

NIPISSING UNIVERSITY

BOARD OF GOVERNORS MEETING

OPEN SESSION

June 1, 2017

The Open Session of the regular Board of Governors meeting was held on Thursday, March 2, 2017, at 5:30 p.m. in the Nipissing University Board Room (F303).

Members present: Marianne Berube
Gord Durnan
Mike DeGagné
Gary Jodouin
Tom Palangio
Janet Zimbalatti
Sean Feretycki (Skype)
Robin Gendron
Blaine Hatt
Toivo Koivukoski
Crystal Pigeau
Ryan Hehn
Sydney Lamorea
Cooper Allen
Trevor Bachelder
Colleen Miller (Skype)
Derek Shogren
Christine Dowdall (University Secretary)

Regrets: Hilary Earl
Scott McLeod
Jamie Lim
Paul Cook
Tom Curry
Rose Jawbone
Karen Barnes
Steve Portelli

Guests: Cheryl Sutton
Harley d'Entremont
Jamie Graham
Ursula Boyer
Casey Phillips
Carole Richardson
Jim McAuliffe
Murat Tuncali
Rick Vanderlee
Len Gamache
Richard Simms
Stephen Tedesco
J'aime Brunet
Shane Dunstall
Bob Pipe

Recording Secretary: Maggie Daniel (Administrative Assistant, President's Office)

1. Welcome/Opening Comments

The meeting was called to order at 5:30 p.m.

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

No declarations were made regarding the use of any recording and/or broadcasting device.

4. Adoption of the Minutes from the May 4, 2017, Board meeting

Resolution 2017-06-01: ***That the minutes of the Open Session of the meeting of the Board of Governors held on May 4, 2017, be adopted as circulated.***

*Moved by Tom Palangio; seconded by Janet Zimbalatti.
Carried.*

Further to the minutes of the May 4th Board meeting, a Board member asked to have the amended policy on the Annual Review of the President shared with Board members. The University Secretary committed to emailing the policy to members following the meeting.

5. Correspondence

No correspondence received.

6. Chair's Remarks

The Board Chair thanked Board members and the committees for all of their hard work this past year. She said that a lot of progress was made this year, and she made particular mention of the SGC report and the work that is being done between the Board and the Senate.

The Chair announced the names of several Board members whose terms will be completed on June 30 (Trevor Bachelder, Steve Portelli, Jamie Lim, Crystal Pigeau and Hilary Earl), and she congratulated Jamie Graham, Registrar and AVP Institutional Planning on his upcoming retirement.

The annual Board Retreat will take place on September 15-16, 2017, at the Canadian Ecology Centre in Mattawa. The Chair said the retreat provides valuable time for Board members to get to know each other in a social setting, and it provides great networking opportunities. She encouraged everyone to attend.

As the Chair of the Council of Chairs of Ontario Universities (CCOU), Ms. Berube gave a brief account of the CCOU meeting that took place on May 24. There were several timely topics on the agenda including executive compensation, an update on the University pension project, and an update on the University SMAs.

7. **Chancellor's Remarks**

No report.

8. **President's Remarks**

Dr. DeGagné announced that the annual Alumni Awards were given out last week in a celebration held at the Grande Event Centre in downtown North Bay. The award recipients were as follows: David Bell (Dr. James Jamieson Influential Alumni Award); Aengus Finnan (Distinguished Alumni Achievement Award); Timothy Brazeau (Rising Star Alumni Award); and Vicky Paine-Mantha (Honorary Alumni Award).

The President's Annual Tenure and Promotion Report was presented. Dr. DeGagné stated that the tenure and promotion process is an onerous one that represents years of work on behalf of individual faculty members. The list of recipients is appended to these minutes.

President's Goals and Priorities for 2017/18

Included with the agenda was a copy of Dr. DeGagné's goals and objectives for 2017/2018. The document lays out five main areas of concentration for the coming year: 1. Launch Advancement Strategy; 2. Strengthen Aboriginal Programs; 3. Review Business Program; 4. Review the Communications Policy, and; 5. Ongoing Deficit Reduction. The President expanded on each of the areas, and discussion followed.

A question was raised with regard to whether or not Board members would have an opportunity, during the annual assessment, to comment on anything other than the five areas that are on this list. It was confirmed that while these five areas are those of focus and priority, they are not all inclusive, and the rest of the work of University will continue.

9. **Vice-President's Remarks**

The Provost and Vice-President, Academic & Research explained that the Board of Governors appoints members to the Nipissing University Research Ethics Board (NUREB). The recommendations for membership are provided to the Provost by the NUREB, and members serve for a three year term (renewable once). Accordingly, the following resolution was put forward:

Resolution 2017-06-02: ***That the Board accept the recommendation of the following individuals, including the terms, for membership on the Research Ethics Board:***

Benjamin Kelly, Assistant Professor, Sociology and Anthropology, Arts and Science

• 3 year term – July 2017 – July 2020, renewable

Heather Rintoul, Associate Professor, Schulich School of Education

- **3 year term – July 2017 – July 2020, renewable**

Steve Hansen, Associate Professor, Physical and Health Education, Schulich School of Education

- **3 year term – July 2017 – July 2020, renewable**

*Moved by Robin Gendron; seconded by Ryan Hehn.
Carried.*

Discussion followed regarding the structure of the REB, the reporting mechanism, oversight of the committee, etc. The Provost said the Tri-Council has specific rules and regulations that must be followed. It was suggested that Senate could be involved by making recommendations to broaden the pool of names that are drawn from for the selection of the REB members.

The following award winners were announced: the Chancellor's Award for Excellence in Research went to Dr. Mark Wachowiak; the Nipissing University Teaching Award for CASBU Members went to Jesse Davis; and the Chancellor's Award for Excellence in Teaching went to Dr. Carly Dokis and Dr. Terry Campbell.

The Provost also provided an update on the Strategic Mandate Agreement process. Nipissing's preliminary draft, which was forwarded to Board members, has been submitted to the Ministry and is currently being analyzed by Ministry staff. He highlighted one of the key issues for Nipissing which is our request to be treated more equitably with regards to the Northern Grant. The Provost asked everyone to carefully review the draft and welcomed recommendations for revisions. The new SMA will come into effect April 1, 2018.

The Vice-President, Finance & Administration (VPFA) spoke briefly about IT security and the recent breaches that have taken place at other institutions. She said that Nipissing continues to work diligently to secure its data and resources. Some of the priorities include adopting a culture of least privilege (i.e. limit access to those who require it) and improving password security by requiring more complex passwords that will have to be changed every 90 days.

10. Deans' Remarks

The Dean of Graduate Studies and Research reported that the office is continuing to convert graduate acceptances into students for the fall of 2017, and they will continue to process graduate applications during the summer months.

A subcommittee of the Research Council reviewed seventeen Internal Research Grant (IRG) applications resulting in eight requests being funded for a total of \$37,000. The grants will be used to assist with operating research programs and to assist with the pursuit of external funding. A portion of each IRG is dedicated to funding for students. The Dean gave a special thank you to the committee for all their work reviewing the applications.

The Dean of the Schulich School of Education announced that the Ontario College of Teachers formally acknowledged that all of Nipissing's Bachelor of Education programs received full accreditation without

conditions. The Education programs, including the PhD, MEd and BPHE programs, are currently moving through the Institutional Quality Assurance Process (IQAP) review.

The new PhD students will be on campus in July for their summer residency, and two very popular summer camps, NU Reads and the Science Camps, will be returning this year.

The Dean of Arts & Science reported that Nipissing's Associate Dean, Dr. Pavlina Radia, was invited by the Social Sciences and Humanities Research Council (SSHRC) to facilitate a workshop on interdisciplinary and multidisciplinary research. The discussion showcased the importance of supporting inter/multi-disciplinary research and should help to shed some light on policy issues that affect small institutions like Nipissing.

Nipissing University has been invited by the Ministry of Natural Resources and Forestry to run a standalone certificate course on Ontario Wetlands. The course will provide a connection to the community and will bolster Nipissing's reputation in this area.

11. Enrollment Update – *Jamie Graham, Registrar & AVP, Institutional Planning*

The Registrar & AVP, Institutional Planning reported that the deadline for the application and acceptance process is June 1. Preliminary data shows that our acceptance rate is running approximately 7% higher than last year. We will continue to receive and process applications until the middle of September.

12. Question Period

No questions.

13. Committee Reports

Executive Committee – *Marianne Berube, Chair*

The Chair reported that an additional meeting of the Executive Committee was held in May in order to appoint a replacement of the Board representative on the PVPAR search committee. Marianne Berube was appointed to replace Tom Palangio who stepped down from the committee due to scheduling conflicts.

The Executive Committee approved the proposed schedule for next year's Board and committees. The schedule was distributed with the agenda.

The following Board members will Chair next year's Board committees and, together with the Board Chair, will constitute the Executive Committee:

- Tom Palangio – Audit and Finance Committee;
- Gary Jodouin – University Governance Committee;
- Gord Durnan – Fundraising Committee and Community Relations Committee; and
- Karen Barnes – Plant and Property Committee.

Audit and Finance Committee – Tom Palangio, Chair

The Committee Chair referred everyone to the annual report submitted on behalf of the Audit & Finance Committee. He thanked everyone on the Board and on the committee for their input and cooperation this year.

The University's request to refinance its current debt was discussed. Richard Simm from KPMG said that the agreement with TD is an important achievement for Nipissing that will result in significant, immediate savings to the operating budget. It allows for flexibility, has no restrictive covenants, and there will be no extra burden on the University from a reporting standpoint which was an important factor given the limited staffing resources in Nipissing's Finance Department.

Resolution 2017-06-03: ***That the Board accept the recommendation of the Audit and Finance Committee that:***

WHEREAS, Nipissing University, (the "University") requires long-term financing of up to \$39 million primarily to repay existing indebtedness and fund capital projects and infrastructure of the University;

AND WHEREAS, it is in the best interests of the University that the University borrow up to but not exceeding \$39 million by way of an amortizing bank loan (the "Loan") from TD (the "Lender");

AND WHEREAS, in connection with the Loan, the University intends to execute and deliver in favor of the Lender, certain agreements, documents, instruments and certificates (collectively referred to as the "Loan Documents");

NOW, THEREFORE, BE IT RESOLVED, that:

- 1. The University is hereby authorized to enter into and perform all obligations of the University pursuant to the Loan Documents;***
- 2. Any and all borrowings by the University under the terms of any of the Loan Documents are hereby authorized and approved, provided the borrowings are on terms substantially and materially the same as provided by TD's offer to finance and supplementary information;***
- 3. The Board Chair, President, and Vice-President Finance and Administration of the University (each an "Authorized Officer" and collectively, the "Authorized Officers") be, and each of them hereby is, authorized and directed to negotiate the terms of, and execute, on behalf of the University, the Loan Documents, any amendments, supplements, modifications, extensions and renewals to the Loan Documents and any and all other documents contemplated by the terms of the Loan Documents which the Lender may request or require in connection with the consummation of the Loan; and***

- 4. Any Executive Officer of the University is authorized and directed to do all such acts and things and to execute or to cause to be executed (whether under the corporate seal of the University or otherwise) all such instruments, agreements and other documents as in such Executive Officer's opinion may be necessary or desirable to complete the transactions hereby approved and authorized.**

*Moved by Tom Palangio; seconded by Gary Jodouin.
Carried.*

The VPFA gave a high level overview of the proposed operating budget for 2017-18. She explained that a more detailed presentation was given to the Audit and Finance Committee, and it was presented to Senate, to the unions (NUFA and OPSEU), and to faculty and staff who attended the latest town hall meeting. She reminded Board members that two years ago, the University was experiencing fairly significant financial issues. As a result of the actions taken by many across the institution, Nipissing University is now on a steady trajectory to a balanced budget.

Resolution 2017-06-04: ***That the Board of Governors accept the recommendation of the Audit and Finance Committee to approve the 2017/18 Operating Budget, which includes a planned deficit of \$3,874,609, as presented.***

*Moved by Tom Palangio; seconded by Derek Shogren.
Carried.*

The VPFA presented the proposed Ancillary Budget for the Board's consideration.

Resolution 2017-06-05: ***That the Board of Governors accept the recommendation of the Audit and Finance Committee to approve the 2017/18 Ancillary Budget as presented.***

*Moved by Tom Palangio; seconded by Ryan Hehn.
Carried.*

University Governance Committee – Gary Jodouin, Chair

The Committee Chair gave a brief overview of the last Governance Committee meeting. He mentioned that a paper copy of the Board Evaluation form was distributed with the agenda, and an electronic version will be distributed next week. He encouraged all Board members to complete the survey. The results will be compiled and presented to the Board in the fall.

A Board member reiterated his concern with regard to the Annual Review of the President's Achievement of Goals and Priorities policy and the ability of the Executive Committee of the Board to delegate responsibility for the annual assessment to a sub-group of its members. He suggested that the Governance Committee of the Board should determine what that subcommittee will look like. The Committee Chair confirmed that this will be addressed in the fall.

The Board was reminded to appoint three members to the Standing Joint Committee on Collegial Governance. The committee is expected to meet over the summer. The Senate members who have already been elected have committed to being available during the summer months.

Advancement/ Fundraising – Gord Durnan, Chair / Len Gamache

The Committee Chair said there has been great progress made on the comprehensive fundraising plan and goals. He said the newly formed Fundraising Committee of the Board will have work to do next year as the review of policies will continue.

Len Gamache explained that the fundraising recommendations are related to six key areas of focus: staffing; budget and additional resources; the Alumni & Advisory Board; major gift strategies and systems; campaign leadership/structure; and campaign plans, timelines and goals.

A timeline for the next three years was presented. Following the presentation, the following resolution was put forward:

Resolution 2017-06-06: ***That the Board of Governors endorse the concepts of the comprehensive fundraising campaign as presented.***

*Moved by Gord Durnan; seconded by Blaine Hatt.
Carried.*

Plant and Property Committee – Marianne Berube, Board Chair

The Board Chair provided a brief summary of the last committee meeting which took place on May 15. The minutes were inadvertently left off the Board agenda but will be forwarded to Board members for their information.

14. Board Representatives on Other Committees

Academic Senate

There were two Senate meetings in May. Items of business that were concluded at the May 26th meeting included the election of three Senators (Gyllian Phillips, David Tabachnick and John Nadeau) to sit on the Joint Collegial Governance Committee as recommended in the Special Governance Report, the election of next year's Deputy of Senate, and the election of a replacement for one of the faculty representatives on the Provost & VPAR Search Committee. Of special note was the unanimous approval by Senate of the names of this year's graduates.

Alumni Advisory Board – No report.

Aboriginal Council on Education – No report.

Brantford Regional Campus

Board member Colleen Miller reported on the Brantford Campus' involvement in the promotion of the book *Ingenious* that was co-written by Tom Jenkins and the Governor General of Canada, David Johnston. A team of faculty led by Maria Cantellini Williams worked with a group of students to develop an education resource that aligns with the book, and the resulting program was picked up by two school boards.

