

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

NIPISSING UNIVERSITY

BOARD OF GOVERNORS MEETING

OPEN SESSION

March 2, 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: Gord Durnan, Board Vice-Chair
Mike DeGagné
Paul Cook
Gary Jodouin
Tom Palangio
Karen Barnes
Steve Portelli (via teleconference)
Janet Zimbalatti
Sean Feretycki
Hilary Earl
Blaine Hatt
Nathan Kozuskanich
Toivo Koivukoski
Crystal Pigeau
Ryan Hehn
Jordan Andrews
Jordan Dempster
Christine Dowdall (University Secretary)

Regrets: Marianne Berube
Scott McLeod
Jamie Lim
Trevor Bachelder
Colleen Miller
Rose Jawbone
Derek Shogren
Tom Curry

Guests: Cheryl Sutton
Harley d'Entremont
Jamie Graham
Ursula Boyer
Casey Phillips
Carole Richardson
Rick Vanderlee
Jim McAuliffe
Len Gamache
Jeff Scott
Jordan Cascagnette
Cooper Allen

Recording Secretary: Cheryl Zimba (Administrative Assistant to the Vice-President, Finance & Administration)

1. Welcome/Opening Comments

The meeting was called to order at 5:33 p.m. The Vice-Chair welcomed everyone to the meeting and introduced a number of guests including NUSU's incoming Vice-President, Governance and Legal Affairs, Cooper Allen.

2. Declaration of Conflict of Interest

The Board Vice-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 January 12, 2017, Board meeting

Resolution 2017-03-01: ***That the minutes of the Open Session of the meeting of the Board of Governors held on January 12, 2017, be adopted as circulated.***

*Moved by Jordan Dempster; seconded by Gary Jodouin.
Carried.*

5. Nipissing University's Nordic Ski Program/Trail System – Dr. Toivo Koivukoski, Head Coach

Dr. Toivo Koivukoski, Associate Professor in the Faculty of Arts & Science, thanked President DeGagné for the opportunity to speak to the Board about his research, teaching and service to Nipissing University. Dr. Koivukoski is Chair of the Political Science department, and his research interests include globalization, international relations and political philosophy. He has a number of published books and has collaborated on numerous collective works. Several of these publications were passed around the room for Board members to peruse.

Part of the workload for full-time faculty includes service, which, for Dr. Koivukoski, has come in the form of coaching Nipissing's Nordic ski team and creating (and maintaining) the trail system on campus. Nipissing is one of only a handful of universities with a trail system directly on campus, and it has proven to be a significant draw for bringing the community onto campus.

Serving as head coach of Team Canada's Nordic ski team at the International University Sports Federation (FISU) games in Kazakhstan earlier this year, Dr. Koivukoski stated that Nipissing has produced a number of very successful Nordic athletes, and he introduced Jordan Cascagnette, a Bachelor of Physical and Health Education (BPHE) student who was one of the Nipissing athletes to compete on the international stage. Jordan explained that skiing was a priority for him when choosing which university to attend, and having ski trails directly on Nipissing's campus was a definite draw for him. Speaking on behalf of Shelby Dickey, also a BPHE student who is in her fourth year with the team, Jordan stated that the convenience of having trails directly on campus was a deciding factor for Shelby attending Nipissing as well.

Dr. Koivukoski is hopeful that Nipissing will be able to host events such as the Ontario Federation of School Athletic Associations (OFSAA) in the future, but wider trails, additional hills (elevations) and work on the trail beds will need to be completed before our trails will qualify for this type of competition.

6. Advancement Update – Len Gamache

Providing a brief update on Nipissing’s advancement efforts, Len Gamache stated that the development of the case statement is moving forward. Priorities are being evaluated and costed to determine what will be tackled first. It is expected that the case statement and the identified priorities will be ready for presentation at the next Board meeting.

Positive comments were made by different Board members around the table concerning the work Len and his team have done to date with this project.

