporting student in writing and advise on other options if applicable.
2. Supports and Interim Measures
    2.1. The Assistant Vice-President, Students will notify the parties in writing of a summary of allegations, any interim measures, a summary of the investigation process, a link to this Policy, and sources of support.
    2.2. The Assistant Vice-President, Students will liaise with the Director, Student Wellness to ensure outreach occurs for all students impacted by the situation.
    2.3. The Assistant Vice-President, Students and Director, Student Wellness will ensure appropriate interim measures are offered and adjusted as required throughout the process. All interim measures would expire at the withdrawal or conclusion of the investigation.
3. Explore Resolution Options
    3.1. The Assistant Vice-President, Students will meet separately with each party to explore their desire to participate in alternative resolution options. Should the respondent acknowledge the alleged behaviours and harm caused to the reporting student, the Assistant Vice-President, Students may offer educational, restorative justice, mediation or other similar options. Should resolution not be possible/or available, the University would proceed with an investigation.
4. Investigation
    4.1. The Assistant Vice-President, Students can appoint an investigator with competence in conducting investigations related to allegations of sexual violence or sexual misconduct, to investigate the allegations contained in the report. Investigators may include an individual internal or external to the university, but in no event will an investigator be in a reporting relationship to any of the parties or have a conflict of interest.

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4.2. Once an investigator has been determined, the Assistant Vice-President, Students will send a written notice to the respondent and the reporting student which includes:

- The name and position of the appointed investigator;
- A summary of the University Formal Report provided by the reporting student;
- A reminder of support services available on campus.

4.3. The respondent will be requested to provide a written response to the reporting student's report to the investigator within 15 business days of notification. If the respondent does not provide a written response within the time requested, the investigation will proceed in the absence of a written response.

4.4. The investigator will then send a summary of the respondent's written response to the reporting student's, who can submit a written reply within 15 business days to the investigator. If no written reply is provided within the time requested, the investigator will proceed in the absence of a written reply.

4.5. The respondent will receive a summary of the reply, if any.

4.6. The investigator will also endeavor to meet with the parties and any witnesses within 30 business days of acknowledgement of receiving the written responses of the respondent and reporting student.

4.7. The investigator will examine all the information submitted by the parties, as well as any other information gathered during the investigation, and conduct all interviews in a fair, impartial, and professional manner.

4.8. The investigator will remind the individuals of the requirement to protect and keep confidential the personal information of the persons involved in the investigation, as noted in the confidentiality form signed at the beginning of the reporting process.

4.9. The investigator will keep the Assistant Vice-President, Students informed on the status of the investigation and all communications to the students involved.

4.10.   During the investigative process, reporting students and respondents will not be asked irrelevant questions about past behaviours, preferences, and/or other details that speak to a person's personal sexual history, nor will these facts have an influence on the process, including the final decision of the University.

4.11.   If there are any questions or concerns about the process, or violations of any interim sanctions during the investigative process, the reporting student or respondent can contact the Assistant Vice-President, Students. Questions regarding the status of the investigation from the reporting student or respondent can be clarified by contacting the investigator directly.

4.12.   The reporting student or the respondent can be accompanied by a support person of their choice at any time during a formal complaint process outlined in this Policy. The support person may be a friend, family member, advisor, or other individual. The support person may provide encouragement or other emotional or moral support and may accompany the reporting student or respondent to meetings. The support person's role is not to act or speak on behalf of the reporting student or respondent. Oral and written submissions during an investigation must come directly from the reporting student and respondent. The support person must also agree in writing to maintain confidentiality in accordance with this Policy.

4.13.   The reporting student may request that the University suspend the investigation at any point. A request to suspend the investigation must be made to the Assistant Vice-President, Students in writing.

4.14.   If the respondent's relationship with the University ends and they are no longer at

or with the University during the investigation process, the formal report process in this Policy may continue. Should the respondent stop engaging the process will proceed in absentia.

      4.14.1.   In this instance, a notation would be made on the respondent's student record with a requirement to meet with the Assistant Vice-President, Students before re-enrollment or re-admission to the University.

      4.14.2.   All outcomes assigned as a result of the formal investigation process will apply which could include post-conferral notations on transcripts, or outcomes that would impact a respondent's ability to return to the University for future studies.

    4.15.   Legal considerations may arise during an investigation where the formal complaint process as outlined in this Policy may be suspended following a discussion with the reporting student and respondent.