A group of Education students from the Brantford Campus travelled to Italy for an international teaching practicum. The trip was a great success that allowed the students to immerse themselves in the Italian culture while learning vital lessons about teaching in a foreign country.

Nipissing University Student Union

The Student Union President said that the new executive has been busy since the beginning of May and have made a lot of progress in a short time. They are reaching out to the community (Nipissing and the City of North Bay) in an effort to strengthen the existing relationships.

The NUSU President will be the ongoing representative for the SGC committee.

15. Other Business

The Board Chair referred members to the calendar of meeting dates for 2017/18 that was included with the agenda and advised them to put the dates into their schedules.

A "Committee Preferences" form was included with the agenda. Board members were asked to complete the forms and return them to the University Secretary.

The Board Chair also reminded members that the Annual Board Retreat has been confirmed for September 15-16, 2017. It will be held at the Canadian Ecology Centre. Further information will follow later this summer.

The annual reports from each of the 2016-17 committees were included with the agenda. The following motion was presented:

Resolution 2017-06-07: ***That the Board of Governors accepts the annual committee reports as received.***

*Moved by Gary Jodouin; seconded by Toivo Koivukoski.
Carried.*

16. Adjournment

Resolution 2017-06-08: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

*Moved by Ryan Hehn; seconded by Trevor Bachelder.
Carried.*

Open session adjourned at 7:40 p.m.

President & Vice-Chancellor/Secretary of the Board

Board Chair

President's Annual Tenure and Promotion Report

2016-17

May 15, 2017

In accordance with the Tenure and Promotion Procedures of Nipissing University, I am forwarding this report to the May meeting of Senate and the next meeting of our Board of Governors for information.

Article 25.25 (a) of the Collective Agreement states that, "Every year by May 20, the President of the University will prepare a Report on Tenure and Promotion which will be appended to the September Senate agenda and submitted to the Board around the same time". Article 25.25 (b) defines the dimensions of the report as follows:

TENURE				
Applications	Granted	Denied	Deferred	Withdrawn
12	12	0	0	0
Applicants Awarded Tenure (Tenure & Promotion Process):				
A. Ackerman		A. Armenakyan		
A. Baregheh		J. Carré		
C. Cho		C. Dokis		
M. Litalien		K. Lucas		
T. McParland		T. Sibbald		
R. Vernescu		R. Wenghofer		

PROMOTION TO ASSOCIATE PROFESSOR				
Applications	Granted	Denied	Withdrawn	URAC
13	12	1	0	0
Applicants Awarded Promotion to Associate Professor:				
A. Ackerman		A. Armenakyan		
O. Atari		A. Baregheh		
J. Carré		C. Cho		
C. Dokis		T. Horton		
M. Litalien		K. Lucas		
W. Peters		T. Sibbald		
R. Wenghofer				

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PROMOTION TO PROFESSOR			
Applications	Granted	Denied	Withdrawn
5	5	0	0
Applicants Awarded Promotion to Professor (T&P Process):			
R. Breton		G. Brown	
L. Chen		H. Earl	
L. Kruk			

No. of Applications heard by the University Review Appeals Committee	0
No. of Grievances heard by the University Review Appeals Board	0

No. of Job Candidates awarded Tenure upon appointment	2
No. of Job Candidates awarded Promotion to Associate Professor or Professor upon appointment	0

NIPISSING UNIVERSITY

BOARD OF GOVERNORS MEETING

OPEN SESSION

May 4, 2017

The Open Session of the regular Board of Governors meeting was held on Thursday, May 4, 2017, at 5:30 p.m. in the Nipissing University Board Room (F303).

Members present: Marianne Berube
Gord Durnan
Gary Jodouin
Tom Palangio
Karen Barnes
Trevor Bachelder
Janet Zimbalatti
Derek Shogren
Blaine Hatt
Robin Gendron
Toivo Koivukoski
Crystal Pigeau
Ryan Hehn
Sydney Lamorea
Cooper Allen
Tom Curry (via Skype)
Sean Feretycki (via Skype)
Mike DeGagné (via Skype)
Rose Jawbone (via teleconference)
Christine Dowdall (University Secretary)

Regrets: Scott McLeod
Jamie Lim
Colleen Miller
Steve Portelli
Hilary Earl
Paul Cook

Guests: Shane Dunstall (NUSU Official Observer)
J'aime Brunet (NUSU Official Observer)
Harley d'Entremont
Cheryl Sutton
Casey Phillips
Ursula Boyer
Carole Richardson
Murat Tuncali

Recording Secretary: Maggie Daniel (Administrative Assistant, President's Office)

1. Welcome/Opening Comments

The meeting was called to order at 5:36 p.m. The Board Chair extended a warm welcome to the new Board members: student representatives Sydney Lamorea, Cooper Allen, Shane Dunstall and J'aime Brunet, as well as the new faculty (Senator) representative Dr. Robin Gendron. She also announced that as of July 1, Stephen Tedesco will join the Board as the non-academic administrative representative.

2. Declaration of Conflict of Interest

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

3. Use of Recording and/or Broadcasting Devices

No declarations were made regarding the use of any recording and/or broadcasting device.

4. Adoption of the Minutes from the March 2, 2017, Board meeting

A request was made to make a minor amendment to section #13 (Question Period) in the March 2 minutes to indicate that it was the Dean of Research and Graduate Studies who provided the information, not the Provost.

Further to the March 2 discussion about the travel ban in the United States, it was reported that the Nipissing University Faculty Union presented a statement on the Muslim Travel Ban. A suggestion was made to have the statement brought forward by Senate.

Resolution 2017-05-01: ***That the minutes of the Open Session of the meeting of the Board of Governors held on March 2, 2017, be adopted as amended.***

*Moved by Janet Zimbalatti; seconded by Tom Palangio.
Carried.*

5. Update on Comprehensive Fundraising Campaign – Len Gamache

Len Gamache provided an update on the University Case Statement. Over the last several months, the Executive Group worked diligently to evaluate all the ideas that were received – not an easy task, considering the wealth of ideas that were under consideration. The University's strategic plan was used for setting up the fundraising directions.

After presenting the list of comprehensive priorities, Len indicated that the Case for Support was unanimously supported by the Academic Senate on April 21, 2017. In response to a question regarding how Nipissing will differentiate itself from the other capital campaigns that are taking place in the community to support other under-funded provincial institutions, Len explained that in his experience, many donors are particular to where they donate. The real competition, he said, is with ourselves. It is about relationship building, doing the work that we have planned and communicating with our alumni.

Resolution 2017-05-02: ***That the Board of Governors approve the high level Case for Support elements as presented.***

*Moved by Gord Durnan; seconded by Ryan Hehn.
Carried.*

6. Chair's Remarks

The Board Chair stated that a thank you letter was received from Belinda McLaren, the recipient of the Board of Governors scholarship award. Belinda described herself as a first generation, First Nations student in the Bachelor of Education program, and the financial support she received from the Board will allow her to concentrate on her studies.

The Board Chair thanked all the Board committees for the work they have done in the 2016-17 year. She highlighted the work of the Special Governance Committee (SGC) and described last week's joint Board/Senate meeting to discuss the SGC report as an important step forward.

Plans for the annual Board Retreat have begun, with the weekend of September 15-16 on hold at the Canadian Ecology Centre. Board members were asked to block off the date in their calendars. A calendar of important dates for the upcoming year will be provided at the June meeting of the Board.

7. Chancellor's Remarks

No remarks.

8. President's Remarks

Speaking on behalf of the President (who was participating in the meeting via Skype), the Provost reported that the Executive Administration team met with Bonnie Patterson at the end of March to discuss the Strategic Mandate Agreement (SMA). The first working draft of the SMA is nearing completion, with Nipissing being one of several universities who are still finalizing the details.

The Provost highlighted several items of interest, including a meeting that took place between the owner of a local business, the President, the Provost, the Dean and Associate Dean of Arts & Science and several of Nipissing's students. The software company is attempting to recruit new employees and is particularly interested in graduates of our Computer Science program. This meeting emphasizes the potential for successful relationships between Nipissing and local businesses.

The Provost also talked about the launch of a new book, *Ingenious: How Canadian Innovators made the World Smarter, Smaller, Kinder, Safer, Healthier, Wealthier and Happier* co-authored by Tom Jenkins, Chair and former CEO of OpenText, and David Johnston, Governor General of Canada. Nipissing University has a prominent role in the book. A team of faculty from the Schulich School of Education, led by Dr. Maria Cantalini-Williams, worked with students to develop an education resource that aligns with the book. To celebrate the development of the resource, which is entitled Education for Innovation, there was an Innovation Celebration event held at the Brantford campus in March.

The Provost announced that for the first time, a Nipissing University researcher was granted an Early Researcher Award. He said this is further proof that there is a strong research culture at Nipissing.

The Provost reported that there has been a significant drop in applications to Nipissing's Business programs. The Director of the School of Business and the Business faculty, together with senior administration, are working together in an effort to turn this around. A roundtable brainstorming session was held a few weeks ago with faculty, staff, marketing, recruitment and senior administration.

The President announced the names of this year's Honorary Degree recipients.

Dr. DeGagné attended several end of year celebrations including the Dave Marshall Leadership Awards, the 2017 Nursing Games that was hosted by Nipissing this year, the FIRST Robotics competition, the 2017 Bachelor of Fine Arts Graduate Exhibition at the WKP Kennedy Gallery, the Aboriginal Initiatives year-end lunch and the year-end banquet for the International Student Mentor Program (ISMP).

Further to the Provost's remarks about the SMA, the President confirmed there will be ongoing discussions about this over the coming months.

9. Vice-President's Remarks

The Vice-President, Finance & Administration (VPFA) presented the March 31 year to date results, pointing out that revenues are up by \$2 million. With regard to expenses, there have been some savings in salaries and benefits as well as in operating and research.

The budget draft for 2017-18 will be finalized next week for presentation to the Audit and Finance Committee meeting on May 15. The VPFA encouraged all Board members to attend that meeting.

10. Deans' Remarks

The Dean of the Schulich School of Education announced that all of Nipissing's Bachelor of Education programs received full accreditation from the Ontario College of Teachers without any stipulations. The seven year accreditation will be formalized at the next meeting of the OCT.

The Dean of Arts & Science stated that the Faculty have been working on their strategic goals which will compliment all the other plans in the Strategic and Academic Plans. He also highlighted two international trips that are taking place: a group of ten biology students will be travelling with Dr. Peter Nosko to the Galapagos Islands while another group will be travelling to Poland with Dr. Hilary Earl to study Holocaust representations.

A request was made for an update on the status of the Elizabeth Thorn Chair. The Dean of the Schulich School of Education responded that the posting for the position closes on Monday. The committee will be meeting and scheduling interviews.

11. Application Update – Harley d’Entremont

The Provost reported that total applications from both the 101 group (i.e. students applying directly out of high school) and the 105 group (i.e. mature students, transfer students, international, etc.) are down by approximately 2% compared to last year. There has been a significant drop in applications to the Business program which is being addressed by senior administration and the department.

12. Question Period

A question was raised as to how the academic plan that came out of the Faculty of Arts and Science will key into an academic plan for the University. The Provost responded that the PPC signed off on an academic plan at their last meeting, and it will be presented to Senate at the next Senate. The Dean of Arts and Science added that the Arts and Science plan compliments what is happening in the Academic Plan.

13. Committee Reports

Executive Committee – Marianne Berube, Chair/Cheryl Sutton, VPFA

The Board Chair explained that the Executive Committee tasked Human Resources and the VPFA with taking a look at Nipissing’s Annual Review of the President Policy to determine if any changes should be made. The VPFA said that the policy had not been revised since 2009, so they reached out to other universities across Ontario to determine best practices not only for reviewing a President’s performance but for regular performance review practices for any employment. Recommendations went to the Executive Committee twice for review, and the policy presented today is the final result.

Several questions were posed and significant discussion followed. It was agreed to amend Section #3 to confirm that the process will include consultation with the Board.

Resolution 2017-05-03: ***That the Board of Governors accept the recommendation of the Executive Committee to accept the revised Annual Review of the President Policy as presented by the VPFA with one amendment to section C.3 as discussed.***

*Moved by Derek Shogren; seconded by Trevor Bachelder.
One opposed.
Carried.*

The VPFA explained that it was originally felt that going to the bond market for the refinancing of our loan would result in the best interest rate; however, with the recent changes in bond and interest rates, KMPG suggested that we instead go to the banks for a mortgage style loan. The Executive Committee approved this change in approach, and the VPFA was pleased to announce that the interest rate they’ve managed to secure is less than 3%. This will result in a significant savings to the University.

The Board previously approved the University’s request to borrow an additional \$3 million when the debt is refinanced. Since then, the Senate Committee for Infrastructure has identified the ongoing problems with the IT infrastructure at Nipissing as beginning to effect the student experience. A preliminary review

of what is required to update the classrooms and IT support infrastructure suggests that a significant investment is required. With the attractive interest rate for the refinancing plan, administration asked the Executive Committee to consider an additional \$1 million to invest in classroom infrastructure.

The final proposal will be discussed in detail at the Audit & Finance Committee and, if approved, will come back to the Board meeting in June for final approval.

Resolution 2017-05-04: ***That the Board of Governors accept the recommendation of the Executive Committee to approve the launch of the debt refinancing plan as presented by the VPFA. [Formal borrowing resolution to follow]***

*Moved by Blaine Hatt; seconded by Ryan Hehn
Carried.*

Audit and Finance Committee – Tom Palangio, Chair

The Committee Chair reiterated the VPFA's invitation to all Board members to attend the next meeting of the Audit and Finance Committee.

Resolution 2017-05-05: ***That the Board of Governors accept the recommendation of the Audit & Finance Committee to accept the Protocol Agreement Statement and Guidelines for Compulsory Ancillary Fees as presented.***

*Moved by Gary Jodouin; seconded by Janet Zimbalatti
Carried.*

Resolution 2017-05-06: ***That the Board of Governors accept the recommendation of the Audit & Finance Committee to accept the Nipissing University Ancillary Fees as presented.***

*Moved by Gary Jodouin; seconded by Gord Durnan
Carried.*

Resolution 2017-05-07: ***That the Board of Governors accept the recommendation of the Audit & Finance Committee to accept the Nipissing University Student Union Ancillary Fees as presented.***

*Moved by Cooper Allen; seconded by Sydney Lamorea
Carried.*

There were some questions raised regarding the proposed tuition rates for the next two years. One question concerned the idea that graduate student fees are the same in the first and second years, suggesting that other universities reduce the fees in the second year. The Provost stated that there is more to a graduate program than just the courses and that fulltime grad students, even without a full class schedule, are still dealing with a supervisor and doing their research.

Another question was raised as to why Nipissing is raising tuition fees to the maximum allowed by the ministry. The Provost recognized that while it is an unfortunate reality, increasing tuition revenue is the only flexibility the University has. With provincial grants flat-lining, he said, Nipissing has to be prudent in doing everything possible to increase our revenue. He also pointed out that the 3% tuition increase is lower than the status quo for the university sector.

