

NIPISSING UNIVERSITY
BOARD OF GOVERNORS MEETING

OPEN SESSION

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)

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

Resolution 2025-12-02: ***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.



Meeting Book - December Board of Governors Meeting

Open Session

1. Call to Order/Land Acknowledgement

As we begin this meeting, I would like to acknowledge that we are in the territory of the Robinson-Huron Treaty of 1850 and that the land on which we gather is Nipissing First Nation Traditional Territory and the traditional territory of the Anishinabek. We respect and are grateful to be on these lands with all our relations.

Dave Smits

2. Declaration of Conflict of Interest

Dave Smits

3. Use of Recording and/or Broadcasting Devices

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

Dave Smits

4. Consent Agenda

That the items included "for adoption" on the December 4, 2025, consent agenda for the Open Session of the Board of Governors meeting be approved as circulated, while the items on the consent agenda "for information only" be received.

Resolution

Dave Smits

i. i) For Adoption

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

September 25 2025 - Open Session Minutes (final).pdf

ii. ii) For Information

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

2025-08-20 UGC Special Meeting Minutes.docx

2025-10-27 UGC Minutes.docx

2025-10-27 AudFin and PP Minutes.pdf

2025-10-27 Community Rel and Fundraising Minutes.docx

b. b) Reports from Other Committees/Bodies

SVPE Report 2024-25.pdf

Senate Report to the Board of Governors November

5. Adoption of Regular Agenda <i>That the Board of Governors adopt the December 4, 2025, Open Session regular agenda as circulated.</i>	Resolution	Dave Smits
6. Chair's Remarks		Dave Smits
7. Chancellor's Remarks		Dr. Scott Russell (d.Litt)
8. President's Remarks		Dr. Kevin Wamsley
9. Academic Plan/Operational Plan (APOP)		
10. Vice-President's Remarks		
i. Provost and Vice-President, Academic		Dr. Carole Richardson
a. PVPA Board Report - December 2025.docx		
b. Nipissing University Research Ethics Board <i>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.</i>	Resolution	
ii. Vice-President, Finance & Administration		Renee Hacquard
a. VPFA Board Report - December 2025.docx		
11. Board Committee Reports		
i. Executive Committee <i>That the Board of Governors accept the recommendation of the Executive Committee to approve the President's 2025/26 Goals and Priorities as presented.</i>	Resolution	Dave Smits
a. 2025-26 Goals and Priorities.pdf		
12. Board Representatives on Other Committees/Bodies		
i. Nipissing University Student Union (NUSU)		
13. Question Period		
14. Other Business		
15. Next Meeting Dates/Adjournment <i>That the Open Session of the Board of Governors' regular meeting now adjourn.</i>	Resolution	

NIPISSING UNIVERSITY BOARD OF GOVERNORS

UNIVERSITY GOVERNANCE COMMITTEE MEETING

OPEN SESSION

August 20, 2025

The Governance Committee met on Wednesday, August 20, 2025, at 10:30 a.m. in the President's Boardroom (F303) and via Zoom remote video conferencing.

Members present: John D'Agostino, Committee Chair
Stacie Fiddler
Ravil Veli
Jessica McMillan
Laurel Muldoon
David Smits
David Smits
Kevin Wamsley
Scott Russell
Ann Barbara Graff (PVPA – non-voting)
Renee Hacquard (VPFA – non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Judy Koziol
Matt Suszter

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

Guests: Emma Sumilas

1. Call to Order/Traditional Land Acknowledgement

The Closed meeting was called to order at 10:30 a.m. The Committee Chair provided a traditional land acknowledgement.

2. Call for Conflicts of Interest

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

3. Terms of Reference – Audit & Finance

At the June 25, 2025, meeting of the Board of Governors, the Board voted to revise the Committee structure, as recommended in the Review of Governance at Nipissing University, subject to a plan as recommended by the University Governance Committee.

A revised Terms of Reference template was presented to the Committee and included an increased focus on strengthened governance, risk management, compliance, and IT oversight. The Terms of Reference also incorporated several recommendations through the audit conducted by Cheryl Foy, Strategic Governance Consulting Services, including the proposed merger of Plant & Property and Audit & Finance due to overlapping duties, the role of subcommittees, and committee membership and competency.

Discussion focused on ensuring the revised Terms of Reference adequately captured the recommendations, particularly around financial competency requirements for committee members.

4. Terms of Reference – Fundraising & Community Relations

A revised Terms of Reference document for the proposed merger of the Fundraising and Community Relations Committees was also presented. Similar discussions took place around committee structure and name, subcommittees, and membership.

The Governance Committee will continue to refine the Terms of Reference, with progress updates expected at the next meeting.

5. Other Business

There was no other business.

The closed meeting adjourned at 11:36 a.m.

Recording Secretary

Chair of University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

UNIVERSITY GOVERNANCE COMMITTEE MEETING

OPEN SESSION

October 27, 2025

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

Members present: David Smits, Board Chair
Robin Tonna
Fran Couchie
Jessica McMillan
Matthew Suszter
Katrina Srigley
Kevin Wamsley
Scott Russell
Carole Richardson (Interim PVPA – non-voting)
Renee Hacquard (VPFA – non-voting)
Abby Blaszczyk (University Secretary – non-voting)

Regrets: John D'Agostino
Laurel Muldoon
Judy Koziol

Recording Secretary: Christine Benoit (Office of the President)

1. Call to Order/Traditional Land Acknowledgement

The meeting was called to order at 9:03 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. Selection of Vice-Chair

The role of the Committee Vice-Chair was reviewed. Fran Couchie agreed to assume the role for the current academic year.

4. 2025-26 Work Plan

The draft annual work plan was reviewed. The University Secretary noted that the University is seeking the services of a Policy Advisor to support the implementation of the governance-related recommendations and to strengthen policy development processes. The Advisor will ensure that institutional policies are aligned with provincial legislation, organizational priorities, and recognized best practices in higher education.

In response to an inquiry around required policy changes, it was noted that policy amendments will be made throughout the year, with the understanding that additional updates may be needed.

5. Terms of Reference Review

The Governance Committee met on August 20, 2025, to review revised Terms of Reference templates for the Audit & Finance and Plant & Property Committee, to be known as the Audit & Finance Committee, and the Community Relations and Fundraising Committees, with a new name still to be determined. Additional revisions were made to the Terms of Reference documents, including minor changes to membership and additional language around sub-committees and ad-hoc committees.

The proposed Terms of References will be included in the next meetings of the respective committees for broader input.

6. Governance Improvement Plan Update & Next Steps

The University Secretary provided an overview of work completed to date on the implementation of the governance-related recommendations through the Efficiency and Accountability Review. She noted that the committee structures were under evaluation to ensure alignment with best practices and institutional needs. Additionally, the RFP process for engaging a policy advisor is underway to support the development of a comprehensive policy framework, and the Senate Governance Review Committee has initiated an evaluation process to begin collecting data aimed at improving Senate operations and effectiveness.

The Governance Committee is responsible for ensuring the recommendations are implemented and progress is communicated until completion. As such, the committee requested a tracking document to clearly show the status of recommendations and establish frequency and flow of reporting. A document will be circulated to the Committee for the January meeting.

7. Other Business

There was no further business.

The meeting adjourned at 9:30 a.m.

Recording Secretary

Chair of University Governance Committee

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE and PLANT & PROPERTY COMMITTEE MEETING

OPEN SESSION

October 27, 2025

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

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

Regrets: Ravil Veli
Nicholas Botham

Guests: Fran Couchie
David Drenth

Recording Secretary: Christine Benoit (Office of the President)

1. Welcoming Remarks/Land Acknowledgement

The meeting was called to order at 10:35 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. Selection of Vice-Chair

The role of the vice-chair was reviewed, and Patti Carr accepted the position for the 2025-26 academic year.

4. 2025/26 Work Plan

The VPFA reviewed the work plan in detail.

5. Investment Performance Review

The Investment Performance Review was circulated with the meeting materials. The VPFA highlighted the summary of investment returns, noting the portfolio is slightly behind benchmark due to the conservative, low volatility strategy as per the Investment Policy. A request was made to look at the returns as net of fees, given the additional fees that may be embedded within the returns.

A question was raised around how long PH&N has been the investment manager for the university and what the procurement approach would be to maximize opportunities. The Investment Subcommittee will meet with PH&N to discuss changes to future reports, as well as review the Investment Policy. Recommendations will be brought back to the Audit & Finance Committee.

6. Spring/Summer Semester Close Financial Update

The Semester Close results as of August 31, 2025, indicated a consolidated surplus of approximately \$28.9 million across all funds, with the Operating Fund contributing \$22.4 million and Ancillary at \$5.9 million. The Operating Fund surplus aligns with expectations due to tuition revenues being recorded before the fall semester, while expenses occur more evenly throughout the year. Key variances include an anticipated \$3 million increase in government grants (primarily the Northern and nursing grants), a projected \$1.7 million shortfall in international tuition, and stronger-than-budget domestic tuition driven by higher enrolment in education and nursing. Salaries and benefits are tracking close to target, and additional spending is expected as new grants are utilized. Ancillary Operations are projected to meet or slightly exceed budget, with expenses trending lower in areas that saw revenue shortfalls compared to budget.

Overall, the University projects a \$2 million surplus by year-end. The balance sheet shows increased assets due to tuition and residence billing, stable liabilities, and higher net assets from the year-to-date surplus and new endowment donations. Cash flow remains strong, with sufficient funds to meet restricted obligations. Overall risk score action plan according to the current Ministry Financial Accountability Framework is expected to remain in the 'Low Action' category, requiring continued annual reporting to the Ministry. Spendable reserves are projected to hold steady at \$18.3 million if budget targets are met, though achieving most Ministry ratio benchmarks will require reserves of approximately \$22 million. Projections will continue to evolve as efficiency and accountability measures are implemented.

7. 2026/27 Budget Update

The 2026/27 Budget Process with some minor tracked changes was included with the agenda. The document outlines how the budget is developed, and general timelines associated.

Internal budget processes are ongoing, with meetings to occur with budget holders at the end of January 2026. The process remains on track to present the budget to Audit & Finance at the April 20, 2026, meeting, and for final approval by the Board of Governors on April 30, 2026.

8. Capital and Construction Update

David Drenth, Director of Facilities, provided a Capital & Construction update. The Presentation, which is appended to these minutes, highlighted projects funded through the Facilities Renewal Program (FRP), Ancillary funding, and through donations/grants.

9. Other Business

There was no further business.

The meeting adjourned at 11:42 a.m.