5. Communication of Investigation Outcomes

    5.1. Upon completion of the investigation, the investigator will provide to the Assistant Vice-President, Students a written confidential report containing the facts and information gathered during the investigation.

    5.2. Upon reviewing and considering the final investigation report the Assistant Vice-President, Students will:

- Consider any procedural issues raised concerning the investigation.
- Decide whether the respondent has engaged in any conduct contrary to this Policy on a balance of probabilities.
- Decide what corrective or other action, if any, is appropriate to remedy the Policy violation, to prevent future Policy violations by the respondent or others, and to ensure the safety of all individuals.

    5.3. The decisions and any associated consequences of the Assistant Vice-President, Students and the reasons in support of it must be in writing and be delivered to the reporting student and to the respondent.

    5.4. Whenever appropriate, the reporting student will receive information in advance of the respondent.

    5.5. The Assistant Vice-President, Students will send a summary of the investigation findings to the reporting student and to the respondent. All parties will be reminded of confidentiality and protection from reprisal and the threat of reprisal.

      5.5.1.   Parties do not receive copies of the full investigatory report to protect the confidentiality of all parties involved in the investigation process.

6. Application of Sanctions

    6.1. If a respondent is found to have engaged in conduct contrary to this Policy, consideration will be given to imposing appropriate sanctions on the respondent, to taking steps to prevent the recurrence of similar incidents in the future, to addressing the negative impact of the incident on the reporting student, and to ensuring or enhancing the safety of all individuals. The following list provides examples of consequences and disciplinary measures and is not meant to be exhaustive nor necessarily representative of a progression of consequences or measures:

- A letter of accountability;
- Participation in educational sessions on the impact of sexual violence and/or sexual misconduct;
- No contact order;

- Writ of trespass;
- Restricted or prohibited access to University campuses and/or services;
- For student employees discipline up to and including termination;
- Suspension or expulsion from the University;
- A transcript notation of 'Non-Academic Misconduct'.

6.2. Any interim measures that were in place prior to and during the investigation will be reviewed and communicated as part of the outcomes of the investigation.

6.3. Consequences, disciplinary and/or interim measures in response to sexual violence or sexual misconduct will depend on the circumstances, on the severity of the conduct, on any mitigating factors, and on applicable collective agreements or other University policies.

Appendix 3 – Reporting and Investigation: Non-Student Respondent

1. Filing a Report
    1.1. A University formal report can be filed if the respondent is a current faculty, staff, volunteer subcontractor, or student employee of Nipissing University and was a member of the University community at the time of the incident(s) alleged in the formal complaint. Support in completing and filing University formal reports can be obtained from the Student Development and Services department (Appendix 6).
    1.2. The Office of the Assistant Vice-President, Students is responsible for receiving University Formal Reports of sexual violence or sexual misconduct related to Students. When the report involves faculty, staff, student employees, volunteers, or subcontractors, these reports will be shared with Nipissing University Human Resources.
    1.3. A University formal report can be typed or written and must include the following information:
        - The reporting student's name and Student number;

- The name of the respondent (or information that can be used to identify the respondent if name is unknown);
- Date of the incident;
- Specific details of the incident;
- Any potential witnesses.

1.4. Upon receiving the formal report, the Human Resources Department will acknowledge receipt, review it if necessary, and seek clarification from the reporting student on the information it contains.

1.5. All reports of sexual violence will be responded to. Should the investigation determine that the incident falls outside the scope of this Policy the Human Resources Department will inform the Assistant Vice-President, Students and communicate this finding to the reporting student in writing. The Assistant Vice-President, Students will advise the reporting student of other options if applicable.

2. Supports and Interim Measures

2.1. Human Resources will notify the respondent, in writing, of a summary of allegations, any interim measures, a summary of the investigation process, a link to this Policy, and sources of support. If the respondent is an employee of Nipissing University, they may be put on paid leave from their position for the duration of the investigation.

2.2. The Assistant Vice-President, Students will liaise with the Director, Student Wellness to ensure outreach occurs for all students impacted by the situation.

2.3. The respondent will be informed of what supports are available for them during the process. These support options will vary depending on the respondent's relationship with the university (ie: Employee Assistance Program, Union, private service providers).