One of the student representatives said that from the student point of view, it is challenging to afford a university education. Many students have to work part-time or full-time to support themselves. The Provost said that the University empathizes with the students, and one way Nipissing is trying to assist is by providing bursaries and scholarships.

The students were encouraged to use their collective voice to seek additional support from government.

The student representatives confirmed they would be opposing any resolution that raises tuition rates as the increase will add additional burden to the students.

Resolution 2017-05-08: ***That the Board of Governors accept the recommendation of the Audit & Finance Committee to accept the final tuition rates for 2017-18 and 2018-19 as presented.***

*Moved by Trevor Bachelder; seconded by Gary Jodouin.
Four opposed.
Carried.*

University Governance Committee – Gary Jodouin, Chair

The Committee Chair stated that the Bylaws document as presented represents over two years of work by the University Governance Committee. He recognized the work done by former Chair, Trevor Bachelder, and invited him to comment. Trevor said that he is very pleased with the final product which adds clarity to some sections and eliminates inconsistencies in others. One of the most significant changes is the splitting of the Advancement Committee into two separate committees: Fundraising and Community Relations. There is the opportunity to invite community representation on both those committees, and he encouraged the Board to embrace that opportunity.

A concern regarding the requirement for Board members to sign a confidentiality agreement was raised. Following significant discussion, the following motion was put forward:

Resolution 2017-05-09: ***That the Board of Governors accept the recommendation of the University Governance Committee to accept the revised General Bylaws of the Board of Governors as presented with the following amendments:***

VIII – Officers of the Board

CHAIR

~~In the final year of the Chair's term, the following shall occur:~~

At the annual meeting, the Board shall elect the Chair of the Board from among its Non-Constituent Board Members. The Board Chair shall assume responsibility for this role for a ~~maximum period of three years~~ **period of one year and shall be eligible to serve a maximum of three consecutive terms.** Normally, the individual elected shall have three years' experience on Nipissing University's Board of Governors (i.e. the person shall be in the second half of his/her term [six year term of service]) but still must be in compliance with the Nipissing University Act, Section 9 (2) in terms of the number of years on the Board.

Note: Remaining paragraphs in this clause remain as presented.

XIV – Annual Meetings

Remove the first bullet that reads “Receive reports of all standing committees”.

*Moved by Gary Jodouin; seconded by Trevor Bachelder
One opposed.
Carried.*

As the revised Bylaws contain a requirement for all Board members to sign a confidentiality agreement, a draft document was presented for the Board's consideration. The proposed Code of Conduct/Confidentiality Agreement was drafted following advice from the Human Resources Office and research into what other university boards in Ontario use.

Following significant discussion, it was agreed to move the first paragraph of the draft so that it appears as the third paragraph instead.

Resolution 2017-05-10: ***That the Board of Governors accept the recommendation of the University Governance Committee to accept the proposed Code of Conduct/Confidentiality Agreement for members of the Board of Governors of Nipissing University be adopted as presented with the following amendment: move the first paragraph to second part of the document (i.e. now becomes the third paragraph).***

*Moved by Gary Jodouin; seconded by Janet Zimbalatti.
One opposed.
Carried.*

The VPFA explained that the Annual Staff Awards for Exceptional Performance and/or Service policy is the University's opportunity to recognize the significant efforts of administrative and support staff who often go above and beyond at Nipissing. She explained that there have been struggles over the last couple of years

with some of the details in the policy (e.g. deadline dates, etc.). HR requested that the Board consider some revisions. The Governance Committee reviewed the changes and put forth the following motion:

Resolution 2017-05-11: *That the Board of Governors accept the recommendation of the University Governance Committee to accept the revised Annual Staff Awards for Exceptional Performance and/or Service Policy be accepted as presented.*

*Moved by Gary Jodouin; seconded by Toivo
Carried.*

Advancement Committee – Gord Durnan, Chair

Revisions to the Gift Acceptance Policy and the Naming of Campus Assets Policy were reviewed by the Advancement Committee at their last meeting. It had been six years since the policies were last revised. Following discussion about some of the changes, and given that the revised bylaws which were accepted by the Board resulted in the removal of the Advancement Committee, it was suggested that these policies should reflect the proper names of the appropriate Board committees. Accordingly, the two resolutions to accept the recommendations of the Advancement Committee were withdrawn and will instead be presented at the June meeting with the appropriate committee names.

This year's annual call campaign resulted in over \$20,000 in donations. Numerous connections with Alumni were made, and many of them were very pleased to reconnect with the University.

Plant and Property Committee – No report

14. Board Representatives on Other Committees

Academic Senate

Elections were held at the April Senate meeting for two faculty (Senate) representatives on the Board of Governors. The process is currently underway for the two faculty (non-Senate) reps on the Board.

It was suggested that representatives from the Board and Senate should sit down and discuss the changes to the Board bylaws. It was also suggested that the two governing bodies may want to consider a time to have the Nipissing Act opened.

Alumni Advisory Board

The alumni rep reported that the Nipissing University Alumni Advisory Board (NUAAB) met on April 18 where they set the dates for the 2017-18 year. They have been working with the University on an agreement, and NUAAB has been working to expand their communication with alumni.

Aboriginal Council on Education

The Nipissing University Aboriginal Council on Education (NUACE) rep reported that the committee last met on April 20. She said the committee is very pleased with how Nipissing's Aboriginal department is

growing. She highlighted the recent hire in the Office of Aboriginal Initiatives, and she said that their work with the new Chair of Indigenous Education, Dr. Cindy Peltier, has been great.

It was agreed at the last NUACE meeting to change the name of the Office of Aboriginal Initiatives to the Office of Indigenous Initiatives.

Brantford Regional Campus

No report.

Nipissing University Student Union

The NUSU President reported that the new executive are all looking forward to the upcoming year. A transition meeting was held last weekend at the Ecology Centre in Mattawa between the new and the former executive, with the new executive assuming their new duties and responsibilities on May 1.

Preparations for Frosh Week are already underway, and NUSU is working towards getting more sponsorships for things such as Frosh Week, improving the stigma of mental health, promoting a consent culture, etc. They are taking a critical look at their by-laws and are planning to form a governance committee within NUSU. A plan is being formed to improve social media and the NUSU website.

15. Other Business

It was suggested that the minutes acknowledge that the two new committees that are detailed in the revised General Bylaws (i.e. Fundraising and Community Relations) will not be populated or become active until September.

16. Adjournment

Resolution 2017-05-12: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

*Moved by Tom Palangio; seconded by Toivo Koivukoski.
Carried.*

Open session adjourned at 8:34 p.m.

President & Vice-Chancellor/Secretary of the Board

Board Chair

Strategic Vision 2017-18

Dr. Mike DeGagné

For Presentation to the Board of Governors – June 1, 2017

1. Launch Advancement Strategy

Nipissing is committed to a revitalized Advancement program. We have completed a thorough assessment, established a comprehensive case of strategic funding priorities, and developed a progressive fundraising plan. The President's vision for 2017/18 is to effectively launch and facilitate our campaign. This will include:

- recruiting volunteer leadership for the campaign;
- shaping a dynamic alumni network; and
- orchestrating community engagement through concrete initiatives.

This vision is fully focused on the implementation of our fundraising recommendations.

2. Strengthen Aboriginal Programs

“Mission: Nipissing University will recognize our particular role in supporting northern communities and Aboriginal, first generation, and international learners.”

“Student Experience: To enhance the student experience, Nipissing University will: create bridges to success, especially for students from northern communities and Aboriginal, first generation, and international learners.”

Nipissing University has achieved excellence in Indigenous post-secondary education and Indigenous student success. As outlined in the Aboriginal Strategic Plan 2015-2019 approved by Nipissing University Aboriginal Council on Education, the Office of Indigenous Initiatives will continue to strengthen its programming in support of Indigenous student success, including measurement and evaluation of the Indigenous student experience. In 2017-2018, a focus will be the development and implementation of an Indigenous recruitment plan and the strengthening of the Aboriginal Advantage Program (a transition to university program) with an Advisory Committee.

A future direction at Nipissing University is the development of an Indigenous Institute, a structure that will house the Office of Indigenous Initiatives and launch initiatives and partnerships. Future initiatives developed by the Indigenous Institute include a Summer Institute and partnerships with Aboriginal Institutes across Ontario. The Summer Institute will be a four-week program providing academic, social and cultural support for 40 Indigenous students (in two cohorts) who are planning to attend university at Nipissing and elsewhere. Students will participate in the one-month intensive study program with the support of Indigenous faculty, Elders, university mentors and staff as they transition to their program of choice. The program will allow Indigenous students from across Ontario to have the opportunity to experience university life and ease their transition from their home communities, including remote and northern First Nations' communities across Ontario.

3. Review Business Program

“Community Engagement: To enhance the student experience, Nipissing University will:

- *Embrace the communities we serve and develop meaningful partnerships of mutual benefit;*
- *Develop the strengths of each of our campuses and ensure access to academic and extra-curricular opportunities;*
- *Enhance our capacity as engines of economic, social, and cultural development for our communities in an environmentally sustainable manner.”*

In response to enrolment challenges in the School of Business, administration and faculty are initiating a number of strategic actions to re-build the School of Business and its programs and are working on ways to attract more students. The strategies include:

- A systematic review and reengineering of all the current BBA and BComm streams and course offerings;
- Ensuring that experiential education is an integral part of the BBA program. With the aim of focusing on skill development, the School of Business is also redesigning courses to make experiential or applied learning (apart from co-op) a major part of each course;
- The School of Business has recently received \$100,000 to develop a new Sparrow Family Experiential Learning Center for the School of Business. The Center will lead and coordinate co-op practicums, mentorship opportunities, work-integrated learning and international placements for the School of Business students;
- Working towards a partnership with the City of North Bay and other local businesses and entrepreneurs to build a Center for Social Innovation called “The Big Think House.” The Big Think House (BTH) will be a community resource and shared learning space on Main Street in downtown North Bay; and
- Realizing the importance of international students for growth, a team headed by the Dean of APS and the Director, School of Business are visiting nine Business Schools in India during July 2017 to explore the possibility of developing collaborations for joint 2+2 programs and also to establish a network of agents in India for attracting Indian students.

4. Review the Communications Policy

“Collegial Governance at Nipissing University: Shared Challenges and Responsibilities – (4.3.6) In acknowledgement of the shared interest in collegial governance structures, which encompass the respective roles of the Senate and the Board of Governors, the SGC recommends the creation of a Standing Joint Committee of the Board and Senate on Governance. The mandate of the committee would be to review on at least an annual basis the governance structures and practices of the University to foster bicameral communication and collegiality. This committee should consist of

equal membership of Senate and the Board: three members elected by each, and a single representative of the Student Union.”

We will review and redevelop the Communications Policy to promote open communication and transparency. Strategies will include:

- Regular updates from the President;
- Regular Town Hall meetings to provide updates to the staff and faculty;
- Improved University Management Group (UMG) communications to each department. The Executive Team will work to better inform and prepare all UMG members; and
- President and Vice-Presidents will meet with all departments to provide information and receive feedback.

5. Ongoing Deficit Reduction

“(4.3.1) The SGC recommends that the Senate create a Budget Advisory Committee to consider and make recommendations to the Board through the President on allocation of resources for academic purposes, in conformity with the Nipissing University Act [22.2 (i)].”

The University needs to create a solid financial foundation while maintaining initiatives that we have undertaken and keeping aligned with our priorities: the Student Experience, Academic and Research Excellence and Community Engagement.

An atmosphere of collegiality and community makes a concrete difference to the working lives of everyone at the institution as well as to the experience of our students. Deficit reduction and revenue enhancement will be conducted and communicated with the atmosphere in mind.

May 25, 2017

Marianne Berube, Chair
c/o Board of Governors
Nipissing University
100 College Drive
North Bay, ON P1B 8L7

To the Nipissing University Board of Governors;

The Research Ethics Board performs a very valuable task for the research community and for the University. According to the Terms of Reference for the Research Ethics Board (NUREB), approved by the Board of Governors May 2015, members and the Chair of the NUREB are appointed by the Board on the recommendation of the Provost and Vice-President, Academic and Research.

The Terms of Reference states the following:

The Nipissing University Board of Governors appoints NUREB members, including the Chair through a fair and impartial process. Recommendations are provided by the NUREB to the PVPAR for appointment by the Board of Governors, taking into account the needed qualifications and expertise. NUREB members shall serve for a three-year term that may be renewed once. When appointing members, the NUREB shall establish their terms to allow for continuity of the research ethics review process.

In accordance to the above, I would like to bring forward, for the Board's consideration, the following recommended individuals including the terms, for membership on the Research Ethics Board.

Benjamin Kelly, Assistant Professor, Sociology and Anthropology, Arts and Science

- 3 year term – July 2017 – July 2020, renewable

Heather Rintoul, Associate Professor, Schulich School of Education – Dr. Rintoul has served on the REB before and has extensive experience.

- 3 year term – July 2017 – July 2020, renewable

Steve Hansen, Associate Professor, Physical and Health Education, Schulich School of Education. Dr. Hansen has served on the REB before and has extensive experience.

- 3 year term – July 2017 – July 2020, renewable

We thank you in advance for your consideration and look forward to a favourable response.

Sincerely,



Harley d'Entremont, Ph.D.,
Provost and Vice-President,
Academic and Research

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

May 15, 2017

The Audit and Finance Committee met on Monday, May 15, 2017, at 8:00 a.m. in the Nipissing University Board Room (F303).

Members Present: Tom Palangio, Committee Chair
Marianne Berube
Mike DeGagné (via teleconferencing)
Gord Durnan (via teleconferencing)
Gary Jodouin
Ryan Hehn
Cooper Allen
Harley d'Entremont (non-voting)
Cheryl Sutton (non-voting)
Shane Dunstall (non-voting)
Christine Dowdall, University Secretary
Ursula Boyer, Recording Secretary

Regrets: Paul Cook
Trevor Bachelder
Hilary Earl

Guests: Jamie Graham, Registrar & AVP Institutional Planning
Janet Zimbalatti
Robin Gendron
Blaine Hatt

1. Welcome/Opening Remarks

Chair Tom Palangio welcomed everyone to the meeting. He encouraged all those in attendance to ask questions as the meeting moves along.