Recording Secretary

Committee Chair

NIPISSING

U N I V E R S I T Y

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

October 27, 2025



Overview

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



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

	Actuals	Annual Budget	YTD Actual as a % of Annual Budget	Target % at August 31	% variance	Projection to year end	Projected variance to budget	Notes
Revenue								
Government Grants	\$ 11,053,965	\$42,654,956	26%	33%	-7%	\$ 45,654,956	\$ 3,000,000	1
Domestic Tuition	\$ 29,837,191	\$30,263,148	99%	95%	4%	\$ 31,997,362	\$ 1,734,214	2
International Tuition	\$ 3,010,163	\$ 5,012,805	60%	95%	-35%	\$ 3,278,591	\$ (1,734,214)	3
Student Fees - Ancillary & Other	\$ 3,410,456	\$ 4,270,269	80%	80%	0%	\$ 4,270,269	\$ -	4
Other	\$ 860,406	\$ 2,456,237	35%	33%	2%	\$ 2,456,237	\$ -	4
Revenue Total	\$ 48,172,182	\$84,657,415	57%	18%	39%	\$ 87,657,415	\$ 3,000,000	
Expenses								
Instructional Staff	\$ 8,404,702	\$31,571,798	27%	33%	-7%	\$ 31,571,798	\$ -	4
Non-Instructional Staff	\$ 5,862,655	\$20,569,919	29%	33%	-5%	\$ 20,569,919	\$ -	4
Benefits	\$ 2,969,596	\$10,692,398	28%	33%	-6%	\$ 10,692,398	\$ -	4
Salary recoveries	\$ (314,908)	\$ (728,350)	43%	5%	38%	\$ (728,350)	\$ -	4
Total salaries & benefits	\$ 16,922,045	\$62,105,765	27%	25%	2%	\$ 62,105,765	\$ -	
Non-staff expense	\$ 8,004,712	\$18,437,450	43%	33%	10%	\$ 19,437,450	\$ 1,000,000	5
Scholarships and Bursaries	\$ 490,697	\$ 3,649,400	13%	13%	0%	\$ 3,649,400	\$ -	5
Expenses Total	\$ 25,417,454	\$84,192,615	30%	23%	7%	\$ 85,192,615	\$ 1,000,000	
Surplus (Deficit) Before Undernoted	\$ 22,754,727	\$ 464,800				\$ 2,464,800	\$ 2,000,000	
Transfers								
Transfers (to) from other funds	\$ (368,406)	\$ (367,588)	100%	33%	25%	\$ (367,588)	\$ -	
Transfers Total	\$ (368,406)	\$ (367,588)	100%	33%	25%	\$ (367,588)	\$ -	
Total Operating Surplus/(Deficit)	\$ 22,386,321	\$ 97,212				\$ 2,097,212	\$ 2,000,000	

Variance explanations:

- 1) Projections include additional Northern Grant and nursing grant for equipment
- 2) Projected to be better than budget due to increased enrolment in teacher education and nursing
- 3) Budget included 166 FTE (123 returning, 43 new), we are currently 59 lower than budget. Winter intake is projected to reduce this variance slightly
- 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 August 31, 2025

	Actual YTD	Annual Budget	YTD Actual as a % of Annual Budget	Target % at August 31	% Variance	Projections to year end	Projected variance to budget	
Revenue								
Accommodations	\$ 7,581,482	\$ 7,387,936	103%	100%	3%	\$ 7,387,936	\$ -	1
Ancillary services	\$ 11,865	\$ 157,250	8%	33%	-25%	\$ 157,250	\$ -	2
Conference Services (Corporate events and Summer Accommodations)	\$ 291,576	\$ 456,900	64%	80%	-16%	\$ 456,900	\$ -	3
Extended Learning	\$ 232,935	\$ 521,641	45%	60%	-15%	\$ 521,641	\$ -	4
Revenue Total	\$ 8,117,858	\$ 8,523,727	95%	95%	0%	\$ 8,523,727	\$ -	
Expenses								
Salaries and Benefits	\$ 990,722	\$ 3,120,944	32%	33%	-1%	\$ 3,120,944	\$ -	5
Operating	\$ 965,725	\$ 2,630,400	37%	33%	4%	\$ 2,630,400	\$ -	6
Long term debt	\$ 305,069	\$ 1,175,121	26%	33%	-7%	\$ 1,175,121	\$ -	5
Expenses Total	\$ 2,261,516	\$ 6,926,465	33%	33%	0%	\$ 6,926,465	\$ -	
Surplus (Deficit) Before Undernoted	\$ 5,856,342	\$ 1,597,262				\$ 1,597,262		
Transfers								
Transfers to (from) Other funds	\$ (200)	\$ -	0%	0%	0%	\$ -	\$ -	
Transfers Total	\$ (200)	\$ -	0%	0%	0%	\$ -	\$ -	
Total	\$5,856,542	\$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 on budget or better.
- 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, will monitor for potential shortfalls during the year.
- 4) YTD is below target, will monitor for potential shortfalls during the year
- 5) YTD is close to target – no material variances noted.
- 6) YTD is over target – no significant variances noted, mostly due to timing of expenses.

Ancillary Fund results by division – as at August 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 August 31	Variance
Revenue													
Sales and Service revenues	\$ 232,935	\$ 521,641	\$ 11,865	\$ 157,250	\$ 7,581,482	\$ 7,387,936	\$ 291,576	\$ 456,900	\$ 8,117,858	\$ 8,523,727	95%	95%	0%
Revenue Total	\$ 232,935	\$ 521,641	\$ 11,865	\$ 157,250	\$ 7,581,482	\$ 7,387,936	\$ 291,576	\$ 456,900	\$ 8,117,858	\$ 8,523,727	95%	95%	0%
Expenses													
Salaries and Benefits	\$ 204,649	\$ 591,390	\$ 76,807	\$ 117,593	\$ 444,112	\$ 2,026,274	\$ 265,154	\$ 385,687	\$ 990,722	\$ 3,120,944	32%	33%	-1%
Operating	\$ 5,139	\$ 24,610	\$ 56,411	\$ 139,300	\$ 842,526	\$ 2,410,850	\$ 61,650	\$ 55,640	\$ 965,725	\$ 2,630,400	37%	33%	4%
Long term debt	\$ -	\$ -	\$ -	\$ -	\$ 305,069	\$ 1,175,121	\$ -	\$ -	\$ 305,069	\$ 1,175,121	26%	33%	-7%
Expenses Total	\$ 209,788	\$ 616,000	\$ 133,218	\$ 256,893	\$ 1,591,707	\$ 5,612,245	\$ 326,803	\$ 441,327	\$ 2,261,516	\$ 6,926,465	33%	33%	0%
Total Surplus / (Deficit)	\$ 23,147	\$ (94,359)	\$ (121,353)	\$ (99,643)	\$ 5,989,775	\$ 1,775,691	\$ (35,227)	\$ 15,573	\$ 5,856,342	\$ 1,597,262			
Transfers													
Transfers to (from) Other funds	\$ (200)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (200)	\$ -			
Transfers Total	\$ (200)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (200)	\$ -			
Total	\$ 23,347	\$ (94,359)	\$ (121,353)	\$ (99,643)	\$ 5,989,775	\$ 1,775,691	\$ (35,227)	\$ 15,573	\$ 5,856,542	\$ 1,597,262			



Consolidated Income Statement – as at August 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)	11,053,965		-	220,239		915,508	1,762,195		13,951,907
Government Grants (cfwd from prior year)						1,984,242	17,255		2,001,497
Student Fees	36,257,810								36,257,810
Ancillary fees (Accommodation Fees, Conference Services, etc...)			8,117,858						8,117,858
Other	738,677					35,476	294,581		1,068,733
Other (cfwd from prior year)						518,402			518,402
Investment	121,709				862,771			144,251	1,128,732
Donations (new)	20			4,000	80,254	5,170			89,444
Donations (cfwd fom prior year)					1,429,220				1,429,220
TOTAL REVENUE	48,172,182	-	8,117,858	224,239	2,372,245	3,458,798	2,074,031	144,251	64,563,604
EXPENSES									
Salaries and Benefits	16,922,045	2,292	990,722			489,060	314,816		18,718,936
Operating and Research	6,477,833	135,594	933,123	11,431	16,479	544,561	81,267	1,624	8,201,912
Occupancy Costs	1,104,913		32,602	-			690,162		1,827,677
Scholarships and Bursaries	490,697				300,250			42,375	833,322
Principal and Interest on Long Term Debt	421,967		305,069	(449,193)					277,843
TOTAL EXPENSES	25,417,454	137,886	2,261,516	(437,762)	316,729	1,033,621	1,086,245	43,999	29,859,689
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUE) BEFORE THE UNDERNOTED	22,754,727	(137,886)	5,856,342	662,002	2,055,516	2,425,177	987,785	100,252	34,703,915
TRANSFERS									
Transfer from (to) other funds in-year	68,197	(6,400)	200	-	(55,911)	94,167	-	(100,252)	0
Transfer from (to) deferred contributions/revenues		(292,317)			(1,999,604)	(2,519,344)	(987,785)		(5,799,050)
TOTAL EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	22,822,924	(436,603)	5,856,542	662,002	0	0	0	(0)	28,904,865
TRANSFERS TO/(FROM) INTERNALLY RESTRICTED	(436,603)	436,603							(0)
TOTAL EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES AFTER TRANSFERS	22,386,321	(0)	5,856,542	662,002	0	0	0	(0)	28,904,865

Actual Vs. Budget – Consolidated summary

	Actual YTD	Annual Budget	Projection to year end (April 30/26)	Projected variance to budget
Total Operating Surplus/(Deficit)	\$ 22,822,924	\$ 97,212	\$ 2,097,212	\$ 2,000,000
Total Ancillary Surplus/(Deficit)	\$ 5,856,542	\$ 1,597,262	\$ 1,597,262	\$ -
Total Accounting & other adjustments	\$ 225,399	\$ (1,694,202)	\$ (1,694,202)	\$ -
Total Consolidated	\$ 28,904,865	\$ 272	\$ 2,000,272	\$ 2,000,000

Statement of Financial Position

	31-Aug-25	30-Apr-25	\$ Difference	% Change	
Assets					
Current assets:					
Cash and cash equivalents	\$ 16,943	\$ 24,611	\$ (7,668)	-31%	1
Accounts receivable	36,857	3,317	33,540	1011%	2
Investments - short-term	9,303	9,311	(8)	0%	3
Other assets	265	1,861	(1,596)	-86%	4
	63,368	39,100	24,268	62%	
Investments - long-term	33,624	28,963	4,661	16%	5
Capital assets	64,653	64,653	-	0%	6
	\$ 161,645	\$ 132,716	\$ 28,929	22%	
Liabilities and Net Assets					
Current liabilities:					
Accounts payable and accrued liabilities	\$ 11,449	\$ 11,304	\$ 145	1%	7
Employee related	2,144	2,294	(150)	-7%	8
Deferred revenue	5,799	5,306	493	9%	9
Current portion of long-term debt	1,356	1,356	-	0%	6
	20,748	20,260	488	2%	
Long-term:					
Long-term debt	27,848	28,297	(449)	-2%	10
Deferred contributions	15,799	15,968	(169)	-1%	9
Deferred capital contributions	31,988	31,988	-	0%	6
Employee future benefits	7,797	7,797	-	0%	6
	104,180	104,310	(130)	0%	
Net assets:					
Unrestricted:					
- operating	34,170	6,016	28,154	468%	
- employee future benefits	(10,090)	(10,090)	-	0%	
Internally restricted	18,264	17,512	752	4%	
Endowments	15,121	14,968	153	1%	
	57,465	28,406	29,059	102%	
	\$ 161,645	\$ 132,716	\$ 28,929	22%	