Len and the President met with representatives from TD Bank in January to discuss potential options for a major gift to Nipissing University. As Nipissing’s primary banking institution, the team has been focusing on a proposal for TD for the past several months, and other major banks may be approached in the future.

7. Chair’s Remarks

Towards the end of 2016, Board of Governors members were asked to consider donating to Nipissing University. The Vice-Chair of the Board was pleased to announce that donations have been received from 100% of active Board members, and on behalf of the Board Chair, he thanked everyone for their generous commitment to Nipissing.

8. Chancellor’s Remarks

Chancellor Cook has had a busy schedule over the past several weeks, and a number of additional events are in his calendar for this spring. Some highlights of his report included the following: attendance at numerous athletic events; speaking at a donor social in February where a student very eloquently demonstrated the importance of all bursaries and scholarships, no matter the size; attendance at the media launch for the 2017 FIRST Robotics North Bay Regional Competition that will take place on campus from April 6 to 8 this year; speaking at the Dave Marshall Awards on March 15; and participating in the One Pledge conference with NUSU which is aimed at ending domestic violence.

9. President’s Remarks

The President has received several invitations to address different groups this spring, and it is important for Nipissing that he maintain an external presence in the community. Tomorrow, for example, he will be attending a Metis event at the Friendship Centre.

President DeGagné attended a joint meeting of Executive Heads and the Counsel of Chairs of Ontario Universities (CCOU) in February. The round table agenda included presentations from Deb Matthews and Premier Kathleen Wynne, and there were updates regarding the new funding formula for universities as well as updates on the SMA process.

Northern College in Timmins hosted the 26th Annual Great Moon Gathering in February. This event is a gathering of northern educators that is growing in popularity each year. Dr. DeGagné led a seminar on land based pedagogy and the role of Indigenous knowledge in mainstream education, and he also gave a short presentation on his experiences with the Truth and Reconciliation Commission.

The President also spoke about a number of upcoming internal events such as the March Open House recruiting event and the Undergraduate Research Conference. He congratulated the athletic teams who have worked so hard over the season, including the women's hockey team who have advanced to the playoff finals.

Finally, Dr. DeGagné recommended that Board members make a concerted effort to attend the upcoming First Robotics Regional Competition that Chancellor Cook mentioned earlier. He said it is an interesting, inspiring program.

10. Vice-President's Remarks

The VPAR & Provost reported that the tenure and promotion process is moving along well this year with all files but one in the President's Office for his formal decision and response.

The tenth annual Undergraduate Research Conference will be taking place on campus at the end of March. The conference, which is organized by faculty, celebrates the contributions of undergraduate research at Nipissing University and across Ontario and is an excellent opportunity for undergraduate students to showcase their work in a professional setting. Dr. d'Entremont thanked Dr. Hilary Earl and her team for their hard work on what is sure to be a successful event.

A draft of the SMA process was received, and we are expecting to have a finalized copy by the end of the week. Bonnie Patterson has been named Special Advisor (Universities) by the Province for this round of SMA negotiations, and she will be on campus later this month to meet with Nipissing representatives. Our completed draft is due in April with the final submission due in June.

The Vice-President, Finance & Administration reported that an RPF for an Economic Impact Study has been posted. The information gathered from the study will be valuable for Nipissing moving forward.

The annual budget process continues to move forward.

11. Deans' Remarks

The Dean of the Schulich School of Education stated that 523 people have received offers for entrance into Nipissing's BEd program, and 47 students have already accepted. An annual call campaign took place again this year, and the call team (which consisted of several faculty members as well as the Dean and the Associate Dean) was able to make contact with every applicant to the program for whom they had a phone number. The BPHE program is currently undergoing the same exercise.

The SSoE currently has students on practicum in Kenya, Fort Albany and Trois Pistoles.