2. Debt Restructuring

The Vice-President, Finance & Administration (VPFA) provided an update on the debt restructuring initiative. She advised that KPMG had sought proposals from the banks to service the debt load. RBC, Scotia, TD and BMO responded to the request for proposals. Following a review of each of the proposals, TD was deemed the successful bidder. TD provided flexibility in that their proposal included no restrictions on future borrowing, limited reporting requirements and a suitable interest rate – an all in indicative rate of 2.72%. This rate may change slightly depending on the date of closure on the loan. The anticipated yearly savings as a result of the debt restructuring is approximately \$1.25M. Following discussion on the restructuring, a motion was presented as follows:

MOTION #1: *That the Audit and Finance Committee recommend to the Board of Governors that:*

WHEREAS, Nipissing University, (the “**University**”) requires long-term financing of up to \$39 million primarily to repay existing indebtedness and fund capital projects and infrastructure of the University;

AND WHEREAS, it is in the best interests of the University that the University borrow up to but not exceeding \$39 million by way of an amortizing bank loan (the “**Loan**”) from TD (the “**Lender**”);

AND WHEREAS, in connection with the Loan, the University intends to execute and deliver in favor of the Lender, certain agreements, documents, instruments and certificates (collectively referred to as the “**Loan Documents**”);

NOW, THEREFORE, BE IT RESOLVED, that:

1. The University is hereby authorized to enter into and perform all obligations of the University pursuant to the Loan Documents;
2. Any and all borrowings by the University under the terms of any of the Loan Documents are hereby authorized and approved, provided the borrowings are on terms substantially and materially the same as provided by TD’s offer to finance and supplementary information;
3. The Board Chair, President, and Vice-President Finance and Administration of the University (each an “**Authorized Officer**” and collectively, the “**Authorized Officers**”) be, and each of them hereby is, authorized and directed to negotiate the terms of, and execute, on behalf of the University, the Loan Documents, any amendments, supplements, modifications, extensions and renewals to the Loan Documents and any and all other documents contemplated by the terms of the Loan Documents which the Lender may request or require in connection with the consummation of the Loan; and
4. Any Executive Officer of the University is authorized and directed to do all such acts and things and to execute or to cause to be executed (whether under the corporate seal of the University or otherwise) all such instruments, agreements and other documents as in such Executive Officer’s opinion may be necessary or desirable to complete the transactions hereby approved and authorized.

*Moved by Marianne Berube; seconded by Gary Jodouin.
CARRIED.*

3. 2016/17 Budget

The VPFA reviewed the 2016/17 Operating Fund results as at April 30, 2017. She noted that grants are higher than budgeted partly as a result of an increase in teacher education funding received at the end of March. In addition, the 2nd entry Nursing grant has increased by over \$1M due to increased enrolment. Several other grants have decreased from projections, but overall, the grants are projected to be higher than budget.

Expenses are tracking well, and it is anticipated that there will be savings in overall expenditures. The transfer line from other funds will be lower than expected as savings associated with the debt restructuring have not materialized due to the delay in finalizing the new deal with TD.

While all of the year-end closing adjustments are not completed, it is expected that the operating deficit will be significantly lower than the \$4.73M originally budgeted.

4. **2017/18 Budget**

Committee members were provided with copies of the proposed operating and ancillary budgets. The VPFA reviewed the budgets in detail. She noted that the Ministry continues to support Nipissing, highlighting the grant of \$2.5M in one time only funding to continue the work begun as a result of the PWC report. The proposed budget also includes funding for education students to the cap level rather than actual enrolment numbers in education.

The salary budget has increased due to negotiated salary increases, step increases and investment in faculty resources in key areas such as nursing and social work. A salary increase has been included for administrative staff as well as an estimated increase for support staff. These increases are similar to the increase negotiated by faculty.

Operating & Research has been reduced as we continue to achieve savings and efficiencies. Occupancy costs have increased slightly as utility costs are expected to rise.

Scholarship & Bursaries have increased to meet the needs of the students. The President's and Carl Sanders' scholarship awards have increased to keep pace with the tuition increase.

Loan payments are relatively stable even with the proposed debt restructuring as the inclusion of the additional \$4M loan falls within the operating fund.

Transfers from other funds have increased as a result of the planned debt restructuring. The majority of the savings associated with this restructuring are within the ancillary budget as most of the debt is associated with the residence buildings. The savings will be transferred to the operating budget at year end.

At the conclusion of the discussion on the operating budget, the following motion was presented:

Motion #2: ***That the Audit and Finance Committee recommend to the Board of Governors that the 2017/18 Operating Budget which includes a planned deficit of \$3,874,609 be approved as presented.***

*Moved by Marianne Berube; seconded by Gary Jodouin.
CARRIED.*

Discussion on the 2017/18 Ancillary Budget followed. Revenue is projected to increase slightly as a result of a 1.5% increase in the bed rate. It is also anticipated that the vacancy rate will be reduced as a result of an arrangement made for 2nd year education students.

The transfer to the operating fund has increased mainly as a result of the debt restructuring. While the increase is not as significant as the projected loan savings when one compares the 2016/17 budget to the 2017/18 budget, it was noted that the 2016/17 budget did include \$400,000 in anticipated savings on the debt which did not materialize. After transfers to the Operating Budget, the Ancillary Budget will be balanced.

Following the discussion, the following motion was presented:

Motion #3: ***That the Audit and Finance Committee recommend to the Board of Governors that the 2017/18 Ancillary Budget be approved as presented.***

*Moved by Gary Jodouin, seconded by Ryan Hehn.
CARRIED.*

5. Adjournment

Meeting adjourned at 9:45 a.m.

Recorded by: _____

Approved by: _____
Committee Chair



**2017-2018
OPERATING
BUDGET**

PRESENTED TO:

BOARD OF GOVERNORS

JUNE 1, 2017

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2017-2018 BUDGET HIGHLIGHTS

BUDGET PROCESS:

The Nipissing University Budget Advisory Group consists of:

- Provost and Vice-President, Academic & Research (Chair)
- Vice-President, Finance & Administration
- Registrar and Assistant Vice-President, Institutional Planning
- Director, Finance
- Director, Human Resources

The Budget Advisory Group is responsible for the preparation and development of the annual operating budget of the University. The process begins in the Fall with a request for submissions from all budget holders. At the same time an estimate of projected revenues is prepared, although projected revenues cannot be finalized until later in the year when admissions start to be confirmed and Ministry decisions regarding funding are known.

The Advisory Group prepares a budget for the President who approves the documents for submission to the Audit and Finance Committee and ultimately to the Board for final approval. The status of the budget preparation is discussed at all meetings of the Audit and Finance Committee until the final budget proposal is ready for approval. As a result of the recommendations of the Special Governance Commission, a Senate Budget Committee will be established for the 2017-2018 academic year. While the actual mandate of the Senate Budget Committee has yet to be determined, it is anticipated that it would also be briefed on a regular basis on the development of the budget, and provide feedback to the Budget Advisory Group.

BACKGROUND AND CONTEXT

The background to the 2017-2018 Operating Budget is one of significant financial challenges for the University. The 2013-2014 operating deficit of \$5,166,108 was the largest in the University's history, followed by an operating deficit for 2014-2015 of \$4,987,000. The results for 2015-2016 were significantly improved with a deficit of \$1,264,605 and the 2016/17 deficit is not expected to surpass \$2,500,000. The reduction of the deficit in 2016/17 was due primarily to an end-of-year decision by the Ministry to fund teacher-education programs at the notional level of approved student spaces (i.e., our cap of 929 students) rather than our actual enrolment of approximately 500 students. This resulted in an additional grant from the Ministry of approximately \$2 000 000. It is anticipated that this additional funding will be continued for the 2017/18 fiscal year. During fiscal 2017-2018, the University will be negotiating with the Ministry to complete our Strategic Mandate Agreement, which may affect grant revenues for the next three years.

HIGHLIGHTS OF THE 2017-2018 BUDGET

- 1) Total revenues are projected to be \$68,346,898 and total expenditures are projected to be \$72,221,507 (after the transfers and from other funds and the anticipated operating savings are deducted) for a projected deficit of \$3,874,609.
- 2) The above numbers include facilities renewal and minor capital projects. Please note that the University receives a dedicated facilities renewal grant from the Ministry, budgeted at \$458,300 for 2017/18.
- 3) Government grants are projected to be \$3M higher than the 2016-2017 budget of \$35,578,060. This projected Government grant total includes a one-time "Sustainability Grant" of \$2.5M which is \$500,000 higher than the previous year. Note that in order to implement the conditions of this grant, some budgets have had to be increased, notably in Student Development Services and Administration. The Second Entry Nursing Grant has increased approximately \$1M due to increased enrolment and the net increase to Education Grants is \$1.8 due to the funding of notional students up to our enrolment cap.

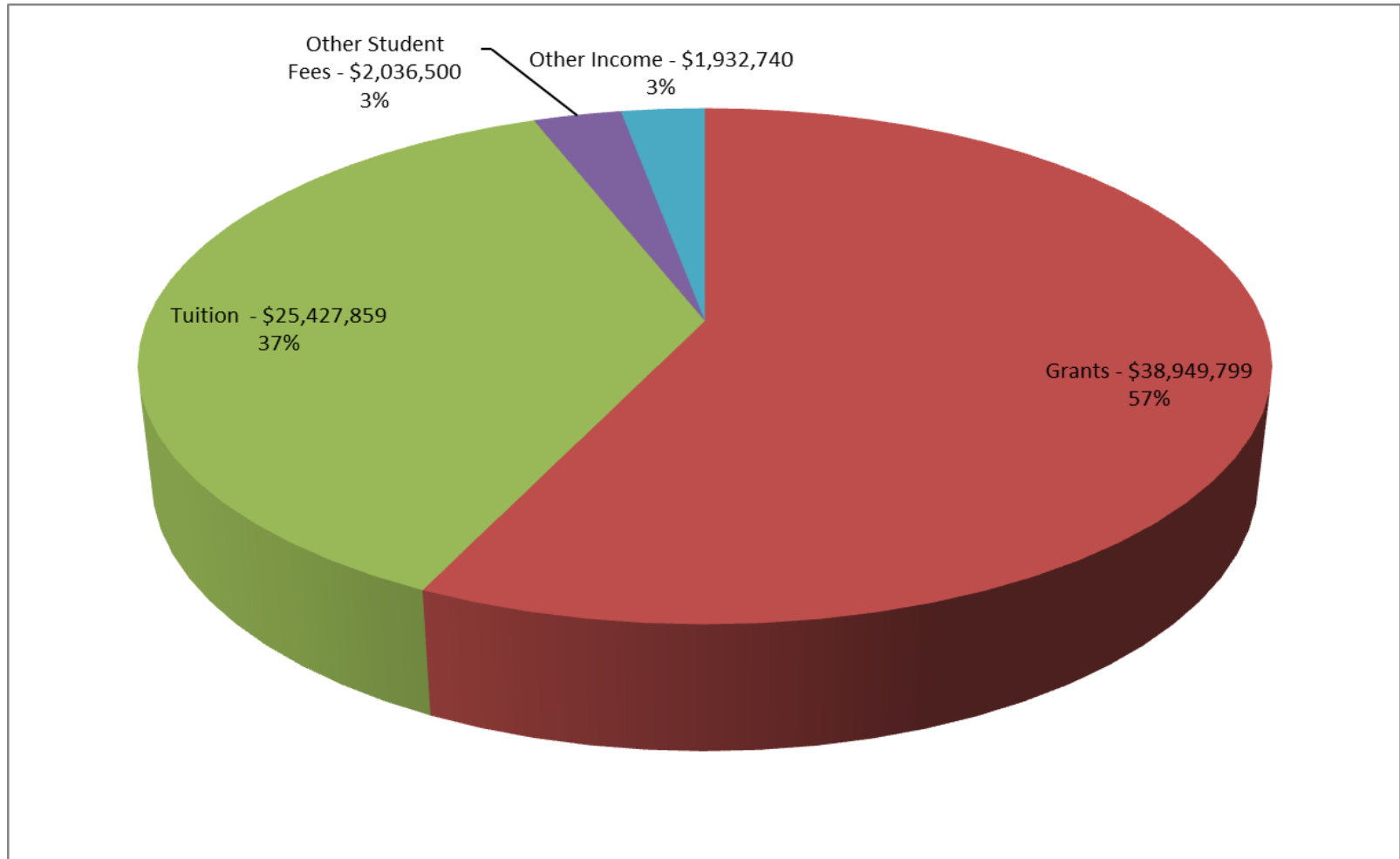
- 4) Tuition revenue for 2017-2018 is projected to be lower than the budget for 2016-2017, \$25,427,859 compared to \$25,962,144 based on projected enrolment declines in Arts & Science, College Partnerships, Education and Additional Qualifications. Since the actual tuition revenue for 2016/17 was below the revenue projected in the 2016/17 approved budget, the projected tuition revenue for 2017/18 is roughly the same as the actual 2016/17 revenue.
- 5) Total expenditures (including transfers from other funds) for 2017-2018 are projected to be approximately 3% higher than those projected for 2016-2017. The largest increase is in Salaries & Benefits at \$3M which includes economic and step increases (\$1.6M), six new faculty positions (\$550,000), increases in spending on part-time salaries, mostly in Nursing (\$600,000) and 6 new administrative/support positions funded by the Sustainability Grant (\$350,000). The new faculty positions are primarily in Nursing and Social Work, the latter reflecting the roll-out of a new program, and the former a result of the accreditation process for the RPN to BScN bridging program. As noted above, the Second Entry Nursing Grant, which represents Government funding for this program, is expected to increase by approximately \$1 000 000.
- 6) The Faculty of Arts & Science (A&S) will see its operating budget increase by 5% which is predominantly due to increases in salaries as well as a sabbatical replacement, an increase in part-time faculty salaries and a reclassification of two LST positions from UTS to A&S.
- 7) The Faculty of Applied & Professional Schools (APS) will see an increase of 14% over the 2016-2017 operating expenditure budget, predominantly due to the creation of three new faculty positions in Nursing and two new faculty positions in Social Work. We have also reclassified two LST positions from UTS to APS.
- 8) The Schulich School of Education will see a reduction in expenditures of 3%, due largely to lower expenditures for Additional Qualifications.
- 9) The Office on Indigenous Initiatives will see an increase of 13% over the 2016-2017 budget, mainly due to the creation of Aboriginal Recruitment/Wiidooktaadwin Mentorship Program Officer position.

- 10) The expenditures in Academic Support and Library are projected to 8% higher than 2016-2017, due to an investment in resources in the Library. Moreover, there are short-term investments in additional positions in the VPAR and Registrar's office, both funded by the Sustainability Grant.
- 11) Expenditures for Computer Services and Plant are projected to decrease by 3%. UTS has achieved savings in lease costs and software purchases as well as several LST positions have been reclassified to other departments. In Plant & Property, expenses related to the annual Facilities Renewal Grant have decreased based on a reduction of that grant from 2016/17.
- 12) Student Services will see an increase of 5% in its expenditure budget for 2017-2018, mainly due to increased expenditures related to student retention which are funded by the Sustainability Grant, as well as a 4% increase in Financial Aid.
- 13) Athletics will see an increase of 2% in its budget, due to increased travel costs for varsity sports this year as teams are required to travel to Thunder Bay. The travel budget for the subsequent year will be reduced.
- 14) Direct Administration expenditures are down by 1%. However, in addition to this reduction, the University will see savings of approximately \$1M due to the debt refinancing as well as the anticipated operating savings of \$400,000.
- 15) The overall External Relations expenditures budget has increased by 10% as we begin to invest in both salaries as well as operating expenses as we gear up to launch our new Campaign.
- 16) The budget for graduate student assistance has been increased substantially over last year's budget, a total of \$487,500 for 2017/18 compared to \$317,000 or 2016/17. This represents the total NU Graduate Scholarships (165,000), CRC matching (\$80,000), OGS matching (\$70,000) as well as Teaching Assistantships (\$172,500). The above represents only funding from NU's operating budget, and is supplemented by \$140 000 in OGS funding from the Province, an increase from \$110 000 the year before. Please note that the OGS offers are the responsibility of the University.