2.4. Interim support measures for student reports may include:

- Separation of the reporting student and the respondent: with regard to academics, living situations, and/or office location.
- No-Contact orders: A university document which requires the parties to refrain from contacting one another in person, online, or through a third party.
- Writ of Trespass: A document which restricts one party from entering or using a space on campus.
- Restriction of privileges.
- Loan of emergency equipment.

2.5. The Assistant Vice-President, Students and Director of Student Wellness will ensure appropriate interim measures are offered and adjusted as required throughout the process. All interim measures would expire at the conclusion of the investigation.

3. Explore Resolution Options

3.1. Human Resources will meet separately with each party to explore their desire to participate in alternative resolution options. Should the respondent acknowledge the alleged behaviours and harm caused to the reporting student, Human Resources may offer educational, restorative justice, mediation or other similar options. Should resolution not be possible, the University would proceed with an investigation.

4. Investigation

4.1. Human Resources will determine an investigator, with competence in conducting investigations related to allegations of sexual violence or sexual misconduct, to investigate the allegations contained in the report. The Investigator may include an individual internal or external to the university, but in no event will an investigator be in a reporting

relationship to any of the parties or have a conflict of interest.

4.2. Once an investigator has been appointed, the Human Resources Department will send a written notice to the respondent and the reporting student which includes:

- The name of the appointed investigator;
- A summary of the University formal report provided by the reporting student;
- A reminder of support services available on campus.

4.3. The respondent will also be requested to provide a written response to the report to the investigator. If the respondent does not provide a written response within the time requested, the investigation will proceed in the absence of a written response.

4.4. The investigator will then send the respondent's written response to the reporting student, who can submit a written reply within the time requested by the investigator. If no written reply is provided within the time requested, the Investigator will proceed in the absence of a written reply.

4.5. The respondent will receive a summary of the reply, if any.

4.6. The investigator will also endeavor to meet with the parties and any witnesses.

4.7. The investigator will examine all the information submitted by the parties, as well as any other information gathered during the investigation, and conduct all interviews in a fair, impartial, and professional manner.

4.8. The investigator will remind the individuals of the requirement to protect and keep confidential the personal information of the persons involved in the investigation, as noted in the confidentiality form signed at the beginning of the reporting process.

4.9. The investigator will keep the Human Resources Department informed on the status of the investigation and all communications to the parties involved.

4.10. During the investigative process, reporting students and respondents will not be asked irrelevant questions about past behaviours, preferences, and/or other details that speak to a person's personal sexual history, nor will these facts have an influence on the process, including the final decision of the University.

4.11. If there are any questions or concerns about the process, or violations of any interim sanctions during the investigative process, the reporting students or respondent can contact the Human Resources Department. Questions regarding the status of the investigation from the reporting students or respondent can be clarified by contacting the investigator directly.

4.12. The reporting student or the respondent can be accompanied by a support person of their choice at any time during a formal complaint process outlined in this Policy. The support person may be a friend, family member, advisor or other individual, however, the support person cannot be a witness in the complaint process. The support person may provide encouragement or other emotional or moral support and may accompany the reporting student or respondent to meetings. The support person's role is not to act or speak on behalf of the reporting student or respondent. Oral and written submissions during an investigation must come directly from the reporting student and respondent. The support person must also agree in writing to maintain confidentiality in accordance with this Policy.

4.13. The reporting student may request that the university suspend the investigation at any point. A request to suspend the investigation must be provided in writing to Human Resources.

4.14. If the respondent's relationship with the University ends and they are no longer at or with the University during the investigation process, the formal report process in this Policy may be suspended. If the respondent returns and once again becomes a member of the University community, the process may resume. If there is a change in the respondent's

relationship with the University, the reporting student will be informed about the University's capacity to continue an investigation.

    4.15.   Legal considerations may arise during an investigation where the formal complaint process as outlined in this Policy may be suspended following a discussion with the reporting student and respondent.

5. Communication of Investigation Results

    5.1. Upon completion of the investigation, the Investigator will provide the Human Resources Department with a written confidential report containing the facts and information gathered during the investigation.

    5.2. Upon reviewing and considering the final investigation report Human Resources will:

- Consider any process issues raised concerning the investigation.
- Decide whether the respondent has engaged in any conduct contrary to this Policy based on a balance of probabilities.
- Decide what corrective or other action, if any, is appropriate to remedy the Policy violation, to prevent future Policy violations by the respondent or others, and to ensure the safety of all individuals.