The Dean of Applied & Professional Studies reported that applications are coming in to the new Social Work program with the program having received a pre-accreditation go-ahead from Quality Council.

Faculty and students from the School of Business recently returned from Jamaica where they were volunteering with small businesses engaged in eco-tourism. This successful iLead Program offers business students the opportunity to earn credits toward their degree through directed study, honours thesis, workplace internships, overseas study and service to others.

There has been some growth in APS, and four tenure track faculty will be hired as a result.

Graduation ceremonies will be held in March at St. Clair College, Algonquin College and Centennial College for students graduating from the BComm – College Partnership Program. This innovative program allows college graduates to continue studying at that campus while they upgrade to a university degree.

The Dean of Graduate Studies & Research reported that Nipissing-Timiskaming MP Anthony Rota was on campus to announce more than \$128,000 in funding for a newly renovated research facility. The funding is being used to increase the size of the research space for Dr. Justin Carré, Assistant Professor of Psychology. Dr. Carré's project is looking at the impact personality, hormones and social context have on human aggression.

Dr. McAuliffe expanded on the Provost's earlier comments about the upcoming 10th Annual Undergraduate Research Conference. This year's theme is Governance and Society, and the keynote speaker for the event will be Gwynne Dyer, a historian and independent journalist who will be talking about Brexit and Donald Trump.

A 3MT (3 Minute Thesis) competition will be taking place this month. The event challenges graduate students to convey their research in an engaging way in three minutes or less. The winner will represent Nipissing at a provincial competition in Waterloo in April.

To date, 33 offers of admission to Masters' programs have been made, along with ten offers for PhD studies.

12. Enrollment Update – Jamie Graham

The official counts are completed, and overall numbers are within 60 to 70 FTE's of budget. The shortfall in AQs represent the biggest loss, while the largest increase is in the RPN to BScN Bridging Program.

13. Question Period

In response to a question about whether or not a joint Board/Senate meeting has been scheduled to discuss the SGC Report, it was agreed to defer the discussion to the Academic Senate (#15) section of the agenda.

In response to a question regarding the progress for updating the online faculty profiles with research information, the Provost noted that the University provides the technical support and assistance, but individual faculty members are responsible for populating their own pages. Marketing is in the process of

creating a new website, and once that is completed, staff in the Research Office will update the general research site.

A question was raised regarding what opportunities exist for speaking with a common voice about the events and policies that are taking place on the international stage, specifically the recent targeted travel ban in the United States. President DeGagné responded that universities have the ability to make our views known through Universities Canada, an organization that provides universities with a unified voice. They made a public statement in January in response to the executive order issued in the U.S.

14. Committee Reports

Audit and Finance Committee – Tom Palangio, Chair

The Audit & Finance Committee last met on February 13 where KPMG reviewed the audit plan for 2016/17. The VPFA noted that the Finance Department continues to work toward year end where the final numbers will be lower than the projected deficit.

The proposed tuition schedule for 2017-2019 was included with the meeting agenda.

Resolution 2017-03-02: ***That the Board of Governors accepts the recommendation of the Audit & Finance Committee to accept the tuition rates for 2017/18 and 2018/19 as presented.***

*Moved by Tom Palangio; seconded by Ryan Hehn.
Student representatives voted against resolution.
Carried.*

University Governance Committee – Gary Jodouin, Chair

Chair Gary Jodouin noted that the revised bylaws are nearing completion, and the committee expects to present them to the next meeting of the Board for adoption.

Advancement Committee – Gord Durnan, Chair

The Chair noted that as per the revised bylaws draft, there will be a Community Relations Committee formed. It is expected the new committee will be in place by the fall.

Plant and Property Committee – No report

15. Board Representatives on Other Committees

Academic Senate

The Academic Senate last met on February 10. Highlighted topics included the use of an online student opinion survey that has been an ongoing concern and the striking of a Senate committee to review the results of the Report on Senate Reform Survey.