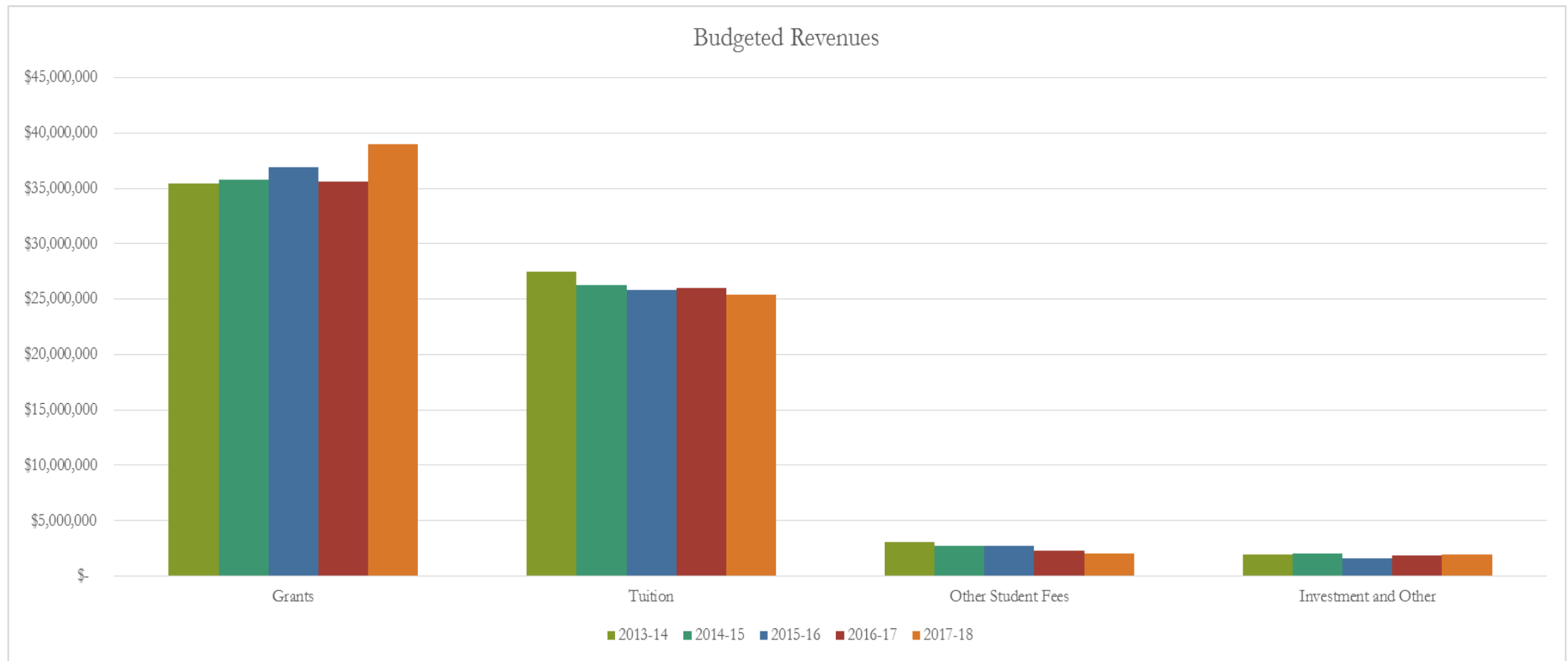
NIPISSING UNIVERSITY

	2016-2017 Budget	2017-2018 Annual Budget	Variance
REVENUE:			
Government Grants	35,578,060	38,949,799	3,371,739
Student Fees - Tuition	25,962,144	25,427,859	(534,285)
Student Fees - Other	2,261,900	2,036,500	(225,400)
Other	1,856,831	1,932,740	75,909
TOTAL REVENUE	65,658,935	68,346,898	2,687,963
EXPENSES:			
Salaries and Benefits	49,745,260	52,764,599	3,019,339
Operating	11,671,783	11,554,282	(117,501)
Scholarships and Bursaries	3,926,814	4,173,360	246,546
Occupancy Costs	4,547,435	4,597,250	49,815
Principal and Interest on Long-Term Debt	1,387,878	1,314,251	(73,627)
Anticipated Operating Savings		(400,000)	(400,000)
TOTAL EXPENSES	71,279,170	74,003,742	2,724,572
SURPLUS (DEFICIT) BEFORE THE UNDERNOTED	(5,620,235)	(5,656,844)	(36,609)
Transfer to/from Other Funds	908,902	1,782,235	873,333
Net Change in Unrestricted Operating Fund Surplus (Deficit)	(4,711,333)	(3,874,609)	836,724

REVENUE SOURCES



BUDGETED REVENUES 2013 - 2018



OPERATING AND OTHER GOVERNMENT GRANTS

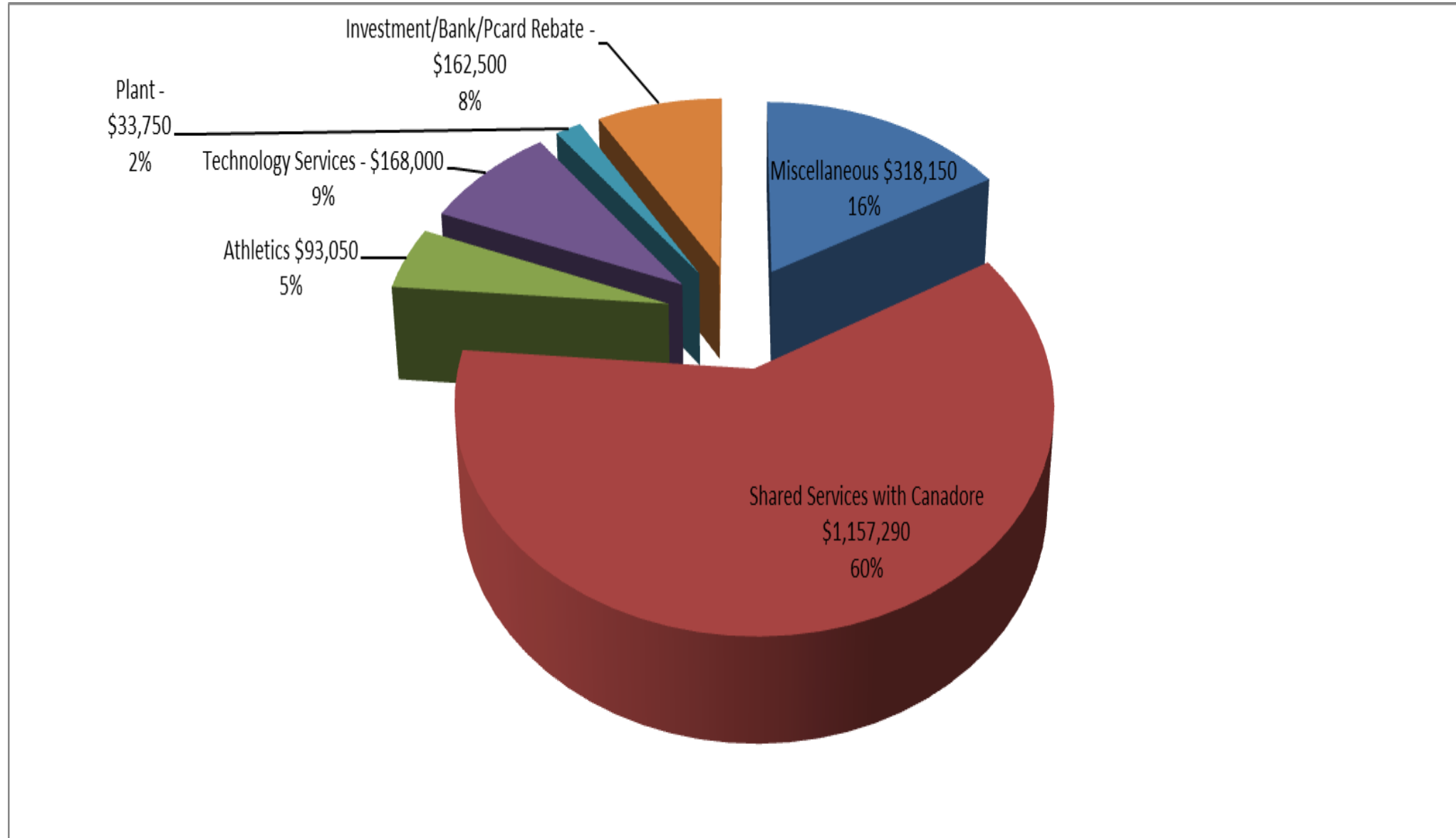
PROVINCIAL GRANTS	Budgeted 2016/17	Budgeted 2017/18	Variance	NOTE
Basic Operating Grants				
Basic Operating Grant	\$ 16,196,216	\$ 16,196,216	-	
Less International Student Recovery	\$ (16,673)	\$ (23,133)	(6,460)	
Education Enrolment Based Grant	\$ 2,750,000	\$ 5,276,139	2,526,139	
Education Phase-In Grant	\$ 960,000	\$ 253,400	(706,600)	
Mission - Related Institutional Specific Grants				
Differentiation Grant	\$ 535,300	\$ 535,300	-	
Northern Ontario Grant	\$ 1,871,140	\$ 1,871,140	-	
Enrolment Based Grants				
Enrolment Accessibility Graduate	\$ 815,417	\$ 679,512	(135,905)	
Second Entry Nursing Grant	\$ 4,437,461	\$ 5,529,892	1,092,431	
Second Entry Nursing Grant - to Canadore	\$ (125,475)	\$ (125,475)	-	
Collaborative Grant - 50% from Canadore	\$ 1,495,244	\$ 1,666,061	170,817	
Clinical Grant - 50% from Canadore	\$ 47,600	\$ 47,600	-	
Performance Based Grants				
Performance Funding for KPI	\$ 300,000	\$ 330,800	30,800	
General Quality Tied to Multi - Year Accountability	\$ 1,408,991	\$ 1,334,110	(74,881)	
Student Bursaries and Other Flow Through Funding				
Disabled Bursary	\$ 300,000	\$ 300,000	-	
Ontario Graduate Scholarships	\$ 110,000	\$ 140,000	30,000	
First Generation Bursary	\$ 28,272	\$ 30,279	2,007	
Sub-Total	\$ 31,113,493	\$ 34,041,841	2,928,348	

OPERATING AND OTHER GOVERNMENT GRANTS

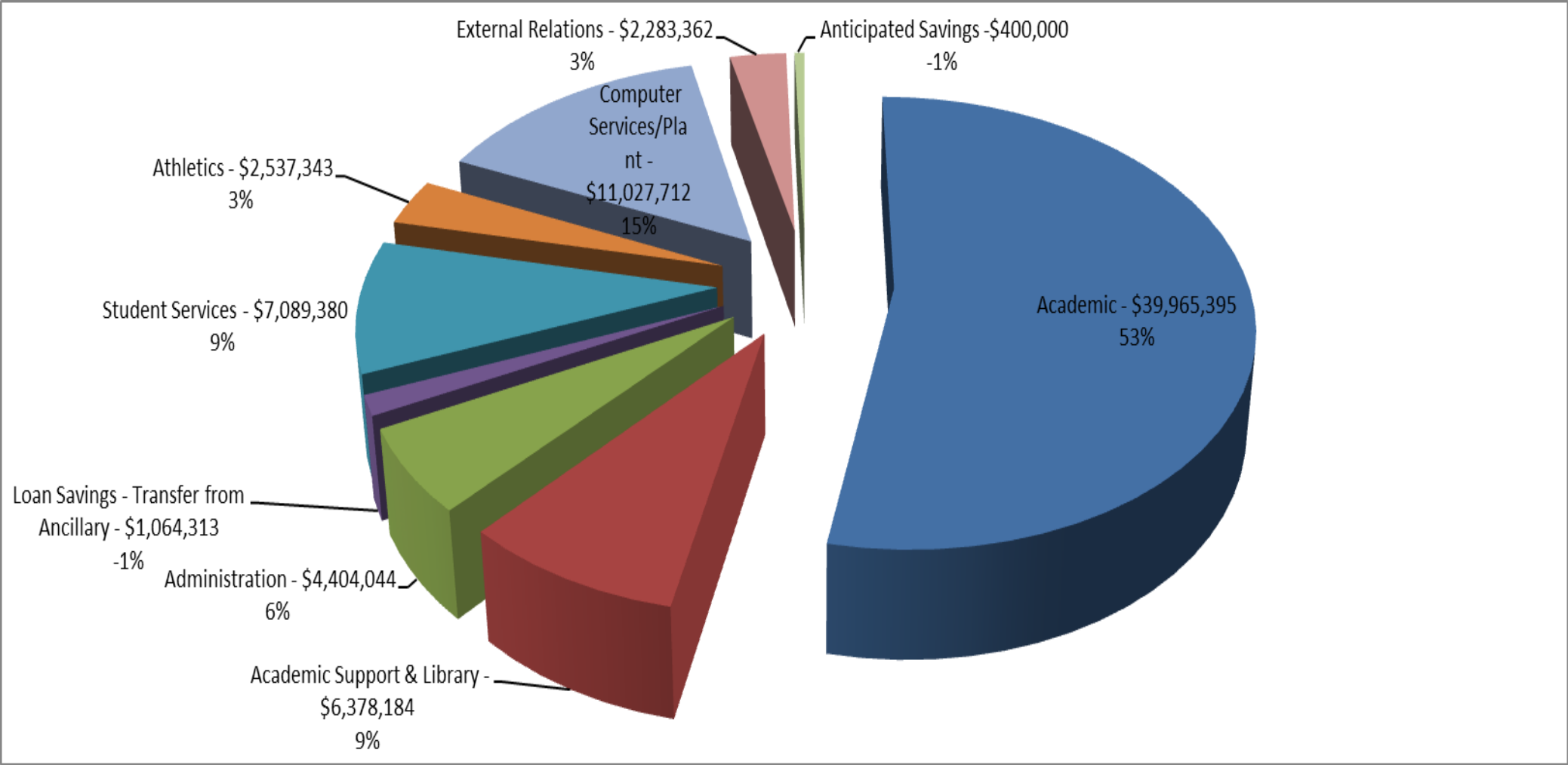
PROVINCIAL GRANTS	Budgeted 2016/17	Budgeted 2017/18	Variance	NOTE
Specific Purpose and other Grants				
Student Success Fund - Postsecondary Education Fund for Aboriginal Learners	\$ 675,886	\$ 675,886	-	
Grants for Municipal Taxation	\$ 254,775	\$ 242,700	(12,075)	
Accessibility for Students with Disabilities	\$ 292,945	\$ 292,945	-	
Interpreter Fund	\$ 25,000	\$ 34,000	9,000	
Graduate Capital Grant	\$ 109,440	\$ 109,440	-	
Aboriginal Initiatives/Aboriginal PSET Bursary Projects	\$ 40,300	\$ 40,300	-	
Summer Transition Program			-	
Women's Campus Safety	\$ 15,000	\$ 54,812	39,812	
Research Overheads Infrastructure Envelope	\$ 12,553	\$ 13,738	1,185	
Summer Experience Program			-	
Facilities Renewal Grant	\$ 642,700	\$ 458,300	(184,400)	
Sustainability Grant - One Time	\$ 2,000,000	\$ 2,500,000	500,000	
TOTAL PROVINCIAL GRANTS	\$ 35,182,092	\$ 38,463,962	3,281,870	
FEDERAL GRANTS				
Indirect Costs Grant	\$ 395,968	\$ 413,337	17,369	
Industry Canada - Labour Grant				
SSHRC - Grad Funding	\$ -	\$ 55,000	55,000	
NSERC - Scholarship	\$ -	\$ 17,500	17,500	
TOTAL FEDERAL GRANTS	\$ 395,968	\$ 485,837	89,869	
TOTAL GOVERNMENT GRANTS	\$ 35,578,060	\$ 38,949,799	3,371,739	