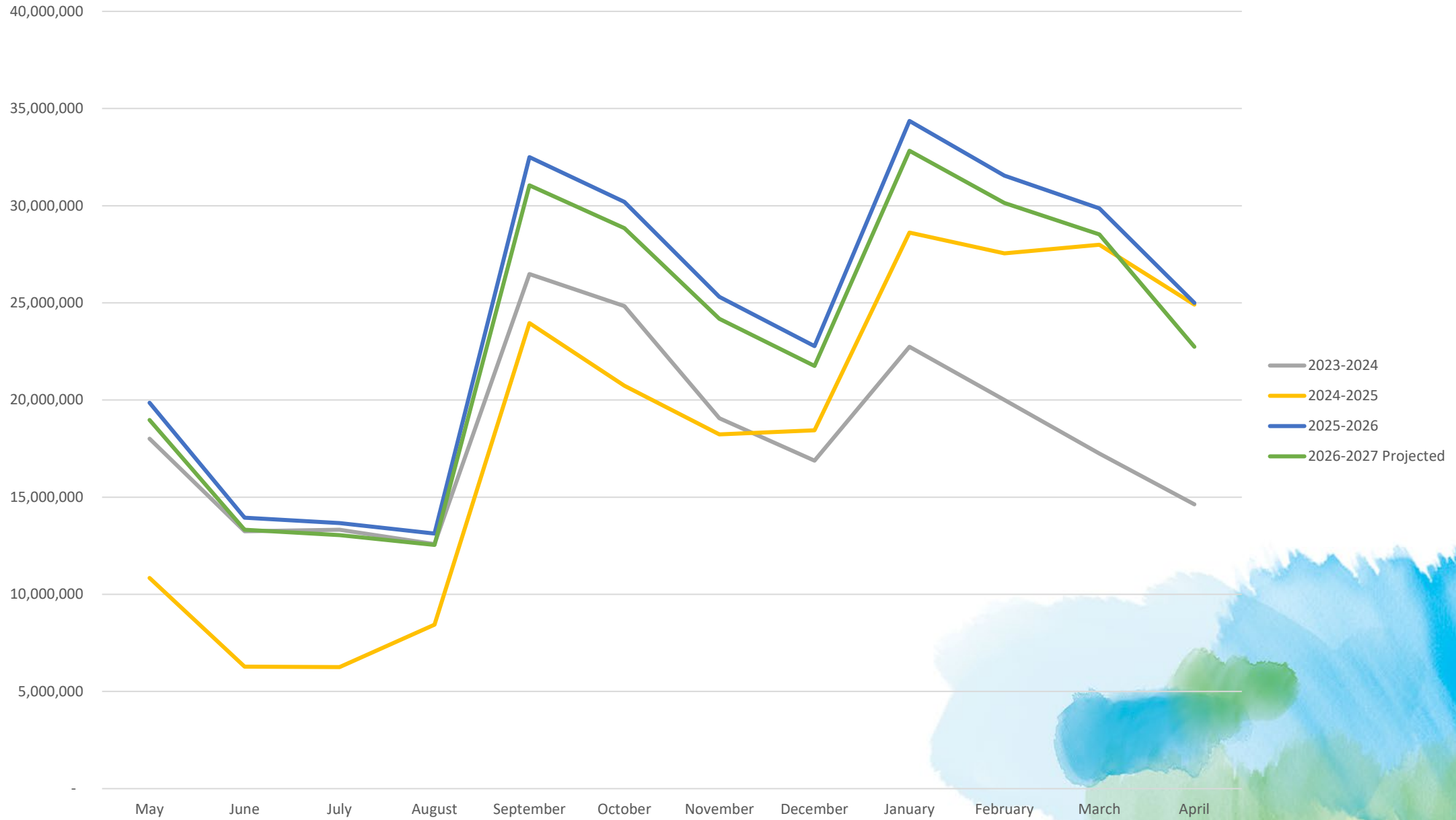
Variance explanations:

- 1) Cash levels typical of August results. We use more cash than we bring in during the first semester
- 2) Includes receivables for Fall/Winter tuition
- 3) Variance is not material
- 4) Typical level for August – 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-Aug-23	31-Aug-24	31-Aug-25
Cash	\$ 12,598	\$ 11,568	\$ 16,943
Short-term investments	\$ 4,439	\$ 5,748	\$ 9,303
Restricted investments	\$ 25,793	\$ 28,601	\$ 33,624
Total	\$ 42,830	\$ 45,917	\$ 59,870
Deferred Revenue	\$ 3,446	\$ 3,262	\$ 5,799
Deferred Contributions	\$ 11,599	\$ 13,369	\$ 15,799
Internally restricted net assets (excluding investment in capital assets)	\$ 7,962	\$ 9,297	\$ 14,621
Endowments	\$ 12,706	\$ 13,169	\$ 15,278
Total	\$ 35,713	\$ 39,097	\$ 51,497
Working capital differential (Accounts receivable less accounts payable)	\$ 23,235	\$ 27,407	\$ 25,415
Net cash position	\$ 30,352	\$ 34,227	\$ 33,788

Cash Flows

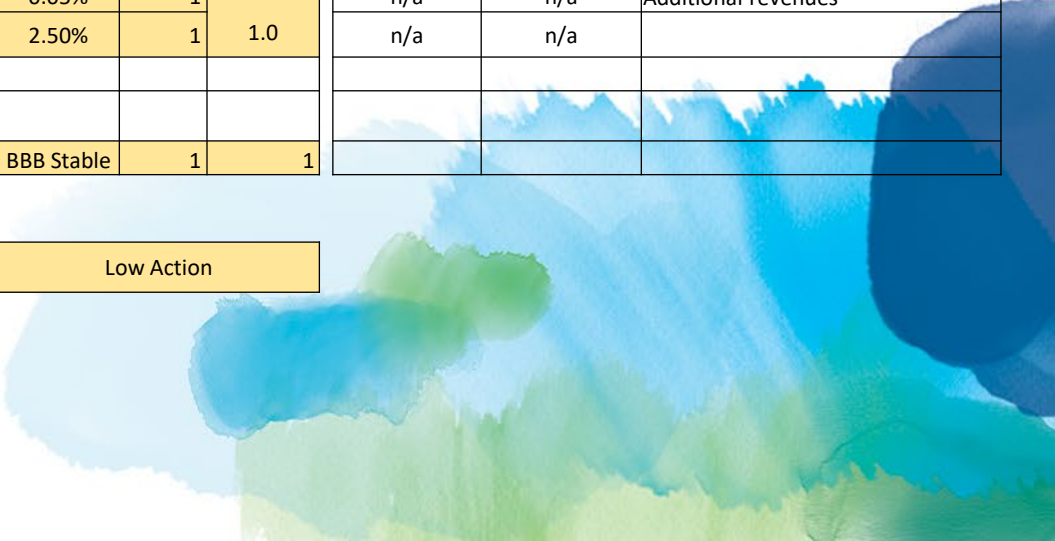


Ministry Financial Accountability Ratios

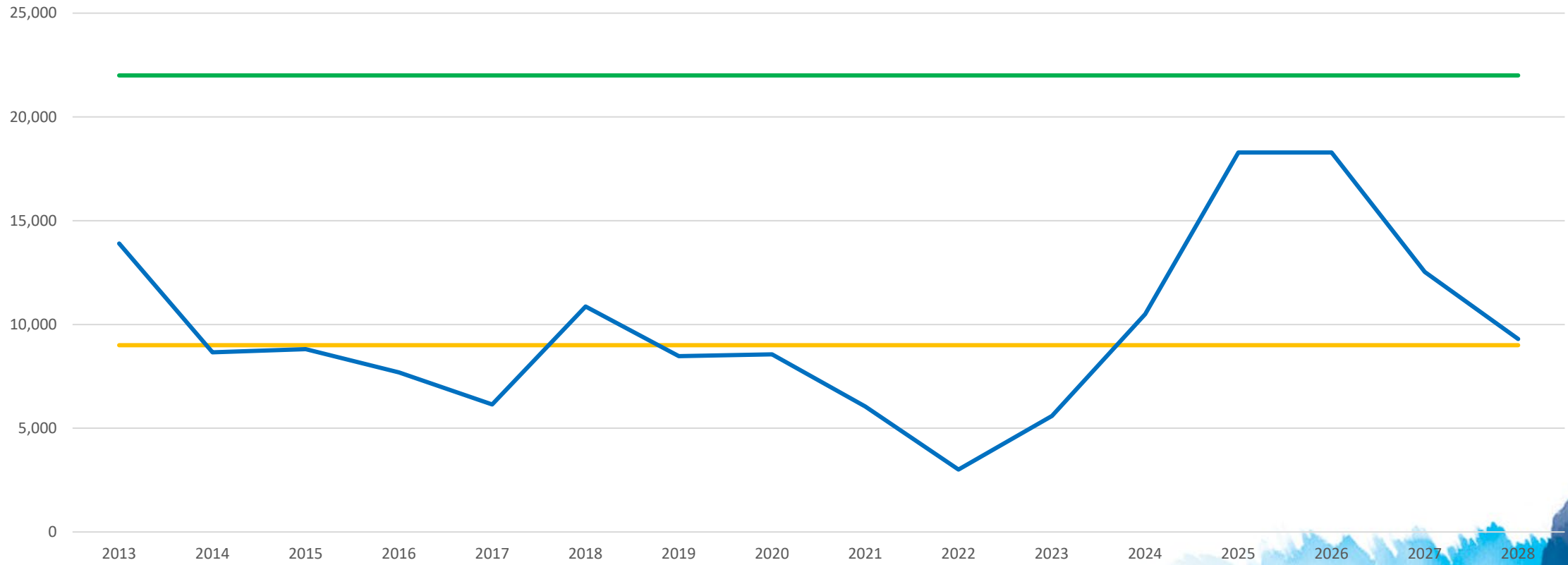
		Thresholds			2023-2024 Confirmed			2024-2025 Draft			2025-2026 Projected			What is required (based on projected 2025) to get to:		
		Medium-risk	High-risk	Weight	Ratio calculation	Rating	Overall Category rating	Ratio calculation	Rating	Overall Category rating	Ratio calculation	Rating	Overall Category rating	Medium-risk	No risk	
Liquidity Ratios:																
	Primary reserve (days):	90 to 31 days	<30	50%	49.54	1	0.5	82.27	1	0.5	77.01	1	0.5	n/a	\$7 million	Additional spendable reserves
	Working Capital	1.25 to 1.01	<1	50%	1.50	-		1.50	-		1.50	-		n/a	n/a	
Financial Sustainability Ratios																
	Viability ratio	60% to 31%	<30%	25%	11.54%	2	1.0	33.54%	1	0.5	34.30%	1	0.5	n/a	\$6 million	Additional spendable reserves
	Debt ratio	35% to 54%	<55%	25%	55.97%	2		54.49%	1		54.49%	1		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%	-	0.5	6.15%	-	-	0.05%	1	1.0	n/a	n/a	Additional revenues
	Net operating revenue ratios	7% to 2.1%	<2%	50%	6.05%	1		11.76%	-		2.50%	1		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
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Spendable net assets



NIPISSING

U N I V E R S I T Y



Plant and Property - October 2025

Plant and Property Committee Meeting

Capital and Construction

Projects categorized by funding source

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



Capital and Construction Project Update



Facilities Renewal Program

- Total Funding : \$2,781,200
- Classroom Renovations : \$600,000
- Building Renovations : \$1,372,500
- Electrical Replacements/Upgrades : \$25,000
- HVAC Replacements/Upgrades : \$705,000
- Grounds Infrastructure Repairs : 375,000
- NOTE: Project totals exceed FRP funding as requested by MCU

FRP - Classroom Renovations

A-137 Classroom Refresh

Project Description:

- Update the A-Wing theatre classroom to current finishes, upgraded infrastructure, and A/V technology
- Project scope included replacement of ceiling drywall, installation of energy efficient LED lighting, commercial longer life flooring, and power supply to desktops.
- Included removal of dividing wall system and improved sound transmission reduction to adjoining spaces.