The report of the Special Governance Commission has been endorsed by both Senate and the Board of Governors, and the student union has spoken in favour of it as well. The Senate Speaker, the Board Chair and the President will work together to set up a joint meeting of both governing bodies and a representative from NUSU to discuss how to move forward.

Alumni Advisory Board

NUAAB is continuing to add sophistication to its outbound communication efforts, and Sean Feretycki thanked the AVP, Students and the Alumni Officer for their assistance.

Aboriginal Council on Education

No report.

Brantford Regional Campus

Steve Portelli congratulated the Brantford Campus on an event that was held in February. Two fourth-year Nipissing students, with the assistance of a Nipissing professor, organized and hosted a Science Technology Engineering Math (STEM) Innovation field trip for forty elementary school students. The event was described as a resounding success and it received full-page coverage in the local Brantford newspaper.

Nipissing University Student Union

Jordan Andrews announced that NUSU's executive elections are completed, and he introduced Cooper Allan who will be replacing Jordan Dempster as next year's Vice-President, Governance and Legal Affairs. The other members of the NUSU executive for 2017/18 will be Sydney Lamorea, President; Shane Dunstall, VP Finance; J'aime Brunet, VP Services; and Tyrel Summerville, VP Communications.

A referendum was held regarding the student health insurance plan, and NUSU is awaiting the results. The new plan will see a significant increase to premiums (from \$60 to \$225), but it will offer many benefits to the students who opt-in, including better drug, dental and vision coverage. Full-time students will continue to have the option to opt-out if they have health coverage elsewhere (e.g. through their parents).

With regard to the student centre building project, NUSU continues to work towards securing the financing for the project. Jordan Andrews thanked Cheryl Sutton and Ursula Boyer for their assistance in this regard. NUSU is hopeful that the funds will be available to them in the next six to eight weeks.

This meeting marks the final Board meeting with Jordan Andrews and Jordan Dempster representing the students; the next meeting will be attended by the new President (Sydney Lamorea) and Vice-President, Governance and Legal Affairs (Cooper Allan). Jordan Andrews stated that he is very proud of the work that this year's student union team was able to accomplish, and he thanked the Board for allowing the student voice to be heard through their participation in the governance of the University. Jordan Dempster echoed that sentiment, adding that when he graduates this June, he will be proud to be a Nipissing alumnus.

Resolution 2017-03-03: ***That the Board of Governors congratulate the NUSU Executive for their excellent work this year and thank them for their contribution to Nipissing University and the Board of Governors.***

*Moved by Janet Zimbalatti; seconded by Blaine Hatt.
Carried.*

16. Other Business

Annual Report from the Research Ethics Board

The Provost provided a brief overview of the Research Ethics Board (REB) Annual Report. The mandate of REB is "... to approve, reject, propose modifications to, or terminate any proposed or ongoing research involving human participants which is conducted within, or by members of, the institution..."

In response to a question regarding to whom questions about the REB should be directed, the Provost indicated that questions about process should be sent to the Dean of Graduate Studies & Research. The REB is an independent body, and neither the Dean nor the Provost deal with issues regarding specific proposals. As for the composition of the REB, it was confirmed that the committee, with input from the Deans, makes recommendations for membership.

Resolution 2017-03-04: ***That the Board of Governors receive the 2015/16 Annual Report of the Nipissing University Research Ethics Board as circulated.***

*Moved by Jordan Andrews; seconded by Toivo Koivukoski
Carried.*

17. Adjournment

Resolution 2017-03-04: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

*Moved by Jordan Dempster; seconded by Jordan Andrews.
Carried.*

Open session adjourned at 7:53 p.m.