    5.3. The decisions and any associated consequences of the Human Resources Department and the reasons in support of it must be in writing and be delivered to the reporting student and to the respondent.

    5.4. Whenever appropriate, the reporting student will receive information in advance of the respondent.

    5.5. The Human Resources Department will send a summary of the investigation report to the reporting student and to the respondent. All parties will be reminded of confidentiality and protection from reprisal and the threat of reprisal.

        5.5.1.   Parties do not receive copies of the full investigatory report to protect the confidentiality of all parties involved in the investigation process.

Appendix 4 – Reporting and Investigation: Campus Guests or Visitors

1. In the case where the respondent is a campus guest or visitor of the University, the Assistant Vice-President, Students and Human Resources will jointly receive the report. The Assistant Vice-President Students and Human Resources will determine which department is most appropriate to oversee the investigation.

2. The reporting student will be notified as to the department overseeing the investigation. The process will then move forward as described in either Appendix 2 or Appendix 3 as appropriate.

Appendix 5 – Appeals Process for Student Respondents

1. An appeal can be submitted regarding the final decision of a formal investigation under this Policy.
2. This Appendix articulates the appeal procedure for student respondents. Any respondents processed through Appendix 3 with the Human Resources Department will have to follow the relevant procedures of University Policy and/or their respective Collective Agreement.
3. The appeal must be made in writing to the Chair of the Non-Academic Student Conduct Appeals Committee (NASCAC) within 15 business days after the date of the final decision that is the subject of the appeal.
   3.1. The written appeal must include the applicable grounds for the appeal, the reasons why the appeal should be granted, the arguments in support of the appeal, and the outcome sought.
   3.2. Grounds for appeals include:
      3.2.1.   New information;
      3.2.2.   Substantive procedural error.
4. The Chair of the Non-Academic Student Conduct Appeals Committee will be responsible for reviewing the appeal to determine if any of the grounds for appeal are present.
5. The following is a non-exhaustive list of the examples of situations where an appeal would not meet the requirements of this section:
   - The appeal asks for review of a consequence or measure;
   - The appeal repeats arguments made and does not provide any new information relevant to the final decision;
   - The appeal is based only on a disagreement with a finding of fact, including findings made about the credibility of witnesses;
   - The appeal raises new arguments that were not made, but could have been made;
   - The appeal amounts to a mere speculation, or a bold statement of a procedural error causing prejudice and does not provide detailed and convincing information to establish the error and to establish a link between the error and the actual prejudice or a reasonable expectation of prejudice to the person seeking the appeal.
6. The appeal process is conducted in writing.

Appendix 6 – Roles & Responsibilities

Action Against Gender Based Violence Committee
Responsibilities

- Provide a space to discuss emerging issues and initiatives related to sexual and gender-based violence;
- Suggest improvements to policies, services, and resources;
- Support the creation of a campus culture where sexual and gender-based violence is understood and well responded to; and
- Develop and implement campus-wide initiatives to support the prevention of, and response to sexual and gender-based violence.
- Chair: Manager, Access and Belonging

Contact Information: AAGBV@nipissingu.ca

Assistant Vice-President, Students
Responsibilities

- Responsible for administering this Policy;
- Responsible for overseeing updates to the Appendices;
- Receive security reports;
- Receive all University student formal reports;
- Arrange and oversee alternative resolution processes, where appropriate;
- Oversee the investigation and sanction process for students;
- May oversee the investigation and sanction process when an incident involves University guests/visitors;
- Support the application of interim measures during a formal report process.

Contact Information: AVPStudents@nipissingu.ca

Human Resources
Responsibilities

- Receive all University Formal Reports of sexual misconduct;
- Arrange and oversee alternative resolution processes, where appropriate;
- Oversee the investigation and sanction process when an incident involves faculty, staff, volunteers and contractors;
- Provide Policy training to all new employees;
- Annually disseminate the Policy to all employees;
- May oversee the investigation and sanction process when an incident involves university guests/visitors.

Contact Information: jennym@nipissingu.ca

Investigator

Responsibilities

- Receive the university formal reports of sexual violence and/or sexual misconduct;
- Gather appropriate information from the reporting student, respondent, and witnesses;
- Determine if the incident(s) can be substantiated and meets criteria outlined in this Policy;
- Provide a report to the Assistant Vice-President Students and/or Human Resources;
- Must have training in trauma informed investigation processes related to situations of sexual violence.
- The investigator may be internal or external to the University.