FRP - Classroom Renovations



A-137 Classroom Refresh

- Contractor: Venasse Building Group
- Project Cost: \$435,000
- Funding Sources: FRP
- Status:
 - Completed prior to September startup
 - Delays were experienced due to late delivery of lighting components

FRP - Building Renovations

Front Entrance Renovation

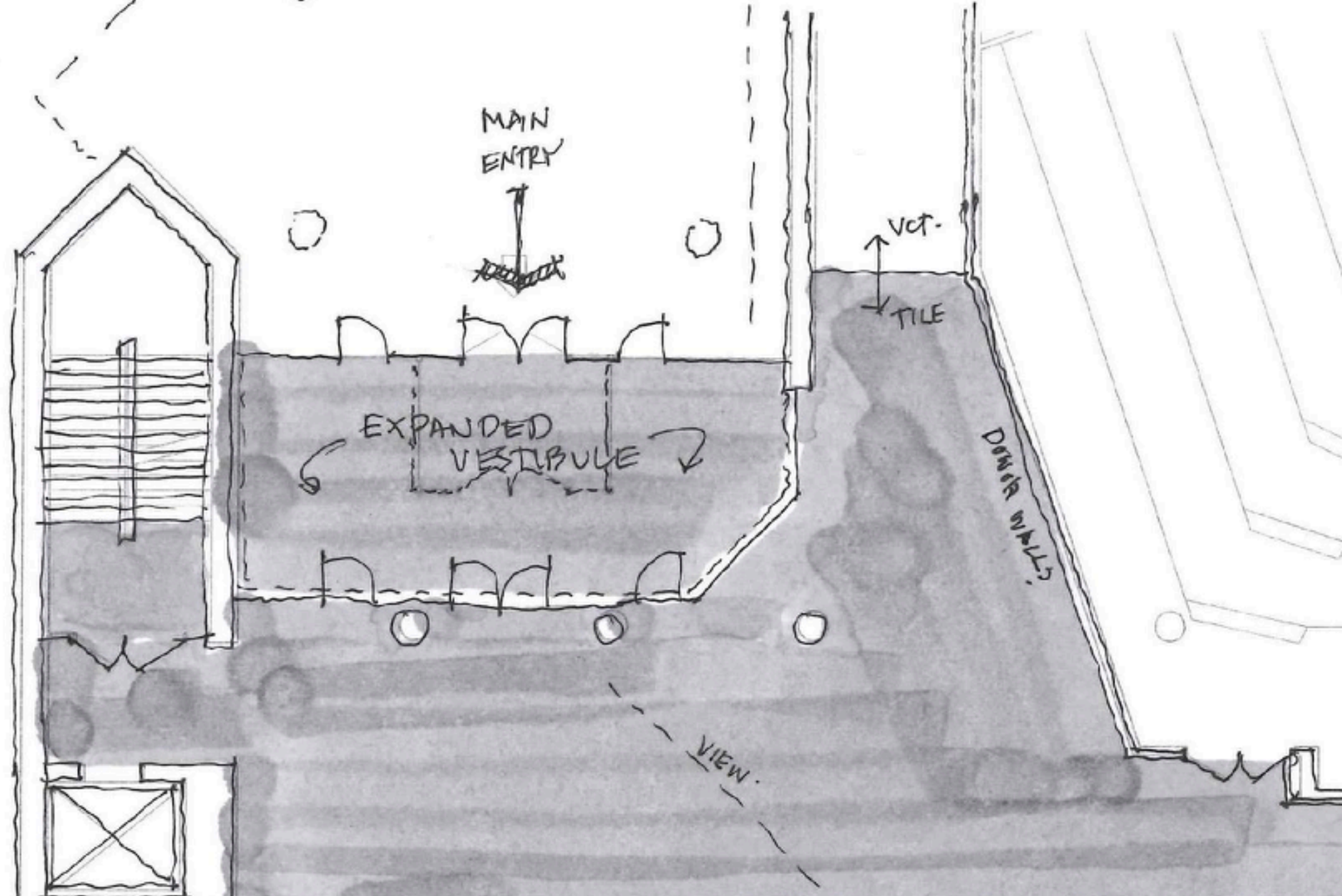
Project Description:

- Replace Nipissing University front entrance framing, cladding, glazing, and door hardware
- Implement new layout for vestibule to increase throughput capacity, save energy, and improve accessibility
- Add LED lighting, replace F-Wing mechanical, re-balance HVAC, and update overall appearance





M.W.



MAIN
ENTRY

VCT.

TILE

EXPANDED
VESTIBULE

DINING WALLS

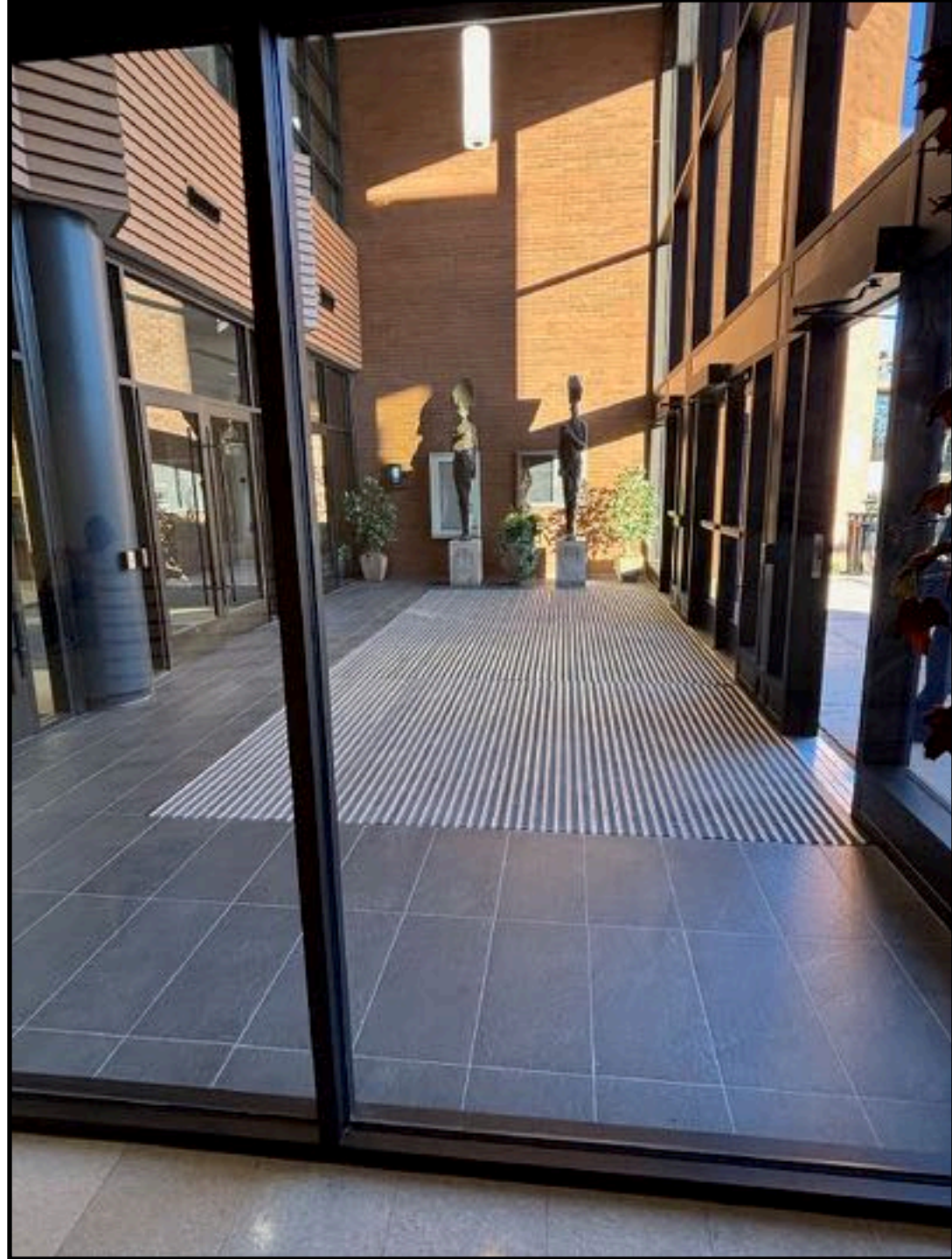
VIEW

FRP - Building Renovations



Front Entrance Renovation

- Contractor: Venasse Building Group
- Project Cost: \$510,000
- Funding Sources: FRP
- Status : Complete





FRP - Building Renovations

A-Wing Washrooms

Project Description:

- Update 2nd floor A-Wing washrooms to current standards for energy efficiency, increased cleanliness and improved accessibility
- Implement labyrinth entrances, install touchless fixtures, LED lighting, replace asbestos containing floor tiling, improve general appearance



FRP - Building Renovations



A-Wing Washrooms

- Contractor: Venasse Building Group
- Project Cost: \$220,000
- Funding Sources: FRP
- Status : Complete

FRP - 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 : Ongoing



Capital and Construction Project Update

Ancillary

- Facility Assessments: \$25,000
- Residence Re-Keying: \$50,000
- Residence HVAC: \$30,000
- TRC Windows & Doors: \$90,000



Ancillary - Building Renovations

Residence HVAC

Project Description:

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

Project Status Update

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





After



Donations/Grants - Outdoor Classroom

Outdoor Classroom

Project Description:

- Build an outdoor classroom facility to provide a venue for academic learning, student gatherings, cultural exchanges, and public events
- Project scope includes construction of a wooden structure to provide shelter while remaining connected to the outdoors. Built-in seating for 50 participants with occupancy capacity for larger gatherings. A central large propane fire pit. Connecting trails with lighting from the NUSU student centre and Monastery Road