University Secretary

Board Chair

NIPISSING UNIVERSITY

Policy Category:	TBD
Policy Number:	TBD
Policy Name:	Annual Review of the President's Achievement of Goals and Priorities
Responsible Department:	Executive Committee of the Board of Governors
Approval Date:	May 4, 2000
Approval Authority:	Board of Governors
Last Updated:	DATE APPROVED BY BOARD
Review Date:	2020

A. Accountability

Assessment of the Nipissing University President & Vice-Chancellor is the responsibility of the Board of Governors. The annual assessment is hereby delegated to the Executive Committee of the Board of Governors, to which the Board has assigned responsibility for matters involving employment conditions of the President (see Section XI of the Board Bylaws – Terms of Reference for Executive Committee).

The Board Chair is responsible for the overall management of the annual assessment process and for acting to ensure its focus and its timely completion.

On recommendation of the Board Chair, the Executive Committee may assign the conduct of the assessment review to a subgroup of its members. If so assigned, the subgroup will report its assessment conclusions to the full Executive Committee. For the purposes of this policy, and in recognition that the review committee may not include all members of the Executive Committee, the committee will be referred to as the Annual Review Committee, and the Board Chair shall be the Chair of said committee.

The annual review discussions will take place in the context of complete confidentiality between the President and those undertaking the assessment.

B. Mandate

The Annual Review Committee's mandate will be to review the President's achievements and performance over the past year; to evaluate his/her progress towards the goals that were established at the end of the previous year; and to assist with the establishment of his/her priorities for the upcoming year.

C. Process

The dates included in the following process are to be used as a guideline to assist the Annual Review Committee:

1. **Late June:** The Annual Review Committee will meet with the President to discuss and reach agreement about the priorities for the year to come. (Goals & Priorities Set)
2. **September:** The President will address the Board and outline the goals and anticipated activities for the year ahead in a way that reflects the priorities discussed and agreed upon by the Annual Review Committee.
3. **January/February:** The Board Chair may seek guidance and assistance from the Director, Human Resources to establish potential questions for the Annual Review and to determine the process format. The questions should relate directly to the goals and priorities that were agreed upon at the end of the previous year and may include additional queries about the President's progress towards any areas of improvement that were identified in previous years. The recommended questions will be presented to the Annual Review Committee for comment, input and approval. The process format will determine how the committee will gather responses to the Review Questions and could take the form of a general discussion with the Board, meetings with individual Board members, the completion of an online survey, etc.
4. **February/March:** The Board Chair will ask the President to reflect on the priorities set for the current year and to make a written submission to the Annual Review Committee by May 1. The submission should also outline preliminary thoughts on the President's priorities for the next year.
5. **March/April Board Meeting:** The Chair of the Board will inform Board members during closed session of the Board that the annual review of the President is underway. The Chair will provide a reminder of the priorities previously set for this annual review and will present the Review Questions as approved by the Annual Review Committee. An outline on the process format for gathering responses to the questions will be presented.

At the discretion of the Annual Review Committee, the process may include soliciting input from individuals or groups beyond the Board. Any such consultation will take place in the context of complete confidentiality, and the President shall be informed of, and given opportunity to comment on, any such plans for consultation beyond the Board. Such requests for input should take into account such matters as whether the individuals outside of the Board are likely to have information which may be helpful in the assessment process.

6. **Early May:** The Annual Review Committee and the President will meet in camera to review the comments received from Board members (unattributed), the President's written submission and the suggested priorities for the upcoming year.
7. **May Executive Committee:** In instances where the Annual Review Committee is a subgroup of the Executive Committee, the Chair will present to the Executive Committee a summary of the Annual Review Committee's discussions with the President. The President will be asked to

comment, in person, on his written submission and to discuss suggested priorities for the coming year.

8. **Prior to June Board Meeting:** The Chair, together with one other member of the Annual Review Committee and, upon request, the Director, Human Resources, will meet with the President to review the committee's conclusions about his/her performance and to discuss any recommendations bearing on the coming year. Communications received and considered by the committee in the assessment process will be provided to the President (without attribution) as part of the committee's feedback. The discussion should convey, on behalf of the Annual Review Committee, the basis of its observations and conclusions, both with respect to positive outcomes with respect to goals and for areas where goals may not have been sufficiently achieved. The President will have the opportunity to state the basis of any disagreement with the observations and conclusions of the committee.