Student Development and Services

Responsibilities

- Provide direct services to impacted students including psychotherapy, case management, risk assessment & safety planning, policy navigation, advocacy, and referral.
- Deliver awareness and outreach programing for Nipissing University students;
- Deliver education and awareness training to the student community.

Contact Information:

- General: sds@nipissingu.ca
- Mental Health and Wellbeing: mhwellbeing@nipissingu.ca
- Sexual Violence Prevention and Education Coordinator: svsupport@nipissingu.ca
- Student Support Navigator: nusuccess@nipissingu.ca

Non-Academic Student Conduct Appeals Committee (NASCAC) Responsibilities

- The determination of all student appeals.

Contact Information: nascac@nipissingu.ca

Residence Life Team

Responsibilities

- Provide direct support to impacted students who live in residence including check-ins, general support, safe living accommodations;
- Provide short term emergency living accommodations for students at risk of further violence.

Contact Information: residenc@nipissingu.ca

Appendix 7 – Definitions

The following definitions are applicable to the interpretation of this Policy to develop an understanding of sexual violence and sexual misconduct.

Reporting Student: Refers to a student who is making a formal complaint of sexual violence or sexual misconduct to the University under this Policy.

Respondent: Refers to the person, or persons, against whom a formal complaint has been filed with the University under this Policy.

Coercion: The use of emotional manipulation, blackmail, threats, harassment, threats to a student or a student's family or friends, or the promise of rewards or special treatment in order to persuade someone to do something that they do not wish to do. This includes but is not limited to being forced to watch a sexual act or perform sexual acts. Coercion can happen in personal and professional relationships.

Consent: The active, direct, expressed, voluntary and conscious agreement between adults to engage in sexual activity. These elements of consent must be present, even if alcohol or drugs have been consumed. Furthermore, consent is not implied and cannot be assumed. The following points are important when understanding consent:
- Someone who is incapacitated in any way (i.e., due to use of drugs or alcohol, being asleep or unconscious, or a disability that prevents an individual from giving consent) cannot consent.
- Past consent does not imply future consent.
- Being in a relationship with an individual does not constitute consent.
- Silence or absence of resistance does not imply consent.
- Consent to engage in sexual activity with one person does not imply consent to engage in sexual activity with another person.
- Consent cannot be assumed or implied.
- Consent is voluntary and can be withdrawn at any time.
- Consent cannot be obtained through coercion and threats.
- Consent cannot be obtained if the perpetrator abuses a position of trust, power, or authority.

Corrective Rape: A rape committed to control the victim's social or sexual behavior in which one or more people are raped because of their perceived sexual orientation or gender identity. The common intended consequence of the rape, as seen by the perpetrator, is to turn the person heterosexual or to enforce conformity with gender stereotypes.

Employee: an Employee of the University, including faculty members, instructors and other employees responsible for teaching, evaluation, academic supervision and/or related activities for credit and non-credit courses, research, tutorials, and workshops.

Force: Includes coercion, psychological or physical force, or the use of manipulation to coerce a person into non-consensual sexual acts. This includes the use of threats to force a person to comply, such as threatening to hurt the person or their family or loved ones (i.e. pets) through the use of other intimidation tactics.

Incapacitation: A state in which an individual lacks the ability to give consent. Sexual activity with a person who one knows to be, or, based on circumstances, should reasonably have been known to be,

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mentally or physically incapacitated (by drugs or alcohol, sleep, unconsciousness or a blackout, or disability) constitutes sexual assault. The initiator of sexual activity must always err on the side of assuming an individual to be incapacitated, rather than risk committing sexual assault.

Intimate and Relationship Violence: Act(s) of violence or abusive behavior in an intimate relationship, such as marriage, domestic partnership, casual or long-term dating relationships, sexual relationships or former relationships. The act(s) or violence are used by one partner to gain or maintain control over another partner. Intimate and Relationship violence can include, but is not limited to physical violence, sexual violence, emotional violence, psychological violence, spiritual violence, economic violence, and/or controlling of movements and social contacts.

Nipissing University Community: also referred to as the University Community, means all students, employees, faculty, contractors, suppliers of services, volunteers, and any other third parties affiliated with the University related to initiatives, research, or other contractual agreements. Under this Policy, any member of the University Community can be named as a respondent in the reporting process. Only currently enrolled Nipissing University students can engage in the reporting process outlined in this Policy, all other members of the University Community are to use the appropriate Human Resource Policy, as outlined in Section 3.2.