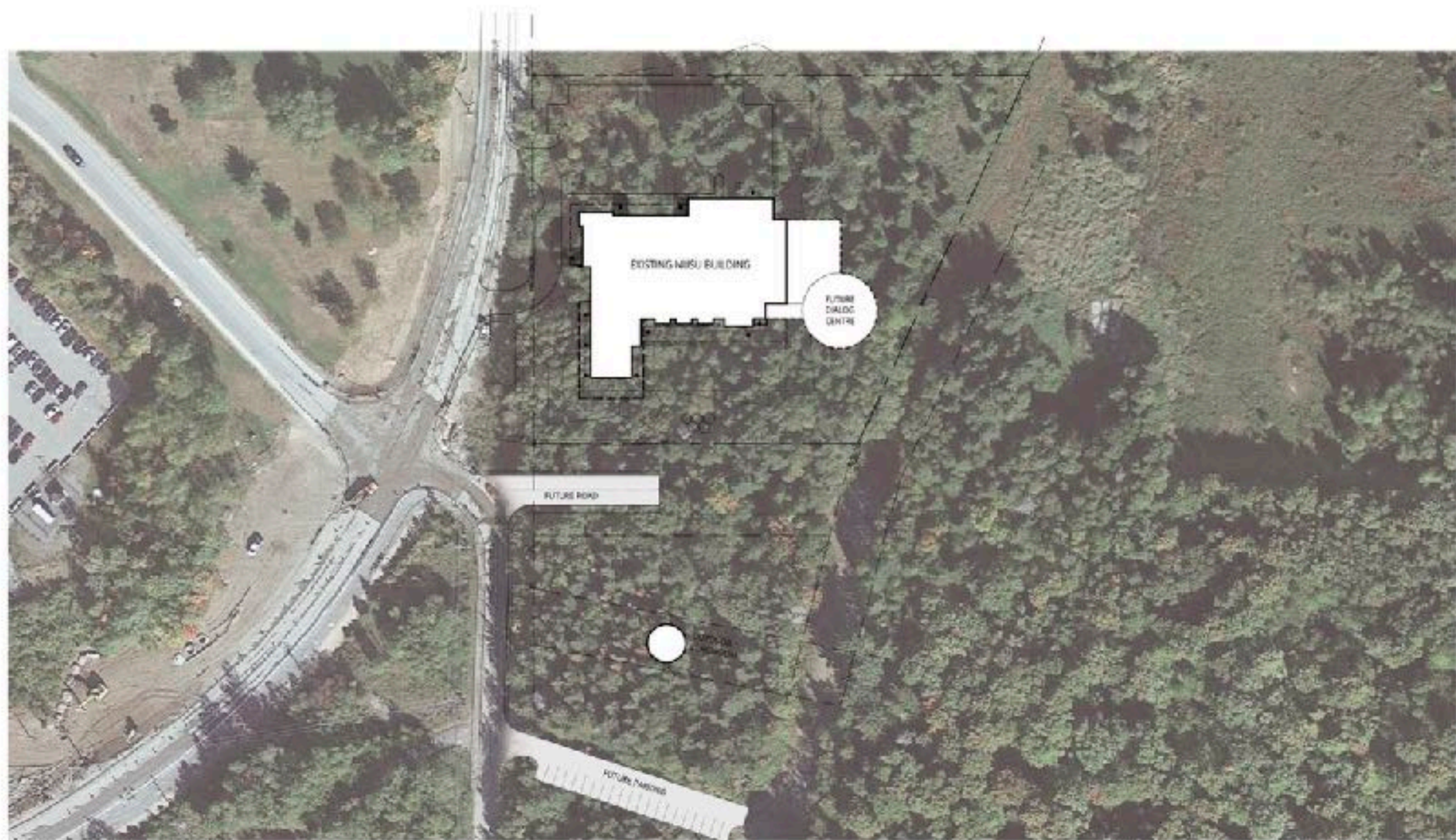


Donations/Grants - Outdoor Classroom



Outdoor Classroom Update

- Architect: Mitchell Jensen Architects
- Contractor: Venasse Building Group
- Project Cost: \$1,000,000
- Funding Sources: Donation/Grant
- Site preparation complete
- Infrastructure and lighting complete
- Pouring concrete foundation next week
- Timber arrival slated for late next week
- Asphalt to be laid as late as possible



MITCHELL
JENSEN
ARCHITECTS

NU Outdoor Learning Classroom
Proposed Location

Scale: 1:1000
November 28, 2022







Donations/Grants - Beach Volleyball Courts



Education Centre Beach Courts

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

Capital and Construction Project Update

Canadore Projects

- Village Phase 2 - Long Term Care Centre

LTC Update

- Canadore is still awaiting sign off with the Ministry
- Construction contract has been awarded to Sullivan & Sons
- Some discussion still underway regarding site plan control agreement (reference campus pond)



The background is a soft, abstract watercolor wash. It features a mix of light and dark blue, teal, and green colors, with some darker, almost blackish-blue tones. The colors are blended together in a way that creates a sense of depth and movement, with some areas appearing more saturated than others. The overall effect is ethereal and artistic.

End

NIPISSING UNIVERSITY BOARD OF GOVERNORS

COMMUNITY RELATIONS and FUNDRAISING COMMITTEE MEETING

OPEN SESSION

October 27, 2025

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

Members Present: Stacie Fiddler, Committee Co-Chair
Joe Sinicrope
Fran Couchie
Denyse Lafrance Horning
Doris Olmstead
Dave Smits
Kevin Wamsley
Scott Russell
Tyson Stewart
Jaden Martin (NUSU Official Observer – non-voting)
Renee Hacquard (VPFA – non-voting)
Abby Blaszczyk (University Secretary – non-voting)
Carole Richardson (Interim PVPA – non-voting)

Regrets: Ravil Veli
Jamie Lowery
Laurel Muldoon
Blaine Hatt
Matt Suszter

Guests: Steven Smits
Maggie Horsfield

Recording Secretary: Christine Benoit (Office of the President)

1. Welcome/Traditional Land Acknowledgement

The meeting was called to order at 1:31 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. Selection of Vice Chair

The role of the Committee Vice-Chair was reviewed. As Chair of the Community Relations Committee, Ravil Veli will assume the role for the current academic year.

4. 2025-26 Annual Work Plan

The draft Annual Work Plan was circulated with the meeting materials.

5. Fundraising & Advancement Update

The Manager of Advancement and Alumni Relations presented updates on 2025-26 Work Integrated Learning (WIL) proposals and donor outreach, with Dr. Denyse Lafrance Horning leading efforts to engage corporate donors and adapt strategies based on feedback. The Nipissing Fund continues to support unrestricted giving, alongside planned staff, faculty, and alumni initiatives timed for Giving Tuesday. Clarifications were provided regarding funding mechanisms for WIL, experiential, and extended learning—including micro-credentials—and assurances were given that fundraising remains broad-based to benefit all student groups.

The committee discussed trends such as declining donor numbers and ongoing efforts to reconnect with previous supporters. The Chair inquired about national engagement tools like the Perks app, which is actively used to reach wider audiences, including local organizations. Additionally, collaboration with OII and Alumni Relations is helping build relationships with Indigenous alumni, while targeted event invitations are guided by interest-based segmentation. Alumni engagement is further supported by newsletters and digital platforms, while details on the upcoming fundraising gala remain under consideration.

Community engagement planning, led by the Government and Foundations Relations Officer, includes event evaluation, sponsorship budgeting, and impact reporting, with a focus on developing assessment metrics and tools. The importance of measuring societal impact from faculty-led projects was emphasized, and communication efforts aim to highlight new courses and research achievements. Members of the committee encouraged wider outreach and idea-sharing to enhance the university’s reputation and community goodwill, with Indigenous engagement identified as a continuing priority.

6. Other Business

There was no further business.

The meeting was adjourned at 2:24 p.m.

Recording Secretary

Committee Chair



NIPISSING UNIVERSITY BOARD OF GOVERNORS SEXUAL VIOLENCE REPORT 2024-2025

Author: Sarah Clermont, Sexual Violence Prevention & Education Coordinator

October 17, 2025

As per the Ministry requirement (Pursuant to Subsection 17(7.1) Ministry of Training, Colleges, and Universities Act): A Sexual Violence Annual Report be presented to the Board of Governors for each academic year on or before November of each calendar year. The academic year is defined as April 1, 2024 to March 31, 2025.

Background

In 2016, the Ontario Government passed the Sexual Violence and Harassment Action Plan Act. Section 3, specific to the Ministry of Training, Colleges and University Act's intent is to make campuses safer spaces through enforcement of a sexual violence policy, increasing support to survivors of sexual violence, and formalizing how institutions address incidents as they arise.

In March 2019, the Ontario Government announced additional action-based and reporting requirements for each publicly assisted post-secondary institution. This includes the requirement that each post-secondary institution report annually to its Board of Governors on sexual violence and that this report would be publicly available. The government announcement also included a requirement that every publicly-assisted college and university in Ontario have a task force devoted to tackling sexual violence on campus and be required to report its findings to both their respective Board of Governors as well as to the Ministry of Training, Colleges and Universities. On our campus the Action Against Gender Based Violence Committee (AAGBVC) served as the required sexual violence task force.

This report consists of the following parts:

Part I: Initiatives and Programs Established by Nipissing University to Promote Awareness of its Sexual Violence Supports and Services Available to Students

Part II: Number of Incidents and Complaints of Sexual Violence Reported by Students

Part III: Action Against Gender-Based Violence Committee (AAGBV)

PART I: Initiatives and Programs Established to Promote Awareness of Sexual Violence Supports and Services Available to Students

In line with its approach to addressing sexual violence in a trauma-informed and survivor-centred manner, the University established various training, initiatives and programs to prevent and respond to sexual violence, as well as raise awareness about the supports and services available to students.

Education and Training

Over 17 workshops and training sessions were delivered to the Nipissing University community, Lakers Athletics, Residence Life, Nipissing University Student Union Orientation Leaders, Orientation Team members, International Student Mentorship Program, Office of Indigenous Initiatives Community Service-Learning Volunteers and various classrooms presentations.

Through these training opportunities more than 336 students gained knowledge and skills on the topics of sexual violence prevention, consent, bystander intervention, gender, allyship and sexual violence disclosure response.

Table 1
Sexual violence prevention, intervention, and response training for students, April 1, 2024–March 31, 2025

Sexual Violence Prevention, Intervention and Response Training for Students April 1, 2024 to March 31, 2025		Participants
Total estimated participants in sexual violence prevention training		336
Athletics Gender Based Violence Program	Asynchronous Learning Modules	0
Residence Life Training	Consent+	38
	Bringing In the Bystander	38
	Sexual Violence Response	36
ISMP & OII Volunteer Training	Consent+	12
	Sexual Violence Response	10
	Intro to Allyship	5
On the Rocks Staff Training	Safer Nights Out	11
General Student Workshops	Consent+	10
	Bringing In the Bystander	9
	Gender 101	11
	Intro to Allyship	11
	Sexual Violence Response	10
In-Class Presentations	SWRK 3316	20
	SWLF 3446	35
	SWKF 1006	80

Athletics Gender-Based Violence Program Participation Note.

In summer 2024, the SVPE Outreach Assistant developed asynchronous learning modules in Comevo, the University’s online orientation platform, to increase accessibility for student-athletes who arrive on campus at varying times. The modules were not engaged with as expected. The SVPE team is investigating necessary changes moving forward to ensure training effectiveness.

Programming, Initiatives and Events

Sexual Violence Prevention and Education initiatives and events are designed to enhance students' understanding of the root causes of gender-based violence within the university community. This includes addressing attitudes and beliefs that contribute to the normalization of such violence. These events also seek to equip students with knowledge about the support services available to survivors, both on and off campus, to encourage their utilization.

Table 2

Sexual violence prevention education programming, events, and initiatives, April 1, 2024–March 31, 2025

Sexual Violence Prevention Education Programming, Events and Initiatives April 1, 2024 to March 31, 2025	Number
Total estimated participants in sexual violence prevention programming	655
Types of programming events offered:	
INDG 3106: Community Awareness and Donation Drive	50
NUSU Sexy Bingo	200
16 Days of Activism: Social media campaign	129
16 Days of Activism: Survivor Empowerment Tour	35
Together for Justice	75
Take Back the Night Trivia	50
December 6 Memorial	59
Restorative Justice Circles	7
Gender Based Violence Symposium	50

Programming Descriptions

- INDG 3106 Community Awareness and Donation Drive:** In collaboration with students completing their Community Service Learning assignment, the Sexual Violence Prevention and Education Office supported a campus-wide awareness event and donation drive focused on community care and gender-based violence prevention.
- NUSU Sexy Bingo:** Held multiple times per year, Sexy Bingo is a collaboration between Nipissing University Student Union, The Equity Centre, and Consent Belongs Here. It provides education, information, resources, and safer sex tools for students.
- 16 Days of Activism:** The 16 Days of Activism against Gender-Based Violence is an annual international campaign that begins on 25 November, the International Day for the Elimination of Violence against Women, and ends on 10 December, Human Rights Day
- 16 Days of Activism Survivor Empowerment Tour:** In partnership with community services and resources, Sexual Violence Prevention and Education facilitated *The Empowerment Tour*, an experiential learning initiative designed to strengthen students’ understanding of sexual violence and the community resources available to support survivors. Students participated in a guided tour of local agencies providing trauma-informed and survivor-centred services, including the North Bay Regional Health Centre’s Sexual Assault Treatment Centre, North Bay Police Services, Victim

Services of Nipissing District, and Amelia Rising Sexual Violence Support Centre. Through on-site visits, participants learned about the continuum of care available in the community, built stronger interagency connections, and deepened their awareness of coordinated responses to sexual violence. The initiative emphasized collaboration, professional development, and community engagement in fostering a campus environment grounded in empathy, prevention, and survivor support.