Following the meeting outlined above, the President will be informed by the Board Chair, in writing, of the conclusions of the committee. In accordance with the in-person discussion above, the letter will also convey the basis of the committee's observations and conclusions, both with respect to positive outcomes and for areas where goals may not have been sufficiently achieved.

9. **June Board Meeting:** In closed session, the President will be asked to leave the meeting, and the Board Chair will report to the Board on the Annual Review Committee's assessment of the President's achievements and performance during the previous year. After the discussion, the President will be invited back to the meeting at which time he/she will be provided feedback as to the Board discussion and have the opportunity to answer any questions.

To begin the process of setting priorities for the next year, all Board members, including the President, will be asked to provide their views on areas of focus. The discussion should include a focus on the opportunities and challenges of executive leadership and include ideas on how the executive administrative team and the Board can best support each other.

10. **Reappointment Year:** At the discretion of the Board Chair, and after consultation with the President, an annual review may be suspended in a year when the President is involved in a review process leading to a decision about the extension or renewal of his/her term.

Established May 4, 2000, Resolution 2000-05-03
Revised September 5, 2001, Resolution 2001-09-04
Revised June 14, 2009, Resolution 2009-06-08

DRAFT REVISION: Presented to Executive Committee in March 2017 for discussion; final draft presented to Executive Committee April 25, 2017, with approval to recommend to the Board at May meeting.



**2017-2018
OPERATING
BUDGET**

PRESENTED TO:

AUDIT & FINANCE COMMITTEE

APRIL 18, 2017

NIPISSING UNIVERSITY

	2016-2017 Budget	2017-2018 Annual Budget As at April 7, 2017	Variance
REVENUE:			
Government Grants	35,578,060	38,778,982	3,200,922
Student Fees - Tuition	25,962,144	26,281,423	319,279
Student Fees - Other	2,261,900	2,036,500	(225,400)
Other	1,856,831	1,994,399	137,568
TOTAL REVENUE	65,658,935	69,091,304	3,432,369
EXPENSES:			
Salaries and Benefits	49,745,260	52,665,006	2,919,746
Operating and Research	11,671,783	11,410,156	(261,627)
Scholarships and Bursaries	3,926,814	4,173,360	246,546
Occupancy Costs	4,547,435	4,576,500	29,065
Principal and Interest on Long-Term Debt	1,387,878	1,363,698	(24,180)
TOTAL EXPENSES	71,279,170	74,188,720	2,909,550
SURPLUS (DEFICIT) BEFORE THE UNDERNOTED	(5,620,235)	(5,097,416)	522,819
Transfer to (from) Other Funds	(908,902)	(1,787,902)	(879,000)
Excess of Revenues over Expenses	(4,711,333)	(3,309,514)	1,401,819
Transfer to (from) Internally Restricted - PER		383,000	383,000
Net Change in Unrestricted Operating Fund Surplus (Deficit)	(4,711,333)	(3,692,514)	1,018,819

TOTAL BUDGET				
DEPARTMENTS	2016-17	2017-18	Variance	% Variance
Faculty of Arts & Science	\$ 14,307,260	\$ 15,111,204	\$ 803,944	6%
Faculty of Applied & Professional Schools	\$ 10,221,242	\$ 12,085,332	\$ 1,864,090	18%
Schulich School of Education	\$ 9,925,128	\$ 9,853,161	\$ (71,967)	-1%
Office of Aboriginal Initiatives	\$ 686,472	\$ 776,330	\$ 89,858	13%
Academic Support & Library	\$ 4,799,970	\$ 5,371,882	\$ 571,912	12%
Administration	\$ (56,068,940)	\$ (60,490,532)	\$ (4,421,592)	8%
Student Services	\$ 5,756,357	\$ 5,981,064	\$ 224,707	4%
Athletics	\$ 2,387,043	\$ 2,443,323	\$ 56,280	2%
Computer Services/Plant	\$ 10,623,317	\$ 10,277,508	\$ (345,809)	-3%
External Relations	\$ 2,073,484	\$ 2,283,240	\$ 209,756	10%
Total	\$ 4,711,333	\$ 3,692,512	\$ (1,018,821)	-22%