Rape Culture: A culture in which dominant ideas, social practices, media images and societal institutions implicitly or explicitly condone sexual assault by normalizing or trivializing sexual violence and by blaming survivors for the abuse they have experienced.

Sexual Assault: Any type of unwanted act committed in circumstances of a sexual nature, such that the sexual integrity of a person is violated. This can include any physical contact or behavior that occurs without explicit consent. Sexual assault is characterized by a broad range of behaviours that can include unwanted kissing, touching, fondling, oral or anal sex, intercourse, forms of penetration or any other unwanted contact of a sexual nature.

Sexual Harassment: A form of sexual violence that is described by the Ontario Human Rights Commission as engaging in a course of vexatious comment or conduct against another person where the course of comment or conduct is known or ought reasonably to be known to be unwelcome. This definition also includes making a sexual solicitation or advance where the person making the solicitation or advance is able to confer, grant or deny a benefit or advancement to the student and the person knows or ought reasonably to know that the solicitation or advance is unwelcome. Sexual harassment may include but is not limited to:
- Sexual solicitation and advances (for example, demanding hugs, invading personal space, unnecessary physical contact);
- Implied or expressed promise of reward after complying with a sexually oriented task;
- Implied or expressed threat of repercussions or consequences for refusing to comply with a sexually oriented task;
- A poisoned environment (for example, pornographic images in a public, social or workspace or exposure to a learning or working environment involving periodic or frequent sexualized comments or conduct);
- Gender-based harassment (for example, targeting someone based on their gender or for not adhering to binary or stereotypical gender roles).

Sexual Misconduct means, in relation to a student of Nipissing University (*Strengthening Post-secondary Institutions and Students Act, 2022*):
- Physical sexual relations with the student, touching of a sexual nature of the student or behaviour or

remarks of a sexual nature toward the student by an employee of the University where:

- The act constitutes an offence under the Criminal Code (Canada);
- The act infringes the right of a student under clause 7(3)(a) of the Human Rights Code to be free from a sexual solicitation or advance by a person in a position to confer, grant or deny a benefit or advancement to the student; or
- The act constitutes Sexual Violence as defined in the Policy, or any other rule or requirement of the University respecting sexual relations between employees and students.
- Any conduct by an employee of the University that infringes the right of the student under clause 7(3)(b) of the Human Rights Code to be free from reprisal or threat of reprisal for the rejection of a sexual solicitation or advance.
- Recognizing that a student cannot give consent to those in a position of authority over them, Employees who are in a position of authority or who have power over a student are prohibited from engaging in sexual relations with students.

Sexual Violence: is any sexual act or act targeting a person's sexuality, gender or gender identity, whether the act is physical or psychological in nature, that is committed, threatened, or attempted against a person without the person's consent. This includes, but is not limited to: sexual assault, sexual harassment, stalking, indecent exposure, voyeurism, degrading sexual imagery, stealthing, distribution of sexual images or video without consent and cyber harassment or cyberstalking of a sexual nature.

Student: means any person taking one or more courses at the University, either full-time or part-time, in any program of study, including special students. For clarity, a student is a person who is registered in a University course of study and/or engaged in any academic work that leads to the assigning of a mark, grade or statement of performance by the appropriate authority within the University and/or entitled to a valid Student ID card who is between sessions.

Survivor: Refers to a student who has been harmed by sexual violence or sexual misconduct. For the context of this Policy, this includes students who may be harmed directly or indirectly by sexual violence or sexual misconduct.

Technology-Facilitated Sexual Harassment: Harassment that includes, but is not limited, to Sexual Harassment conducted in whole or in part through electronic means, such as email, web postings, text messaging, and other forms of electronic behaviour. For this Policy, Sexual Harassment includes Technology-Facilitated Sexual Harassment.

Technology-Facilitated Sexual Violence: Sexual violence that includes, but is not limited to, knowingly publishing, distributing, transmitting, selling, making available or advertising an intimate image of a person, knowing that the person depicted in the image did not give their consent to that conduct or being reckless as to whether that person gave their consent to that conduct. An intimate image includes but is not limited to a visual recording of a person made by any means, including a photographic, digital or video recording, in which the person is nude and/or engaged in sexual activity. For this Policy, Sexual Violence includes Technology-Facilitated Sexual Violence.