- **Together for Justice, Education and Advocacy for Community Change:** In partnership with community organizations and several departments on campus, the Together for Justice event provided a dynamic platform for individuals passionate about social justice and community empowerment. By bringing together educators, activists, and community leaders, the event fostered discussions around innovative approaches to advocacy and the role of education in driving systemic change. Participants engaged in learning, shared insights, and explored collaborative strategies aimed at addressing pressing social issues. It was an inspiring occasion where attendees learned and contributed to meaningful community transformation.
- **Take Back the Night:** An annual global event to stand against sexual violence in all forms. Take Back the Night is organized by community partner, Amelia Rising. Consent Belongs Here participated as event volunteers, supporting the logistics and setup of the event, as well as communicating event information with the Nipissing University community.
- **December 6 National Day of Remembrance and Action on Violence Against Women:** Each year, Consent Belongs Here hosts a memorial to commemorate the massacre at Polytechnique Montréal (December 6, 1989) and mourn lives lost to femicide. In 2024, Sexual Violence Prevention Education distributed luminary kits to departments across campus with the invitation to contribute to a campus-wide memorial to reflect and renew a commitment to end violence against women.
- **Restorative Justice Conversation Circles:** As part of the University's ongoing commitment to transformational learning experiences and implementation of restorative justice practices, Consent Belongs Here hosted a three-part restorative justice conversation circles for students. The aim of the restorative justice dialogue circles was to begin developing a knowledge of the Restorative Justice Process and how dialogue circles are conducted. These dialogue circles focused on topics relating to campus culture and gender-based violence.
- **Gender Based Violence Symposium** The Aanjibimaadsiwin Symposium, organized by faculty Nancy Stevens, focused on Indigenous-specific responses to sexual violence and aimed to foster dialogue and collaboration among attendees. The agenda included a series of keynote presentations, featuring leaders and experts such as Lauren Power and Stephanie Anderson, who shared insights and promoted awareness on pressing issues. As a program pitch adjudicator, Sexual Violence Prevention and Education had the opportunity to assess innovative proposals from participants during interactive sessions, which included a program pitch and mentor-guided development, encouraging attendees to engage actively in creating solutions.

Part II: Number of Disclosures and Times Supports, Services, and Accommodations Relating to Sexual Violence Were Requested and Obtained

Support Accessed Through Sexual Violence Prevention and Education

Nipissing University’s Sexual Violence Prevention, Response, and Support Policy for Students defines sexual violence as,

any sexual act or act targeting a person’s sexuality, gender identity or gender expression, 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.

Between April 1, 2024, and March 31, 2025, 14 requests for support from Sexual Violence Prevention and Education were received. This includes survivor’s requests for supports (8), as well as (2) non students and (5) referrals from Campus Security. The following data represents the frequency and type of sexual violence disclosed by individuals seeking support form Sexual Violence Prevention and Education.

Table 3

Requests for Sexual Violence Prevention and Education support, April 1, 2024–March 31, 2025

Requests for Sexual Violence Prevention and Education Support April 1, 2024 to March 31, 2025	Numbers
Total number of requests for support from Sexual Violence Prevention and Education	14
Types of Sexual Violence Disclosed:	
Sexual Harassment	4
Sexual Assault	1
Stalking	0
Indecent exposure	0
Voyeurism	3
Sexual Exploitation	0
Technology Facilitated Sexual Violence	3
Historical Sexual Violence	3
Drug Facilitated Assault	1

General Note. The data include both recent and historical experiences of sexual violence, as some individuals disclosed incidents that occurred prior to their current enrollment or earlier in life.

Specific Note. The above data include multiple disclosures per individual. As a result, the total number of disclosures may exceed the number of unique survivors supported.

UNDERREPORTING

These numbers are assumed to be underestimates of the actual prevalence of sexual violence. The data reflect only disclosures made to the Sexual Violence Prevention and Education and do not capture incidents disclosed to other campus services or external supports, or those not disclosed at all. According to Statistics Canada survey of Student Experiences of Unwanted Sexualized Behaviours, about 6% of

Canadian post-secondary students disclose their experience to someone associated at the school (Burczycka, 2020).

Supports, Services, and Accommodations

The Sexual Violence Prevention and Education is the point of contact for a student affected by sexual violence and who wishes to request academic considerations, interim measures or other considerations. These supports and services may include:

- information on available supports (both on and off campus),
- accommodations for the student (academic considerations)
- interim safety measures (writ of trespass or no contact order)
- referral to on-campus or community resource

Table 4

Student supports and accommodations requested, April 1, 2024–March 31, 2025

Student Supports Requested April 1, 2024 to March 31, 2025	Numbers
Total number of students who requested accommodations under Nipissing University’s Sexual Violence and Sexual Misconduct Prevention, Support & Response Policy	2
Types of accommodations requested:	
Academic accommodations (extensions, alternative assignments, etc.)	2
Housing accommodations	1
No contact orders	1
Writ of trespass	0
Emergency financial support	0
Safety resources/equipment	0
Personal Wellness Support	1

Note. The above data include multiple support requests per individual. As a result, the total number of requests may exceed the number of unique requests supported.

Incidents and Complaints of Sexual Violence Reported by Students

Between April 1, 2024 and March 31, 2025, the total number of complaints received and/or investigated by the University is reflected in the following table.

Table 5

Incidents and complaints of sexual violence reported to the University, April 1, 2024–March 31, 2025

Number of Incidents and Complaints made to Sexual Violence Prevention & Education April 1, 2024 to March 31, 2025	Numbers
Total incidents and complaints reported to the University This number includes incidents and complaints from students who wish to remain anonymous, incidents reported by someone other than the complainant/survivor	7
Types of reports	
Sexual Misconduct	1

Sexual Assault	1
Voyeurism	3
Total number of investigations initiated by the Sexual Violence Response Committee (SVRC)	0

Note on Reporting Data SVPE

The number and types of reports reflected above are based on disclosures and complaints made directly to the Sexual Violence Prevention and Education. These figures may include overlap with reports made to other campus or community service providers and may also represent multiple experiences shared by the same survivor. As such, the data should be interpreted as indicative of reporting trends rather than a precise count of individual incidents.

Support Accessed Through Student Mental Health and Wellbeing

The following data represents support provided to students from the Mental Health & Wellbeing team related to sexual violence between April 1, 2024 and March 31, 2025.

- 17 unique students were supported in relation to Sexual Violence/Intimate Partner Violence, which includes both survivors and respondents.
- 13 incidents were disclosed to MHW for the first time. None of the disclosed incidents were reported to have occurred on campus property or at campus sponsored functions.

Note on Reporting Data MH&W

These figures may represent an underreporting as the department transitioned to a new data collection software during this period and mechanisms to capture these figures were inconsistently applied during the software onboarding period. Students reported in these figures may also be represented in data from the Sexual Violence Prevention & Education Coordinator as students may access multiple services.

Part III: Action Against Gender-Based Violence Committee (AAGBV)

The Action Against Gender-Based Violence (AAGBV) Committee is comprised stakeholders, faculty, staff, students, and university departments and groups who work together to establish best practices for sexual and gender-based violence education and prevention:

- To reduce occurrences of sexual and gender-based violence on campus; and
- Improve responses to incidents of sexual and gender-based violence within our community.

The AAGBV does this by:

- Providing a space to discuss emerging issues and initiatives related to sexual and gender-based violence.
- Providing educational awareness about sexual and gender-based violence.
- Suggesting improvements to policies, services, and resources.
- Creating a campus culture where sexual and gender-based violence is understood and well responded to; and

- Developing and implementing campus-wide initiatives to support the prevention of and response to sexual and gender-based violence.

The AAGBV committee met eight (8) times between April 1, 2024 and March 31, 2025 and engaged in the ongoing review and amendment of the Sexual Violence and Sexual Misconduct Prevention, Support, and Response Policy for Students, taking into account valuable feedback from students and stakeholders to ensure the policy was effective and responsive. Additionally, the committee continued to explore the implementation of restorative justice practices as a resolution tool for conduct concerns. While restorative justice is not yet available as an official conduct approach, they considered options of external resources for restorative processes on a case-by-case basis and planned to further review the integration of these practices alongside the policy amendments.

Executive Summary

During the 2024–2025 reporting period (April 1, 2024, to March 31, 2025), Nipissing University continued to advance its commitment to fostering a campus environment that is safe, inclusive, and free from sexual and gender-based violence. Guided by a trauma-informed and survivor-centred approach, the Sexual Violence Prevention and Education (SVPE) led multiple prevention, education, and support initiatives that strengthened awareness, capacity, and responsiveness across the university community.

More than 336 students participated in 17 training sessions and workshops on topics such as consent, bystander intervention, allyship, and sexual violence disclosure response. Additionally, over 655 participants engaged in sexual violence prevention programming and events, including the 16 Days of Activism campaign, Take Back the Night, the December 6 Memorial, and community-based learning initiatives such as the Empowerment Tour and restorative justice conversation circles. These initiatives emphasized collaboration, social justice, and community engagement as key components of prevention and education.

Between April 2024 and March 2025, the SVPE received 14 requests for support related to sexual violence. Disclosures included experiences of sexual harassment, voyeurism, technology-facilitated sexual violence, and historical incidents. The data reflect both recent and historical experiences and may include multiple disclosures per individual. The office also facilitated two academic accommodations and coordinated referrals and safety supports in collaboration with campus and community partners.

The Student Mental Health and Wellbeing team supported 17 unique students in relation to sexual or intimate partner violence. Of these, 13 incidents were newly disclosed during the reporting period. None were reported to have occurred on university property or during campus-sponsored activities.

The Action Against Gender-Based Violence (AAGBV) Committee met eight times during the reporting year to review the Sexual Violence and Sexual Misconduct Prevention, Support, and Response Policy and explore restorative justice practices as a potential resolution approach. The committee remains focused on promoting prevention, enhancing institutional responsiveness, and strengthening cross-campus collaboration.

Overall, this work reflects Nipissing University's continued dedication to prevention, education, and support, with a focus on building a safer campus culture through awareness, compassion, and accountability.

References

Burczycka, M. (2020). Students' experiences of unwanted sexualized behaviours and sexual assault at postsecondary schools in the Canadian provinces, 2019. Statistics Canada.