TUITION				
	2016-2017	2017-2018	Variance	% Variance
Collaborative Nursin : Nursing Collaborative Program	2,301,536	2,280,720	(20,816)	-1%
AQ / ABQ/ PQP : Fac of ED - ABQ - HS	735,954	503,161	(232,793)	-32%
ATCP : Aboriginal Teacher Cert	138,688	142,848	4,160	3%
Teacher Anish. 2nd L : Aboriginal Teacher Cert	20,803	28,570	7,767	37%
Arts and Science : Administration	9,642,056	9,334,129	(307,927)	-3%
Business : Administration	2,574,528	2,651,763	77,235	3%
Bridging/SPP : Administration	3,134,825	3,512,057	377,232	12%
NB ConEd : Administration	552,000	357,120	(194,880)	-35%
Masters Programs : Administration	987,008	987,008	-	0%
BPHE : Administration	2,029,745	1,993,643	(36,102)	-2%
BEEd Consecutive : Administration	2,557,085	2,527,547	(29,538)	-1%
College Partnership : Administration	1,309,086	1,214,570	(94,516)	-7%
BComm Distance : Administration	624,212	642,870	18,658	3%
PhD : Administration	209,509	209,509	-	0%
Aboriginal Classroom Assistant Program	17,510	53,766	36,256	207%
Brantford : Administration	726,537	536,000	(190,537)	-26%
	27,561,082	26,975,281	(585,801)	-2%
Less:				
Canadore Share of Collaborative Nursing	1,238,938	1,215,422	(23,516)	-2%
Tuition Exemption	360,000	332,000	(28,000)	-8%
Total Tuition	25,962,144	25,427,859	(534,285)	-2%

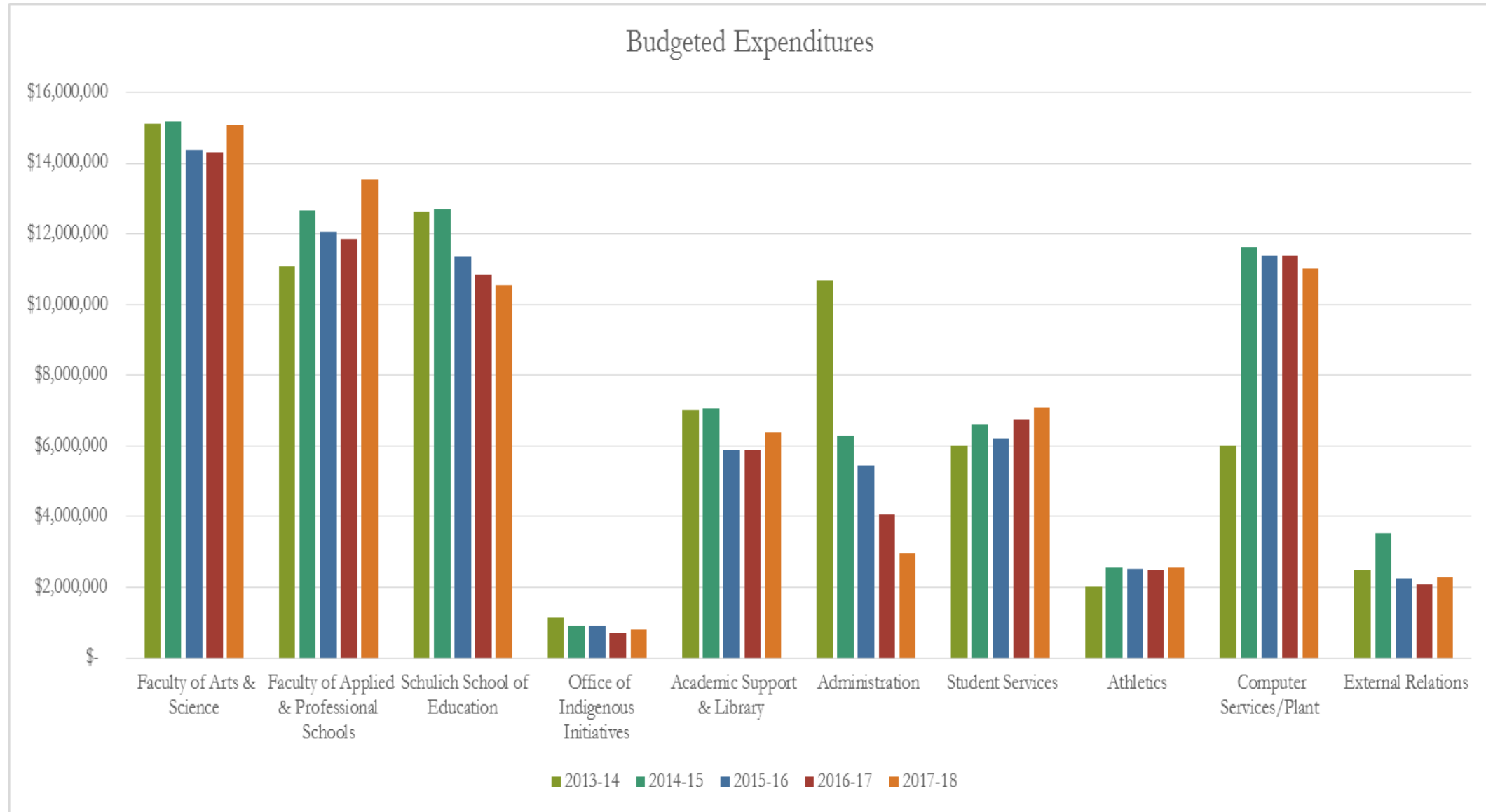
2017-2018 OTHER REVENUE



2017-2018 EXPENDITURES



2013-2018 BUDGETED EXPENDITURES



TOTAL EXPENDITURES				
DEPARTMENTS	2016-17	2017-18	Variance	% Variance
Faculty of Arts & Science	\$ 14,309,760	\$ 15,082,848	\$ 773,088	5%
Faculty of Applied & Professional Schools	\$ 11,836,737	\$ 13,538,707	\$ 1,701,969	14%
Schulich School of Education	\$ 10,848,684	\$ 10,552,957	\$ (295,727)	-3%
Office of Indigenous Initiatives	\$ 698,472	\$ 790,884	\$ 92,412	13%
Academic Support & Library	\$ 5,891,258	\$ 6,378,184	\$ 486,925	8%
Administration	\$ 4,466,276	\$ 4,404,444	\$ (61,832)	-1%
Loan Savings - Transfer from Ancillary	\$ (400,000)	\$ (1,064,313)	\$ (664,313)	166%
Student Services	\$ 6,751,284	\$ 7,089,380	\$ 338,096	5%
Athletics	\$ 2,495,393	\$ 2,537,343	\$ 41,950	2%
Computer Services/Plant	\$ 11,398,921	\$ 11,027,712	\$ (371,209)	-3%
External Relations	\$ 2,073,484	\$ 2,283,362	\$ 209,878	10%
Anticipated Operating Savings		\$ (400,000)	\$ (400,000)	100%
Total	\$ 70,370,269	\$ 72,221,507	\$ 1,851,238	3%

Transfer to(from) other funds factored in the above cost centres

TOTAL SALARIES				
DEPARTMENT	2016/17 Budget	2017/18 Budget	Variance	% Variance
Faculty of Arts & Science	\$ 13,685,165	\$ 14,445,403	\$ 760,238	6%
Faculty of Applied & Professional Studies	\$ 10,431,067	\$ 12,037,732	\$ 1,606,664	15%
Schulich School of Education	\$ 9,730,623	\$ 9,644,344	\$ (86,279)	-1%
Office of Indigenous Initiatives	\$ 506,032	\$ 602,814	\$ 96,782	19%
Academic Support/Library	\$ 3,916,858	\$ 4,272,137	\$ 355,279	9%
Total Academic	\$ 38,269,745	\$ 41,002,429	\$ 2,732,685	7%
Administration	\$ 2,662,122	\$ 2,949,364	\$ 287,242	11%
Student Services	\$ 2,882,047	\$ 3,054,244	\$ 172,196	6%
Athletics	\$ 1,222,120	\$ 1,179,655	\$ (42,465)	-3%
Computer Services/ Plant	\$ 3,583,442	\$ 3,323,045	\$ (260,397)	-7%
External Relations	\$ 1,125,784	\$ 1,255,862	\$ 130,078	12%
Total Other	\$ 11,475,516	\$ 11,762,170	\$ 286,654	2%
Grand Total	\$ 49,745,261	\$ 52,764,599	\$ 3,019,338	6%

Transfers from other accounts have been factored in the above figures

OPERATING EXPENDITURES				
DEPARTMENT	2016/17 Budget	2017/18 Budget	Variance	% Variance
Faculty of Arts & Science	624,595	637,445	\$ 12,850	2%
Faculty of Applied & Professional Studies	1,405,670	1,500,975	\$ 95,305	7%
Schulich School of Education	1,118,061	908,613	\$ (209,448)	-19%
Office of Indigenous Initiatives	192,440	188,070	\$ (4,370)	-2%
Academic Support/Library	1,974,400	2,106,047	\$ 131,647	7%
Total Academic	5,315,166	5,341,150	\$ 25,984	0%
Administration	1,804,153	1,455,080	\$ (349,074)	-19%
Loan Savings - Transfer from Ancillary	(400,000)	(1,064,313)	\$ (664,313)	166%
Student Services	3,869,237	4,035,136	\$ 165,900	4%
Athletics	1,273,273	1,357,688	\$ 84,415	7%
Computer Services/Plant	7,815,479	7,704,667	\$ (110,812)	-1%
External Relations	947,700	1,027,500	\$ 79,800	8%
Anticipated Operating Savings		(400,000)	\$ (400,000)	100%
Total Other	15,309,842	14,115,758	\$ (1,194,084)	-8%
Grand Total	20,625,008	19,456,908	\$ (1,168,100)	-6%

Transfers from other accounts have been factored in the above figures

FACULTY OF ARTS & SCIENCE										
	SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	Variance
Dean's Office	\$ 1,396,100	\$ 1,643,082	\$ 246,983	\$ 103,000	\$ 113,600	\$ 10,600	\$ 1,499,100	\$ 1,756,682	\$ 257,583	17%
Biology/Science/Chemistry	\$ 1,725,005	\$ 1,845,364	\$ 120,360	\$ 122,100	\$ 137,300	\$ 15,200	\$ 1,847,105	\$ 1,982,664	\$ 135,560	7%
Computer Science/Mathematics	\$ 1,243,665	\$ 1,308,435	\$ 64,770	\$ 51,050	\$ 50,750	\$ (300)	\$ 1,294,715	\$ 1,359,185	\$ 64,470	5%
Geography/Geology	\$ 1,368,574	\$ 1,437,781	\$ 69,207	\$ 82,650	\$ 79,000	\$ (3,650)	\$ 1,451,224	\$ 1,516,781	\$ 65,557	5%
Psychology	\$ 1,359,187	\$ 1,413,723	\$ 54,536	\$ 42,800	\$ 40,900	\$ (1,900)	\$ 1,401,987	\$ 1,454,623	\$ 52,636	4%
English	\$ 1,286,797	\$ 1,407,238	\$ 120,441	\$ 35,025	\$ 31,125	\$ (3,900)	\$ 1,321,822	\$ 1,438,363	\$ 116,541	9%
History	\$ 1,281,274	\$ 1,202,689	\$ (78,586)	\$ 41,100	\$ 42,050	\$ 950	\$ 1,322,374	\$ 1,244,739	\$ (77,636)	-6%
Political Sci/Economics/Philosophy	\$ 1,032,688	\$ 1,093,017	\$ 60,329	\$ 30,750	\$ 29,700	\$ (1,050)	\$ 1,063,438	\$ 1,122,717	\$ 59,279	6%
Classics	\$ 246,046	\$ 245,481	\$ (564)	\$ 4,820	\$ 4,770	\$ (50)	\$ 250,866	\$ 250,251	\$ (614)	0%
Religion & Culture	\$ 459,831	\$ 479,410	\$ 19,579	\$ 19,175	\$ 19,800	\$ 625	\$ 479,006	\$ 499,210	\$ 20,204	4%
GESJ	\$ 450,924	\$ 456,237	\$ 5,313	\$ 22,975	\$ 21,775	\$ (1,200)	\$ 473,899	\$ 478,012	\$ 4,113	1%
Fine & Performing Arts	\$ 687,869	\$ 733,420	\$ 45,551	\$ 33,925	\$ 30,550	\$ (3,375)	\$ 721,794	\$ 763,970	\$ 42,176	6%
Sociology	\$ 923,023	\$ 961,478	\$ 38,455	\$ 29,900	\$ 30,800	\$ 900	\$ 952,923	\$ 992,278	\$ 39,355	4%
Native Studies	\$ 224,180	\$ 218,047	\$ (6,133)	\$ 5,325	\$ 5,325	\$ -	\$ 229,505	\$ 223,372	\$ (6,133)	-3%
Total	\$ 13,685,165	\$ 14,445,403	\$ 760,238	\$ 624,595	\$ 637,445	\$ 12,850	\$ 14,309,760	\$ 15,082,848	\$ 773,088	5%