Notes:

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

some rounding

SALARY EXPENDITURES				
DEPARTMENT	2016/17 Budget	2017/18 Budget	Variance	% Variance
Faculty of Arts & Science	\$ 13,685,165	\$ 14,467,259	\$ 782,094	6%
Faculty of Applied & Professional Studies	\$ 10,431,067	\$ 12,040,348	\$ 1,609,281	15%
Schulich School of Education	\$ 9,730,623	\$ 9,625,488	\$ (105,135)	-1%
Office of Aboriginal Initiatives	\$ 506,032	\$ 600,260	\$ 94,228	19%
Academic Support/Library	\$ 3,916,858	\$ 4,191,782	\$ 274,924	7%
Total Academic	\$ 38,269,745	\$ 40,925,136	\$ 2,655,392	7%
Administration	\$ 2,662,122	\$ 2,933,204	\$ 271,081	10%
Student Services	\$ 2,882,047	\$ 3,041,302	\$ 159,255	6%
Athletics	\$ 1,222,120	\$ 1,178,185	\$ (43,935)	-4%
Computer Services/ Plant	\$ 3,583,442	\$ 3,181,433	\$ (402,009)	-11%
External Relations	\$ 1,125,784	\$ 1,405,740	\$ 279,956	25%
Total Other	\$ 11,475,516	\$ 11,739,864	\$ 264,348	2%
Grand Total	\$ 49,745,261	\$ 52,665,000	\$ 2,919,739	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	646,445	\$ 21,850	3%
Faculty of Applied & Professional Studies	1,405,670	1,508,475	\$ 102,805	7%
Schulich School of Education	1,118,061	932,113	\$ (185,948)	-17%
Office of Aboriginal Initiatives	192,440	188,070	\$ (4,370)	-2%
Academic Support/Library	1,974,400	2,281,547	\$ 307,147	16%
Total Academic	5,315,166	5,556,650	\$ 241,484	5%
Administration	1,404,153	527,138	\$ (877,016)	-62%
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	7,689,701	\$ (125,779)	-2%
External Relations	947,700	952,500	\$ 4,800	1%
Total Other	15,309,842	14,562,162	\$ (747,680)	-5%
Grand Total	20,625,008	20,118,812	\$ (506,196)	-2%