Nipissing University. (2023, November 30). Sexual violence and sexual misconduct prevention, support and response policy for students. https://www.nipissingu.ca/sites/default/files/2024-03/NU_Sexual_Violence_and_Sexual_Misconduct_Prevention_Support_and_Response_Policy_for_Students_2023.pdf nipissingu.ca

Nipissing University
Report of the Academic Senate

November 24, 2025

October 24, 2025 Senate Meeting

- The Registrar reported on academic misconduct cases for 2024–25. Further details, such as breakdowns by major/minor and course, as well as information on misconduct related to clinical clearance, will be provided in the next report. A new process to consistently track and record academic misconduct, ensure confidentiality, and include data on AI involvement has been implemented, allowing for improved data collection in the future.
- The President addressed questions about recent leadership changes, emphasizing stability across senior leadership, finances, strategic planning, enrolment initiatives, policy and governance reviews, quality assurance, hiring, and student services. A national search for the next Provost will begin soon, requiring four Senators to serve on the committee and aiming for a July 1, 2026 start date. Dr. Carole Richardson will serve as Interim Provost beginning October 27. The President noted that important academic work has been completed and will continue, and that he will co-chair ongoing governance work with the Senate Speaker while supporting the Interim Provost as needed.
- The President advised that conversations with the province continue and a regional meeting will be held in November at Laurentian University to discuss funding.
- He also reported that the PariagGroup has completed its Equity and Reconciliation audits, and a public presentation of its recommendations to the University will be delivered in the coming weeks.
- The President provided an update on the Professor Emeritus/Emerita process advising that it is under reconsideration. A proposal that procedures and approvals be approved by Senate will be prepared and vetted by the appropriate subcommittee.
- He also noted developments related to the outdoor classroom and thanked Senators, staff and students for volunteering their time at the Fall Open House.
- The President also provided a report on behalf of the Provost and Vice-President Academic. The report highlighted the appointment of Dr. Charles Anyinam as the Interim Associate Dean, School of Nursing. Dr. Wamsley also extended his appreciation to Dr. Karey McCullough for her leadership and commitment to the School of Nursing.
- Academic updates noted the completion of a full review of BScN course prerequisites to improve student progression and program sequencing. Enrolment data will be presented in the next Senate cycle, and the Strategic Enrolment Mandate Working Group continues to meet regularly to review recruitment and retention data.
- With respect to governance and policy developments, work is ongoing on the Amalgamation, Consolidation, Transfer, Renaming and Closure of Academic Programs and Academic Units Policy through AQAPC. The Efficiency and Accountability Framework (EAF) Implementation Plan also remains a focus, with several governance actions underway. The Senate Executive and By-laws Committees have met to review and consider the recommendations through EAF, and Senate will receive updates as they become available.
- The Vice-President Finance and Administration provided a report, noting Nipissing University is currently on budget for the 2025-26 year. Shortfalls in international tuition are being balanced by increased grant revenues and domestic tuition. Planning for the 2026-27 budget year is underway, with recognition that international tuition shortfalls will affect future multi-year forecasts. Overall, the financial situation remains stable, and the institution continues to monitor funding stability.

- The NUSU VP Advocacy and Awareness spoke to the repurposing of the NUSU Student Centre restaurant to a games room for student access. She also highlighted the success of homecoming weekend and advised that Director and Student Senator elections have completed with results available on the NUSU website.
- The 2025–26 Work Plans for the Graduate Studies Committee, the Senate Research Committee and the Teaching and Learning Committee were received for information.
- The following faculty Senate representatives were elected to serve on Senate Standing Committees:
 - Joint Committee of the Board and Senate on Governance: Senator Chris Greco
 - Senate Budget Advisory Committee: Senators Hilary Earl and Dan Jarvis
- The Report of Graduation Applicants was approved by Senate. The Vice-President Research, Innovation and Graduate Studies, along with the Dean of Arts and Science and the Dean of Education and Professional Studies announced the October 2025 graduands by faculty and degree and congratulated the students and faculty on their achievements.

November 21, 2025 Senate Meeting

- Senate approved a request to reschedule the December 12 meeting to January 16. This change was recommended because the later date aligns better with the expected receipt of agenda items from upcoming ACC and AQAPC meetings. It also provides sufficient time for ACC and AQAPC reports to be considered by Senate before the March 1 deadline for calendar changes. Additionally, the Senate Speaker is unavailable on December 12, and there is currently no Deputy Senate Speaker to preside.
- The President provided an update on Bill 33 advising that it passed this week, but it is not yet known what the impact on universities will be. He noted that reductions in autonomy, regulation of student fees, and control over admission decisions was advocated strongly against. Meetings with the province have been held over the past month and a regional meeting on the funding model is scheduled for early December.
- He reported that an increase in domestic enrolment will offset the losses in international tuition (supplemented by government grant support), resulting in a balanced 2025–26 budget.
- He advised that December 2 is Giving Tuesday, and that donations to support the Student Food Bank can be directed to the Student Support Fund to receive a tax receipt.
- The President reported that our Fall Open House welcomed over 500 visitors. He extended appreciation for success of the day to faculty, staff, and student volunteers.
- The Interim Provost and Vice-President, Academic expressed her pleasure to once again support our academic community and to continue the important work underway across our faculties and units. She expressed her appreciation to colleagues for their dedication to our students and ongoing academic work.
- She noted the following Academic Leadership Appointments:
 - Dr. Trevor Holmes appointed Director, Centre for Teaching and Learning (effective December 1, 2025)
 - Dr. Denyse Lafrance Horning re-appointed Advisor to the Provost – Quality Assurance and Program Innovation (term extended to June 30, 2026)
 - Dr. Nancy Stevens (University of Northern British Columbia) appointed Adjunct Professor for a 5-year term in the Department of Gender Equality and Social Justice, Religions and Cultures, and Indigenous Studies.
- The Provost was pleased to share that the Bachelor of Community Planning program received approval from the Ministry of Colleges, Universities, Research Excellence and Security with the first cohort expected in 2027.

- She congratulated the recipients of the following awards in support of research, scholarly and creative activity:
 - Dr. Kristen Beck – *Understanding Freshwater Ecosystem Response and Resilience to Past Wildfires Using Sedimentary DNA*
 - Dr. Ines Tavares – *Online Public Shaming in Canadian Higher Education*
 - Dr. Chris Greco – *interRAI Self-Reported Assessment for Mental Health (SAMH): Feasibility and Acceptability Study in the Federation of Saint Christopher and Nevis*
 - Dr. Alyssa Leblond – *Exploring the Link between Bail Supervision Programs and Net Widening*
- The Provost reported on the following ongoing and upcoming initiatives that continue to advance:
 - Development of the Academic Plan and Operational Plan (APOP) reporting template for academic and administrative unit progress updates
 - Continued policy development via the Academic Quality Assurance and Planning Committee (AQAPC) including the Draft Amalgamation, Consolidation, Transfer, Renaming and Closure of Academic Programs and Academic Units Policy
- The Council of Ontario Universities Academic Colleague provided a report to Senate. The central focus of the meetings was the question, “Given the challenges brought about by current world issues, how can we foster civil discourse on our campuses?”
Discussion emphasized:
 - The need to promote open, constructive dialogue rather than silence or disengagement.
 - The importance of creating environments where community members feel able to think out loud and collaborate respectfully.
 - Recognizing that when individuals disengage from campus dialogue, they may shift toward other groups or forums that do not encourage balanced or constructive conversation.
- Key Discussion Points - Civil Discourse on Campus
Participants discussed approaches for strengthening civil discourse, including the following:
 - Encouraging open expression while maintaining respect and safety.
 - Developing shared language and shared understanding when addressing controversial or emotionally charged topics.
 - Supporting faculty, staff, and students in navigating difficult conversations.
- Implications for Our University
While no institution-specific issues were discussed, several themes are relevant to our campus:
 - Ensuring mechanisms exist for constructive dialogue, especially around global conflicts or politically sensitive issues.
 - Investing in training or frameworks that help students and faculty engage productively.
 - Reinforcing the university’s commitment to academic freedom alongside a respectful campus culture.
- The NUSU VP Advocacy and Awareness reported several successful student events this past month, including a well-attended Diwali celebration. NUSU plans to continue expanding cultural programming. She advised that the Facilities and Operations position has been filled. NUSU held its Annual General Meeting on November 13, generating meaningful student feedback for the Board of Directors. The next Board meeting on December 1 will consider proposed By-law revisions aimed at improving organizational structure, balancing executive roles, updating responsibilities, and expanding pathways for student engagement. Updates will follow if revisions are approved. As exam season approaches, NUSU will host Wellness Week starting next week, featuring wellness activities, programming, and the Night Owls through the end of the term. Senator Martin

Introduced Dakota Lamirande, the newly elected NUSU Faculty of Arts and Science student representative.

- The following faculty representatives were elected by Senate to serve on the Committee for the Search/Appointment/Reappointment of the Provost and Vice-President, Academic:
 - Dr. Hilary Earl
 - Dr. Robin Gendron
 - Dr. Glenda Black
 - Dr. Alison Schinkel-Ivy
- Senator Aaron Kociolek was acclaimed as the faculty Senator to serve as the Council of Ontario Universities (COU) Academic Colleague (Alternate) for a three-year (3) term effective now until June 30, 2028.

Nipissing University Student Union

Board of Governors Report

Dated: 2025-11-26

Authored: Matthew Suszter, President

Operational Highlights

It is my pleasure to update the Board on the many exciting initiatives NUSU has undertaken over the past few weeks. We have successfully hosted a variety of events, trivia nights, and student life activities, all of which drew strong participation. Most notably, in collaboration with ISS, NUSU organized a Diwali celebration that was an outstanding success and a highlight of our recent programming.

In addition to our core responsibilities, NUSU has been actively supporting Student Groups in their diverse initiatives, including event planning, fundraising, and for certain student groups awareness campaigns. Our Student Societies also remain focused on providing academic based support, ensuring students have the community they need to thrive in their studies.

I am pleased to report that our transition to Campus Trust as NUSU's new Health Plan provider has been progressing exceptionally well. While I won't share specific figures for this update, I can confirm that the Trust fund is growing and is being responsibly managed by our provider. Beyond the financial success of the plan, students have noted a marked improvement in service quality, with the new provider demonstrating greater responsiveness and support for those in need.

I am also pleased to report that we recently hosted a series of BEd-focused events, all of which achieved outstanding success and strong attendance. These initiatives reaffirm NUSU's commitment to supporting our BEd students. In addition, a number of BEd Workshops have been established in collaboration with NUSU, providing valuable opportunities and resources that have been instrumental in meeting the needs of this student community.

As anticipated, we have seen an increase in utilization of our Food Pantry (formerly the food bank) over the past month. This trend is common toward the end of the semester, as many students begin to experience financial strain and rely more heavily on this essential service.

Recently, NUSU organized a Winter Clothing Drive to ensure students in need have access to safe and appropriate winter wear. We are delighted with the strong response and the generous number of donations received. Our community's support has been invaluable, and we are

deeply grateful for the collective effort to help students stay warm and well-equipped for the season.

Bylaw Changes

I am pleased to inform the Board that NUSU is undertaking significant organizational changes through our proposed Bylaws. These updates are designed to strengthen our governance framework, thereby enhancing both our political and financial stability. A key component of these changes is the introduction of an Executive Director model. This full-time staff position will be responsible for the day-to-day management of office operations, staff oversight, financial stewardship, and providing guidance to student executives.

Additionally, changes to Student Executive titles have been made:

Former Title	Renamed Title
President	VP Campus Relations
VP Finance & Administration	VP Governance & Services
VP Advocacy & Awareness	VP Communications & Awareness
VP Student Life	VP Student Life

The proposed title changes are designed to better reflect the scope of work and set clear expectations for students running in elections. These updates also align with the evolving responsibilities outlined in our proposed Bylaws. Importantly, the vital work carried out by Student Executives has not been diminished by these changes; on the contrary, their roles have been strengthened and further enhanced.

Although the announcement of our new Executive Director has been shared previously, I am pleased to re-iterate that Warren Lindsay has been selected for this role. Warren has been a dedicated employee of NUSU for over 11 years and brings a deep commitment not only to Nipissing University and NUSU, but most importantly to our students. His experience, passion, and leadership make him an outstanding individual to take on this role.

As part of the structural changes surrounding the Executive Director role, NUSU will be establishing an Executive Director Oversight Committee. This committee will be composed of the four Student Executives and four members of the public who maintain strong connections to

both NUSU and Nipissing University. We will be extending formal invitations to members of the Nipissing University administration to join the committee, further underscoring our commitment to collaboration and shared institutional goals.