Transfers from other accounts have been factored in the above figures

APPLIED AND PROFESSIONAL SCHOOLS										
	SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Dean's Office	\$ 476,376	\$ 508,774	\$ 32,398	\$ 79,000	\$ 81,750	\$ 2,750	\$ 555,376	\$ 590,524	\$ 35,148	6%
Business	\$ 2,907,306	\$ 3,063,126	\$ 155,820	\$ 717,600	\$ 678,175	\$ (39,425)	\$ 3,624,906	\$ 3,741,301	\$ 116,395	3%
Nursing	\$ 5,152,324	\$ 6,160,031	\$ 1,007,707	\$ 498,425	\$ 625,925	\$ 127,500	\$ 5,650,749	\$ 6,785,956	\$ 1,135,207	20%
Criminal Justice	\$ 839,120	\$ 905,125	\$ 66,005	\$ 26,975	\$ 27,775	\$ 800	\$ 866,095	\$ 932,900	\$ 66,805	8%
Social Welfare/Social Work	\$ 604,048	\$ 1,012,065	\$ 408,017	\$ 39,260	\$ 68,550	\$ 29,290	\$ 643,308	\$ 1,080,615	\$ 437,307	68%
Child & Family Studies	\$ 451,893	\$ 388,611	\$ (63,282)	\$ 44,410	\$ 18,800	\$ (25,610)	\$ 496,303	\$ 407,411	\$ (88,892)	-18%
Total	\$10,431,067	\$12,037,732	\$ 1,606,664	\$ 1,405,670	\$ 1,500,975	\$ 95,305	\$ 11,836,737	\$ 13,538,707	\$ 1,701,969	14%

SCHULICH SCHOOL OF EDUCATION										
	SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Dean's Office	\$ 585,094	\$ 584,075	\$ (1,019)	\$ 55,300	\$ 65,700	\$ 10,400	\$ 640,394	\$ 649,775	\$ 9,381	1%
Education	\$ 6,214,494	\$ 6,442,276	\$ 227,782	\$ 671,860	\$ 499,570	\$ (172,290)	\$ 6,886,354	\$ 6,941,846	\$ 55,492	1%
Practice Teaching	\$ 301,573	\$ 300,043	\$ (1,530)	\$ 196,251	\$ 177,443	\$ (18,808)	\$ 497,824	\$ 477,486	\$ (20,338)	-4%
BPHE	\$ 1,704,595	\$ 1,634,149	\$ (70,446)	\$ 97,300	\$ 97,350	\$ 50	\$ 1,801,895	\$ 1,731,499	\$ (70,396)	-4%
Additional Qualifications	\$ 609,830	\$ 369,907	\$ (239,923)	\$ 26,350	\$ 16,350	\$ (10,000)	\$ 636,180	\$ 386,257	\$ (249,923)	-39%
Aboriginal	\$ 315,036	\$ 313,894	\$ (1,143)	\$ 71,000	\$ 52,200	\$ (18,800)	\$ 386,036	\$ 366,094	\$ (19,943)	-5%
Total	\$ 9,730,623	\$ 9,644,344	\$ (86,279)	\$ 1,118,061	\$ 908,613	\$ (209,448)	\$ 10,848,684	\$ 10,552,957	\$ (295,727)	-3%

OFFICE OF INDEGINOUS INITIATIVES										
	SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Indigenous Initiatives	\$ 506,032	\$ 602,814	\$ 96,782	\$ 192,440	\$ 188,070	\$ (4,370)	\$ 698,472	\$ 790,884	\$ 92,412	13%
Total	\$ 506,032	\$ 602,814	\$ 96,782	\$ 192,440	\$ 188,070	\$ (4,370)	\$ 698,472	\$ 790,884	\$ 92,412	13%

Transfers from other accounts have been factored in the above figures

ACADEMIC SUPPORT AND LIBRARY										
	SALARIES			OPERATING			TOTA BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-18	Variance	% Variance
VP Academic & Research	\$ 453,964	\$ 441,571	\$ (12,393)	\$ 115,400	\$ 176,800	\$ 61,400	\$ 569,364	\$ 618,371	\$ 49,007	9%
Research & Graduate Studies	\$ 625,177	\$ 908,155	\$ 282,978	\$ 401,701	\$ 462,650	\$ 60,949	\$ 1,026,878	\$ 1,370,805	\$ 343,927	33%
Faculty & Administrative Support	\$ 502,089	\$ 525,745	\$ 23,656	\$ 131,790	\$ 54,240	\$ (77,550)	\$ 633,879	\$ 579,985	\$ (53,894)	-9%
Library	\$1,349,739	\$1,369,578	\$ 19,839	\$1,141,509	\$1,226,857	\$ 85,348	\$ 2,491,248	\$ 2,596,435	\$ 105,187	4%
Registrar	\$ 985,890	\$1,027,089	\$ 41,199	\$ 184,000	\$ 185,500	\$ 1,500	\$ 1,169,890	\$ 1,212,589	\$ 42,699	4%
Total	\$3,916,858	\$4,272,137	\$ 355,279	\$1,974,400	\$2,106,047	\$ 131,647	\$ 5,891,258	\$ 6,378,184	\$ 486,925	8%

COMPUTER SERVICES/PLANT										
	SALARIES			OPERATING			TOTA BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Computer Services	\$2,512,406	\$2,298,065	\$(214,341)	\$2,147,880	\$2,083,064	\$ (64,816)	\$ 4,660,286	\$ 4,381,128	\$(279,158)	-6%
Physical Plant	\$1,071,036	\$1,024,980	\$ (46,056)	\$2,562,282	\$2,252,604	\$(309,678)	\$ 3,633,318	\$ 3,277,584	\$(355,734)	-10%
Plant Shared (Canadore)				\$3,105,318	\$3,369,000	\$ 263,683	\$ 3,105,318	\$ 3,369,000	\$ 263,683	8%
Total	\$3,583,442	\$3,323,045	\$(260,397)	\$7,815,479	\$7,704,667	\$(110,812)	\$11,398,921	\$11,027,712	\$(371,209)	-3%

Transfers from other accounts have been factored in the above figures

STUDENT SERVICES										
	SALARIES			OPERATING			TOTAL BUDGET			
	2016-17	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Student Services	\$ 1,351,859	\$ 1,392,516	\$ 40,657	\$ 252,653	\$ 170,441	\$ (82,211)	\$1,604,512	\$1,562,957	\$ (41,555)	-3%
International	\$ 76,998	\$ 85,320	\$ 8,322	\$ 93,800	\$ 63,300	\$ (30,500)	\$ 170,798	\$ 148,620	\$ (22,178)	-13%
Financial Aid	\$ 245,481	\$ 251,913	\$ 6,432	\$ 3,467,759	\$ 3,741,660	\$ 273,901	\$3,713,240	\$3,993,573	\$ 280,333	8%
Accessibility Services	\$ 705,728	\$ 724,953	\$ 19,225	\$ 49,250	\$ 54,460	\$ 5,210	\$ 754,978	\$ 779,413	\$ 24,435	3%
Academic Advising	\$ 501,982	\$ 599,542	\$ 97,560	\$ 5,775	\$ 5,275	\$ (500)	\$ 507,757	\$ 604,817	\$ 97,060	19%
Total	\$ 2,882,047	\$ 3,054,244	\$ 172,196	\$ 3,869,237	\$ 4,035,136	\$ 165,900	\$6,751,284	\$7,089,380	\$ 338,096	5%

ATHLETICS										
	SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Basketball	\$ 228,955	\$ 194,036	\$ (34,920)	\$ 167,694	\$ 201,538	\$ 33,844	\$ 396,649	\$ 395,574	\$ (1,076)	0%
Hockey	\$ 304,384	\$ 273,994	\$ (30,390)	\$ 336,035	\$ 329,520	\$ (6,515)	\$ 640,419	\$ 603,514	\$ (36,905)	-6%
Soccer	\$ 60,053	\$ 84,960	\$ 24,908	\$ 92,050	\$ 91,100	\$ (950)	\$ 152,103	\$ 176,060	\$ 23,958	16%
Volleyball	\$ 217,887	\$ 223,481	\$ 5,594	\$ 129,724	\$ 125,200	\$ (4,524)	\$ 347,611	\$ 348,681	\$ 1,070	0%
Others	\$ 410,841	\$ 403,184	\$ (7,658)	\$ 197,770	\$ 225,330	\$ 27,560	\$ 608,611	\$ 628,514	\$ 19,902	3%
Athletic Scholarships			\$ -	\$ 350,000	\$ 385,000	\$ 35,000	\$ 350,000	\$ 385,000	\$ 35,000	10%
Total	\$ 1,222,120	\$ 1,179,655	\$ (42,465)	\$ 1,273,273	\$ 1,357,688	\$ 84,415	\$2,495,393	\$2,537,343	\$ 41,950	2%

Transfers from other accounts have been factored in the above figures

ADMINISTRATION										
	SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
President's Office	\$ 445,445	\$ 482,573	\$ 37,128	\$ 117,100	\$ 115,450	\$ (1,650)	\$ 562,545	\$ 598,023	\$ 35,478	6%
Board of Governors	\$ 85,932	\$ 98,117	\$ 12,186	\$ 24,450	\$ 41,250	\$ 16,800	\$ 110,382	\$ 139,367	\$ 28,986	26%
Instutional Research & Analysis	\$ 318,048	\$ 212,801	\$(105,247)	\$ 27,800	\$ 22,500	\$ (5,300)	\$ 345,848	\$ 235,301	\$ (110,547)	-32%
Finance	\$ 895,907	\$1,002,220	\$ 106,312	\$ 321,400	\$ 114,300	\$ (207,100)	\$1,217,307	\$ 1,116,520	\$ (100,788)	-8%
Administration	\$ -	\$ -	\$ -	\$ 1,150,403	\$ 940,418	\$ (209,986)	\$1,150,403	\$ 940,418	\$ (209,986)	-18%
VP Finance	\$ -	\$ 311,419	\$ 311,419	\$ -	\$ 28,250	\$ 28,250	\$ -	\$ 339,669	\$ 339,669	100%
Human Resources	\$ 916,791	\$ 842,235	\$ (74,556)	\$ 163,000	\$ 192,912	\$ 29,912	\$1,079,791	\$ 1,035,147	\$ (44,644)	-4%
Total	\$2,662,122	\$2,949,364	\$ 287,242	\$ 1,804,153	\$ 1,455,080	\$ (349,074)	\$4,466,276	\$ 4,404,444	\$ (61,832)	-1%
Additional Savings										
Loan Savings - Transfer from Ancillary	\$ -	\$ -	\$ -	\$ (400,000)	\$ (1,064,313)	\$ (664,313)	\$ (400,000)	\$ (1,064,313)	\$ (664,313)	166%
Anticipated Operating Savings	\$ -	\$ -	\$ -	\$ -	\$ (400,000)	\$ (400,000)	\$ -	\$ (400,000)	\$ (400,000)	100%
Total	\$ -	\$ -	\$ -	\$ (400,000)	\$ (1,464,313)	\$(1,064,313)	\$ (400,000)	\$ (1,464,313)	\$(1,064,313)	266%

EXTERNAL RELATIONS										
	SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2017-2018	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Integrated Marketing	\$ 472,067	\$ 490,408	\$ 18,340	\$ 492,600	\$ 466,500	\$ (26,100)	\$ 964,667	\$ 956,908	\$ (7,760)	-1%
Recruitment	\$ 483,208	\$ 525,578	\$ 42,371	\$ 277,300	\$ 279,900	\$ 2,600	\$ 760,508	\$ 805,478	\$ 44,971	6%
Development	\$ 170,509	\$ 239,876	\$ 69,367	\$ 177,800	\$ 281,100	\$ 103,300	\$ 348,309	\$ 520,976	\$ 172,667	50%
Total	\$1,125,784	\$1,255,862	\$ 130,078	\$ 947,700	\$ 1,027,500	\$ 79,800	\$2,073,484	\$ 2,283,362	\$ 209,878	10%

Transfers from other accounts have been factored in the above figures

Nipissing University
Statement of Operations - Operating Fund
ESTIMATED Results For the Period Ending April 30, 2017- YTD
Presented to the Audit & Finance Committee on May 15, 2017

	Current Year Estimates As At April 30, 2017	Annual Budget	Variance \$	YTD Actual as a % of Annual Budget	Prior Year YTD	Variance \$ CY to PY	Variance % CY to PY
REVENUE:							
Government Grants	38,754,448	35,578,060	3,176,388	109%	34,215,168	4,539,280	13%
Student Fees - Tuition	25,441,211	25,962,144	(520,933)	98%	25,555,293	(114,082)	(0%)
Student Fees - Other	2,246,848	2,261,900	(15,052)	99%	2,616,087	(369,239)	(14%)
Other	1,760,073	1,856,831	(96,758)	95%	1,609,487	150,586	9%
TOTAL REVENUE	68,202,580	65,658,935	2,543,645	104%	63,996,035	4,206,545	7%
EXPENSES:							
Salaries and Benefits	49,656,543	49,745,260	(88,717)	100%	43,660,406	(5,996,137)	(14%)
Operating and Research	10,456,677	11,288,581	(831,904)	93%	9,679,260	(777,417)	(8%)
Scholarships and Bursaries	3,843,368	3,926,814	(83,446)	98%	3,243,996	(599,372)	(18%)
Occupancy Costs	4,517,305	4,547,435	(30,130)	99%	3,466,736	(1,050,569)	(30%)
Principal and Interest on Long-Term Debt	1,345,197	1,387,878	(42,681)	97%	1,299,898	(45,299)	(3%)
TOTAL EXPENSES	69,819,090	70,895,968	(1,076,878)	98%	61,350,296	(8,468,794)	(14%)
SURPLUS (DEFICIT) BEFORE THE UNDERNOTED	(1,616,510)	(5,237,033)	3,620,523		2,645,739	(4,262,249)	
Transfer to (from) Other Funds	(247,176)	(905,125)	657,949		37,010	(284,186)	
Excess of Revenues over Expenses	(1,369,334)	(4,331,908)	2,962,574		2,608,729	(3,978,063)	
Transfer to (from) Internally Restricted (PER not yet spent)	371,725	379,425	(7,700)		349,032	22,693	
Net Change in Unrestricted Operating Fund Surplus (Deficit)	(1,741,059)	(4,711,333)	2,970,274		2,259,697	(4,000,756)	



**2017-2018
ANCILLARY BUDGET**

**PRESENTED TO:
BOARD OF GOVERNORS**

JUNE 1, 2017

**NIPISSING UNIVERSITY
ANCILLARY BUDGET**

	2016-2017 Budget	2017-2018 Budget	Variance
REVENUE			
Accommodation Fees, Conference Services and other revenue	6,229,169	6,296,203	67,034
TOTAL REVENUE	6,229,169	6,296,203	67,034
EXPENSES			
Salaries and Benefits	1,953,818	1,957,838	4,020
Occupancy Costs	1,050,809	1,049,397	(1,412)
Operating	803,153	699,597	(103,556)
Principal & Interest on LTD	1,987,848	1,515,258	(472,590)
TOTAL EXPENSES	5,795,628	5,222,090	(573,538)
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUE) BEFORE THE UNDERNOTED	433,541	1,074,113	640,572
Transfer from (to) operating fund	433,541	1,074,113	640,572
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUE) FOR THE YEAR	-	-	-

NORTH BAY

	# of Beds	# of Beds Budgeted	2016/17 Bed Rate	2017-2018 Bed Rate
Chancellors House	406	382	6,380.00	6,475.00
Founders House	205	193	6380.00	6,475.00
Townhouses	138	132	5682.00	5,767.00
Governors House	226	218	6380.00	6,475.00
Total	997	925		

Included within above Fees:

<i>Telephone Revenue</i>	220.00
<i>Programming Fee</i>	75.00
<i>Application Fee (Non-Refundable)</i>	25.00
<i>Technology Fee (Cable / Wireless)</i>	195.00
	515.00

RESIDENCE RATES – COMPARISON		
INSTITUTION	RATES	NOTES
Algoma University	\$5,410 - \$5,810	Mandatory meal plan required (not included)
University of Waterloo	\$5,959 - \$7,549	
University of Ontario Institute of Technology	\$5,930 - \$7,700	Mandatory meal plan required for some residences (not included)
Nipissing University	*\$5,682 - \$6,380	*pending 2017/18 rates
Canadore College	\$7,150	
Lakehead University – Thunder Bay	\$7,264 - \$11,302	Mandatory meal plan required for some residences (not included)
University of Windsor	*\$5,788 - \$7,500	*pending 2017/18 rates
Brock University	\$6,115 - \$7, 620	Mandatory meal plan required for some residences (not included)
York University	\$5,552 - \$7,663	Mandatory meal plan required for some residences (not included)
Laurentian University	\$6,426 - \$7,716	Mandatory meal plan required (not included)
Wilfred Laurier University	\$4,797 - \$7,723	
Trent University	\$4,244 - \$7,546	Mandatory meal plan required (not included)
Western University	\$6,810 - \$9,520	
Carleton University	\$8,150	
McMaster University	\$5,600 - \$8,400	
University of Ottawa	\$6,494 - \$9,587	
University of Toronto – Mississauga	\$6,579 - \$9,916	
Ryerson University	\$7,024 - \$9,508	Mandatory meal plan required (not included)
Queen’s University	\$13,750 - \$14,584	Mandatory meal plan required (included)

NIPISSING UNIVERSITY
BOARD OF GOVERNORS

EXECUTIVE COMMITTEE

OPEN SESSION (SPECIAL MEETING)

May 15, 2017

A special meeting of the University Executive Committee meeting took place on Monday, May 15, 2017 at 10:05 a.m. in the Nipissing University Board Room (F303).