As many of you are aware, there have been increasing calls for greater representation within NUSU from specific groups on campus. In response, and as part of our proposed Bylaws, we are introducing changes to our committee structure that will allow for the creation of advisory committees. This is an important step forward, as these committees provide students with both flexibility and a formal avenue to advise the NUSU Board on key issues, while also offering opportunities for broader student involvement. Each committee will be guided by a defined terms of reference, ensuring both structure and adaptability to meet the evolving needs of our student community.

Importantly, these advisory committees may also serve as a valuable entry point for students who are interested in pursuing Board or Student Executive positions in the future, giving them practical experience and a pathway into student leadership.

Legislative Update, Bill 33

It is with disappointment that I report Bill 33 has now been passed by the provincial legislature. NUSU has been closely monitoring its potential implications, and in its current form the legislation presents significant risks to the sustainability of student life at Nipissing University.

If certain student fees are mandated to become optional, participation would inevitably decline. This would place financial strain on the Union and jeopardize the viability of essential initiatives such as campus events and student services. Such outcomes would directly contradict the priorities students elected NUSU leadership to deliver.

For context, during the Student Choice Initiative, some student unions across the province experienced revenue losses ranging from 5% to 65%. Losses of this magnitude could threaten the functionality of NUSU, with serious implications for both Nipissing University and our students.

What sets NUSU apart, however, is that unlike many student unions—we are structured as a true partner to Nipissing University. This collaborative relationship is rare, and it is precisely why we believe we are in a strong position to respond to this legislation.

That said, there remain many unknowns regarding how Bill 33 will be implemented. While impacts are expected, the full extent is not yet clear, and NUSU will continue to monitor developments closely and keep the Board informed.

Regardless of the scale of impact this legislation may have, NUSU remains fully committed to adapting and ensuring that students continue to receive high-quality services and engaging events. Our focus will remain on meeting student needs and preserving the vibrancy of campus life at Nipissing University.

Provost's Report to the Board of Governors

December 4, 2025

Welcome and General Updates

I would like to extend my appreciation to colleagues across the University for their ongoing dedication to our students and to the collective advancement of our academic mission.

Academic Leadership and Appointments

I am pleased to announce that Dr. Trevor Holmes will join Nipissing University as Director of the Centre for Teaching and Learning, effective December 1, 2025. Dr. Holmes brings extensive experience in academic leadership, having most recently served as Associate Director and later Acting Director of the Centre for Teaching Excellence at the University of Waterloo.

In addition, Dr. Denyse LaFrance-Horning has been re-appointed as Advisor to the Provost and Vice-President, Academic – Quality Assurance and Program Innovation for a further 12-month term, until June 30, 2026.

Dr. Nancy Stevens (University of Northern British Columbia) has been appointed Adjunct Professor for a five-year term in the Department of Gender Equality & Social Justice, Religions and Cultures, and Indigenous Studies.

Academic Program Updates

I am pleased to share that the Bachelor of Community Planning program has received approval from MCURES (Ministry of Colleges, Universities, Research Excellence and Security). This is the result of the many months of collaboration, persistence, and thoughtful program development, and I want to congratulate all faculty and staff who contributed to this important milestone. The program will move through the approved academic processes and is scheduled to welcome its first cohort in 2027.

Academic Curriculum Committee (ACC)

The Academic Curriculum Committee (ACC) will be submitting its report to Senate for consideration, providing updates on recent curricular and policy discussions.

Research and Scholarly Activity

I am pleased to share the recipients of the Awards in Support of Research, Scholarly and Creative Activity. Congratulations to the following faculty members for their successful proposals:

- **Dr. Kristen Beck** – *Understanding freshwater ecosystem response and resilience to past wildfires using sedimentary DNA*
- **Dr. Ines Tavares** – *Online Public Shaming in Canadian Higher Education*
- **Dr. Chris Greco** – *interRAI Self-Reported Assessment for Mental Health (SAMH): Feasibility and Acceptability Study in the Federation of Saint Christopher and Nevis*
- **Dr. Alyssa Leblond** – *Exploring the Link between Bail Supervision Programs and Net Widening*

These projects demonstrate the range of innovative, community-engaged, and socially relevant research taking place across our campus.

Ongoing and Upcoming Initiatives

Several initiatives continue to advance through the Provost's Office including:

- The development of an Academic Plan and Operational Plan (APOP) reporting template, that will allow academic and administrative areas to provide regular updates on their activities and progress related to APOP
- Continued policy development through AQAPC, including the Naming, Closing, and Amalgamation Policy.



Vice-President, Finance & Administration

Report to the Board of Governors –

Finance Update

We anticipate being on budget for the 2025-2026 fiscal year. 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 has started. Budget holders will be working on their budget submissions with a submission deadline of January 16, 2026. The Integrated Budget Committee will review budget submissions and have a draft budget ready for Audit & Finance by April 20, 2026.

Capital Projects

Construction of the Outdoor Classroom continues to advance, though progress is slightly behind the original construction schedule. The building foundation has been poured, access paths have been completed including portions of asphalt paving, and the structural lumber and steel will be on-site this week. Despite the minor schedule delay, the project remains on budget. Once complete, this distinctive space will offer students, faculty, and community partners a versatile outdoor environment for teaching, events, and engagement.

APOP updates

APOP action item #47 – A “Wellness Initiatives” website has been created to keep our university community informed of upcoming wellness initiatives which will focus on physical and emotional wellness, financial wellness, and more.

We also took part in Canada's Healthy Workplace month, which was in October. Many events were well attended such as yoga, pickleball, coffee breaks, trail walks. Another highlight was a guided walk at the medicine garden, to encourage indigenous learning and reflection.

APOP action item #61 – We have started the process of developing a financial literacy website. The goal is to include information to assist the University community in understanding Nipissing University financials. Content that was prepared for the board financial literacy training will be used for the website.

For more information on all APOP action items and their progress, please visit [Academic & Operational Planning](#)

Athletics highlights

Women's Soccer had a strong regular season, finishing near the top of the OUA East. Their season ended with a 1-0 loss to Queen's in the OUA Quarter-finals. Four Lakers earned OUA All-Star honours: Cassidy Brooks, Annika Nolte, and Emily Tierney (First Team), and Alicia McMurren (Second Team). Nolte led the OUA in scoring, ranked second nationally, set a Lakers single-season scoring record, and was named a USports First Team All-Canadian.

Men's Lacrosse secured their fourth Baggataway Cup appearance in program history after a 7-3 regular season record. The team made their first semi-final appearance where they went on to defeat the #1 seed in the East, the McGill Redbirds. They ultimately fell to a strong Guelph Gryphons side in the finals.

Josh Knox, Zach Tarr, and Caleb Bosomworth were named to the All-Baggataway Cup Team. Lakers claimed four of the CUFLA season-end awards: Attackman of the Year (Jason Knox), Midfielder of the Year (Zach Tarr), Defensive Midfielder of the Year (Callum Jeffrey), and Coaching Staff of the Year. Knox, Tarr and Jeffrey were also named to the CUFLA All-Canadian team for the West Division.



President's Goals and Priorities

Objectives 2025-26

For the Board's consideration, this document contains my **three** proposed strategic

objectives for the 2025-2026 academic year.

Objective: through persistent, strategic advocacy, obtain additional Provincial funding to offset inflationary costs, tuition freezes, grant freezes, the additional costs of providing post secondary education in northern communities, to mitigate the Canadian reputational crisis for international students due to the consequences of federal legislation, and to secure additional one-time funding for special projects, which support our strategic plan, including the establishment of the new School of Planning and the new national hub for RDS Canada in North Bay.

Although it has received some supportive funding for Nursing expansion, STEM programs, and building renovations, Nipissing University remains beholden to the cumulative effects of tuition freezes and, for the most part, a freeze in corridor funding allotments, and relative unpredictability in Northern Grant distribution. One-time funding and a lack of clarity on the government's approach to funding post-secondary education severely restricts our capacity to plan for the long term and to stabilize the university financially. However, to date, we have been successful in advocating for support, on a year-by-year basis, and this has paid dividends including the replenishment of our Reserve funds and some capacity to invest in hiring and program development prioritized in our Pathways and APOP plans. Developing a strong, consistent strategic narrative and sustaining productive relationships with the province have served us well in the past four years. Regular and persistent advocacy will be important for 2025

Over the past three years, we have built a strong reputation for assuming responsibility for developing alternative revenue streams, while holding the government accountable for the fair distribution of resources, while operating successfully within the Financial Sustainability Framework, and carefully adhering to our plans and strategic priorities.

We will continue to advocate for support for operations, instruction, and special projects which align with the government's priorities.



President's Goals and Priorities

Key Performance Indicators:

- balance budget in 2025-26
- offset any losses in enrollment revenues with one-time government allotments
- increases in reserve funds
- increases in financial support for unfunded students in areas of strength and government priority
- increases in financial support for technology and equipment for academic programs
- strategic investments in staff and programming
- maintaining our low-risk status within the Financial Sustainability Framework
- securing multi-levelled support for RDS Canada at Nipissing University for operations, space development, and program expansion
- securing support for the new School of Planning for operations and space development

Objective: to promote and support learning opportunities for students in the North Bay region through fundraising and a promotional campaign.

As a primarily undergraduate university, Nipissing depends upon its reputation of providing unique and rewarding experiences for undergraduate students. And, Nipissing University holds a prominent place within the North Bay regional economy. It follows, then, that Nipissing University should work closely with local businesses and organizations to develop and fund work integrated learning experiences for our students. The purpose is twofold: to enhance the undergraduate experience and develop future work opportunities to the extent not realized by larger institutions and to develop unique community-based relationships that are more pronounced and meaningful because of the organic connections we are able to foster in our community.

Key Performance Indicators:

- increase in the number of work integrated learning placements
- increase in the number of business and organizational locations which seek student placements
- increased participation in on-campus job recruitment events by regional businesses and organizations



President's Goals and Priorities

- raising \$100,000+ to support student placements

Objective: to establish a foundation for the implementation of the recommendations of: the Equity Audit; the Reconciliation and Indigenization Audit; and, the operational efficiencies and governance recommendations.

In order to work towards creating a more inclusive campus for all students, Nipissing University contracted the ParriagGroup to conduct equity and reconciliation audits which will result in a series of recommendations to be received at the end of September, 2025. We will consider these recommendations and invest in the necessary staff positions and organizational changes to achieve these ends. Creating a more inclusive campus is a long-term project which aligns directly with our strategic plan. It is understood that some recommendations will not be possible, others will bring immediate changes, and some will occur over many years.

Through 2024-25, the NOUS group conducted an audit of operational efficiencies at Nipissing University and submitted recommendations to assist the university in becoming more sustainable. At the same time, Strategic Governance Consulting Services conducted a governance review to assist Nipissing University in becoming better equipped to make more consistent and effective decisions through better governance practices. This report was received in late February 2025. We recognize that some of the recommendations will require significant assistance from the province to fund, while others can be accomplished through the application of existing resources.

We believe that the above recommendations will positively change our campus and campus life significantly.

Key Performance Indicators:

- evidence that recommendations have been received, deliberations conducted, recommendations accepted through consultation with the appropriate bodies and individuals, such as the Board of Governors, University Senate, senior university leadership and management group, an Equity action implementation group, Indigenization committee, NUICE, and others as necessary
- actions will have been communicated widely, with plans completed and approved for implementation, including timetables, reporting, and accountabilities



President's Goals and Priorities

- short term recommendations actioned before the end of 2025-26
- skilled individuals hired to coordinate the implementation of recommendations as necessary
- metrics established to track changes and the actioning of recommendations
- delivery of first annual reports on progress in all areas