Members present: Marianne Berube, Board Chair
Gary Jodouin
Tom Palangio
Gord Durnan (via teleconference)
Christine Dowdall, University Secretary (non-voting)

Regrets: Trevor Bachelder
Paul Cook, Chancellor
Mike DeGagne, President

Recording Secretary: Maggie Daniel, Recording Secretary (Administrative Assistant, President's Office)

1. Call to Order

The meeting was called to order at 10:10 a.m.

2. Provost & VPAR (PVPAR) Search Committee

The University policy on the Search/Appointment/Reappointment of Senior Academic Administrators requires that the search committee for the PVPAR include one external member of the Board of Governors elected by the Board. In March of 2016, Tom Palangio was appointed in this capacity. Due to scheduling conflicts, Tom has decided to step down from this committee.

The University Secretary, on behalf of HR, explained that there is some urgency to having a replacement elected as soon as possible as there are some impending meeting dates for the committee. Delaying this business until the Board next meets (i.e. June 1) is not practical and will interfere with the progress of the search committee. Therefore, the Executive Committee is being asked to act on behalf of the Board in this regard.

Marianne Berube consented to allowing her name to stand as the Board of Governors rep on this search committee. There was a call for nominations from the floor; no further nominations were received. The following motion was put forth:

Motion: *That the Executive Committee, on behalf of the Board of Governors, appoint Marianne Berube to serve as the Board Representative on the Search Committee for the Provost & Vice-President, Academic & Research.*

*Moved by Gary Jodouin; seconded by Gord Durnan.
Carried.*

3. Adjournment

The meeting adjourned at 10:15 a.m.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

EXECUTIVE COMMITTEE MEETING

OPEN SESSION

May 23, 2017

An open session meeting of the Executive Committee of the Board of Governors was held on Tuesday, May 23, 2017, in Room F307.

Members present: Marianne Berube, Committee Chair
Mike DeGagné
Gord Durnan
Gary Jodouin
Tom Palangio
Paul Cook

Regrets: Trevor Bachelder

Recording Secretary: Christine Dowdall, University Secretary

1. Chair's Update – Marianne Berube

The open session of the meeting began at 9:10 a.m. The Chair announced that the Council of Chairs of Ontario Universities (CCOU) meeting is being held tomorrow. Marianne Berube is the current Chair of the CCOU, and the agenda includes the election of a new Vice-Chair.

The Chair reminded everyone that the annual committee reports are due and will be submitted to the Board at next week's meeting.

2. President's Update – Mike DeGagné

The President reported that the Strategic Mandate Agreement (SMA) process is moving forward. A draft was created using the Ministry template and it details what we see as our strengths and our challenges. We will be signaling to the Ministry that we will be looking for masters programs in social work and nursing in the future. We will also be pushing for fairness with regard to the Northern Grant.

In an effort to expose the Nipissing brand to as many people as possible, President DeGagné has been speaking to a number of groups across the country.

Dr. DeGagné spoke about the significant turnover in the North with regard to executive leadership at Northern postsecondary institutions.

With regard to Nipissing's own search for a VPAR, the committee is expected to develop a shortlist of potential candidates at the beginning of June.

3. Proposed Meeting Schedule for 2017/18

A calendar of proposed meeting dates for next year was distributed to committee members for their consideration. It was noted that the Executive Committee meetings will be moved to the same day as the standing committees in order to reduce the number of days members of the Executive Committee must be available.

4. Set Agenda for June 1st Board Meeting

Agenda items for next week's meeting will include the budget and annual committee reports.

5. Other Business

It was agreed that the following non-constituent members will chair the standing committees for the 2017-18 year:

- Tom Palangio will chair Audit & Finance;
- Gary Jodouin will chair University Governance;
- Gord Durnan will chair both Fundraising and Community Relations; and
- Karen Barnes will chair Plant & Property.

Once the Fundraising and Community Relations committees are up and running, it will be determined whether or not an additional chair is required.

Two Board members are required to sit on the Academic Senate as well. It was suggested that new members might benefit from this as it would give them some insight as to how the University operates. The Chair will approach members to gauge interest.

The annual Board Retreat has been confirmed for September 15/16 at the Canadian Ecology Centre.

6. Adjournment

The meeting ended at 9:55.

Recording Secretary

Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

2017 - 2018

Jul-17

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30	31					

Aug-17

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Sep-17

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Jan-18

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Feb-18

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Mar-18

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Apr-18

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May-18

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Jun-18

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- Board Meeting
- * Board Meeting/Annual Retreat
- Committee Meetings (Including Executive Committee)
- Executive Committee Only
- Convocation
- Senate Meetings
- Stat Holiday

NIPISSING UNIVERSITY
BOARD OF GOVERNORS
UNIVERSITY GOVERNANCE COMMITTEE

OPEN SESSION

May 15, 2017

The Open Session of the University Governance Committee meeting on Monday, May 15, 2017 at 10:30 a.m. in the Nipissing University Board Room (F303).

Members present: Gary Jodouin (Committee Chair)
Janet Zimbalatti
Karen Barnes
Toivo Koivukoski
Crystal Pigeau
Sydney Lamorea
Marianne Berube
Sean Feretycki (via Skype)
Cooper Allen (non-voting)
Cheryl Sutton (non-voting)
Harley d'Entremont (non-voting)
Christine Dowdall, University Secretary (non-voting)

Regrets: Paul Cook
Mike DeGagne
Colleen Miller

Recording Secretary: Maggie Daniel, Recording Secretary (Administrative Assistant, President's Office)

1. Welcome/Opening Comments

The meeting was called to order at 10:36 a.m. With the revised Board Bylaws completed, the Committee Chair explained that the Governance Committee will now concentrate on moving forward with other items that need to be completed.

2. Board Evaluation

The Chair referred members to the draft Board Evaluation survey that was sent out with the agenda. He described the template as a "report card" for the Board of Governors. In previous years, different methods for collecting this information were utilized. A web-based survey using Survey Monkey has garnered the most responses over the last several years, so it was agreed to conduct the survey in that fashion again this year. The results will be presented at the first Governance Committee meeting in the fall before being presented to the full Board.

There was significant discussion regarding some of the specifics included in the survey, with some committee members concerned about the way some of the questions were phrased. For example, it was suggested that each individual would not be able to respond as to what the entire Board does or does not

Nipissing University Board of Governors

2016-2017 BOARD EVALUATION

Based on your experience as a Board Governor at Nipissing University, please rate the following statements:

I. BOARD'S PURPOSE & RESPONSIBILITIES

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a) The purpose and role of the Board of Governors and individual Board Governors have been effectively defined.						
b) The actions and activities of the Board reflect the mission and goals of the University.						
c) The Board focuses sufficient attention on long-term significant policy issues rather than on short-term administrative matters.						
d) The Board ensures, through the President, that actions taken by administrative officers is in accordance with established policies and procedures.						
e) The Board has a process to understand the needs of its internal constituents (students, academic and non- academic staff, etc.).						
f) The Board has a process to understand the needs of its external constituents (alumni, donors, etc.)						
g) The Board is appropriately transparent with the University community and the public.						
h) The Board is given sufficient information to understand the issues that impact the University.						
i) University fundraising expectations are clearly presented.						

II. BOARD MEMBERSHIP

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a) The Board has an effective process for identifying the characteristics that new members should bring to the Board						

III. BOARD MEETINGS/COMMITTEES

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a) Board members receive meeting agendas and Board packages well enough in advance to properly prepare for the meeting.						
b) There is sufficient time at Board meetings for the presentation, full discussion and debate of viewpoints of the subjects covered.						
c) The practice of occasional meetings 'in camera,' without the President or other senior administrators present is appropriately used.						
d) The mandate of your Board committee is clearly explained, and the terms of reference are regularly reviewed.						
e) Committee reports give the appropriate amount of information to the Board.						
f) Confidentiality guidelines for Board discussions are clearly explained.						
g) The Board code of conduct is clearly explained.						

IV. RELATIONSHIP BETWEEN BOARD AND ADMINISTRATION

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a) The division of authority and responsibilities of the Board and senior administration are clear.						
b) From your point of view, there is an effective and appropriate working relationship between the President and the Board.						
c) The assessment of the President's performance by the Annual Review Committee provides adequate involvement of the Board.						
d) The President and the administration provide information to the Board in a succinct and timely manner.						
e) Senior administration is sufficiently responsive to questions and issues raised by the Board.						

V. STRATEGIC PLANNING

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a) The Board has an adequate process through which it can assess the external factors that have an effect on the University and its strategic plan.						
b) The Board has an adequate process through which it can assess the internal factors that have an effect on the University and its strategic plan.						

VI. FISCAL MANAGEMENT

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a) The Board has the opportunity to gain a full understanding of the annual operating budget of the University before approving it.						
b) The Board (through the Audit and Finance Committee) receives financial reports that are:						
i. Understandable and well explained						
ii. sufficient to allow the Board to make decisions						
iii. timely						

VII. UNIVERSITY SECRETARIAT

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a) The University Secretary provides consistent and appropriate procedural advice to Board members.						
b) Minutes of meetings are accurate and contain appropriate detail.						
c) Sufficient advance notice is provided to Board members for significant events affecting the University.						
d) Questions are responded to promptly and accurately by the University Secretary.						

understand or what other members may or may not know. As a result of the discussion, the Committee Chair agreed to make some amendments to the document including some verbiage changes and dividing up some of the questions. He compared it to the bylaws document that recently underwent a significant revision, saying that it is unlikely the final result will be perfect, but it will be an opportunity for people to provide feedback and will hopefully assist the Board to make improvements going forward.

Once some changes are made to the survey, the document will be sent back to the Committee Chair for final approval. It will then be sent to Board members to be completed through Survey Monkey. It was agreed that responses to the survey may be submitted anonymously.

3. Election Protocol (Discussion for Next Year) and Board Appointment Protocol

Election Protocol

The Committee Chair pointed out that there were some questions at the closed session of the last Board meeting as to why the elections of the Chair, Vice-Chair and Vice-Chair Pro Tem were being conducted in a closed session rather than in open. The Chair recommended, therefore, that the creation of an Election Protocol document be added to the work plan of the Governance Committee for next year.

Board Appointment Protocol

According to the terms of reference for the Governance Committee as outlined in the Board By-Laws, the Governance Committee is required to review the Board Appointment Protocol every three years. There was some discussion as to exactly what the appointment protocol is, with one committee member pointing out that there is a Board Appointment Protocol document listed under policies on the website. Upon further review, it was highlighted that the document was last updated in 2001.

It was confirmed that the protocol that has been followed in recent years is completed by the Executive Committee of the Board. A committee member expressed concern with that process, saying that the authority to evaluate the names that come forward from Board members should be a responsibility of the full Governance Committee.

Discussion continued, with a general consensus reached that the Governance Committee as a whole should be responsible for shortlisting the list of persons that have submitted letters of interest and/or resumes to the Board of Governors. The Governance Committee could then advise the Executive Committee on the persons who they believe should be considered for an interview. It was felt that it is important for the Governance Committee to make the decision to ensure that the list of potential Board members is not being narrowed down by the Executive Committee.

4. Other Business

Referring to the revised policy on the Annual Review of the President that was approved at the last Board meeting, a committee member expressed concern that the policy allows for the annual process to be delegated to a subcommittee of the Executive Committee. As the subcommittee is not clearly outlined in the policy, the member suggested the Governance Committee should be involved in the selection of that subcommittee. The Board Chair explained that the review committee in the past was made up of the Chair

of the Board, the Vice-Chair and the Vice-Chair Pro Tem. It has now been extended to include the entire Executive Committee. However, when revising the policy, it was felt that there may be times when a subset of the Executive makes more sense (e.g. scheduling conflicts, etc.).

The discussion continued, with a general consensus that the Governance Committee could make a recommendation to the Executive Committee on the makeup of the Annual Review Committee if they felt it was necessary.

5. Adjournment

The meeting adjourned at 11:24 a.m.

Recording Secretary

Committee Chair

Nipissing University Board of Governors

Committee Preferences

Name: _____

Board members are asked to serve on at least one Board standing committee. In some instances, committee assignments are defined by the Board Bylaws. While all other committee assignments will be made by the Officers of the Board, an attempt will be made to take individual preferences into consideration where possible.

On which committees would you be willing to serve in the upcoming year?
(Please rank in order of preference.)

_____ **Audit and Finance Committee** is responsible to the Board for developing and presenting general policies and recommendations on all financial matters.

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

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

_____ **Plant and Property Committee** is responsible to the Board for developing and recommending policies and recommendations related to campus plant and property.

_____ **University Governance Committee** is responsible to the Board for general governance issues, including Board evaluation, selection of new members and committee membership.

There are several other bodies or committees throughout the University that require Board representation. Please indicate if you would be interested in sitting on one of the following committees:

_____ **Academic Senate**

_____ **Alumni Advisory board**

_____ **Honorary Degrees**

_____ **Harassment & Discrimination**

_____ **Teacher Education Advisory Committee**

_____ **Annual Staff Awards for Exceptional Performance and/or Service**

** Please return this form to Christine Dowdall, University Secretary.