Transfers from other accounts have been factored in the above figures

FACULTY OF ARTS & SCIENCE													
	REVENUE			SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Dean's Office				\$ 1,396,100	\$ 1,636,120	\$ 240,020	\$ 103,000	\$ 123,600	\$ 20,600	\$ 1,499,100	\$ 1,759,720	\$ 260,620	17%
Biology/Science/Chemistry				\$ 1,725,005	\$ 1,837,545	\$ 112,541	\$ 122,100	\$ 137,300	\$ 15,200	\$ 1,847,105	\$ 1,974,845	\$ 127,741	7%
Computer Science/Mathematics	(2,500)	(2,500)	-	\$ 1,243,665	\$ 1,302,891	\$ 59,225	\$ 51,050	\$ 50,750	\$ (300)	\$ 1,292,215	\$ 1,351,141	\$ 58,925	5%
Geography/Geology				\$ 1,368,574	\$ 1,431,308	\$ 62,733	\$ 82,650	\$ 79,000	\$ (3,650)	\$ 1,451,224	\$ 1,510,308	\$ 59,083	4%
Psychology				\$ 1,359,187	\$ 1,407,733	\$ 48,545	\$ 42,800	\$ 40,900	\$ (1,900)	\$ 1,401,987	\$ 1,448,633	\$ 46,645	3%
English				\$ 1,286,797	\$ 1,401,275	\$ 114,478	\$ 35,025	\$ 31,125	\$ (3,900)	\$ 1,321,822	\$ 1,432,400	\$ 110,578	8%
History				\$ 1,281,274	\$ 1,281,293	\$ 19	\$ 41,100	\$ 41,050	\$ (50)	\$ 1,322,374	\$ 1,322,343	\$ (31)	0%
Political Sci/Economics/Philosophy				\$ 1,032,688	\$ 1,088,386	\$ 55,697	\$ 30,750	\$ 29,700	\$ (1,050)	\$ 1,063,438	\$ 1,118,086	\$ 54,647	5%
Classics				\$ 246,046	\$ 244,441	\$ (1,604)	\$ 4,820	\$ 4,770	\$ (50)	\$ 250,866	\$ 249,211	\$ (1,654)	-1%
Religion & Culture				\$ 459,831	\$ 477,378	\$ 17,547	\$ 19,175	\$ 19,800	\$ 625	\$ 479,006	\$ 497,178	\$ 18,172	4%
GESJ				\$ 450,924	\$ 454,304	\$ 3,379	\$ 22,975	\$ 21,775	\$ (1,200)	\$ 473,899	\$ 476,079	\$ 2,179	0%
Fine & Performing Arts				\$ 687,869	\$ 730,312	\$ 42,443	\$ 33,925	\$ 30,550	\$ (3,375)	\$ 721,794	\$ 760,862	\$ 39,068	5%
Sociology				\$ 923,023	\$ 957,150	\$ 34,126	\$ 29,900	\$ 30,800	\$ 900	\$ 952,923	\$ 987,950	\$ 35,026	4%
Native Studies				\$ 224,180	\$ 217,123	\$ (7,057)	\$ 5,325	\$ 5,325	\$ -	\$ 229,505	\$ 222,448	\$ (7,057)	-3%
Total	\$ (2,500)	\$ (2,500)	-	\$ 13,685,165	\$ 14,467,259	\$ 782,094	\$ 624,595	\$ 646,445	\$ 21,850	\$ 14,307,260	\$ 15,111,204	\$ 803,944	6%

Transfers from other accounts have been factored in the above figures

APPLIED AND PROFESSIONAL SCHOOLS													
	REVENUE			SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	%
Dean's Office				\$ 476,376	\$ 506,618	\$ 30,242	\$ 79,000	\$ 106,750	\$ 27,750	\$ 555,376	\$ 613,368	\$ 57,992	10%
Business	\$ (120,000)	\$ (122,000)	\$ (2,000)	\$ 2,907,306	\$ 3,050,147	\$ 142,840	\$ 717,600	\$ 678,175	\$ (39,425)	\$ 3,504,906	\$ 3,606,322	\$ 101,415	3%
Nursing	\$ (1,495,495)	\$ (1,341,491)	\$ 154,004	\$ 5,152,324	\$ 6,187,553	\$ 1,035,229	\$ 498,425	\$ 608,425	\$ 110,000	\$ 4,155,254	\$ 5,454,487	\$ 1,299,233	31%
Criminal Justice				\$ 839,120	\$ 901,290	\$ 62,170	\$ 26,975	\$ 27,775	\$ 800	\$ 866,095	\$ 929,065	\$ 62,970	7%
Social Welfare/Social Work				\$ 604,048	\$ 1,007,777	\$ 403,729	\$ 39,260	\$ 68,550	\$ 29,290	\$ 643,308	\$ 1,076,327	\$ 433,019	67%
Child & Family Studies				\$ 451,893	\$ 386,964	\$ (64,929)	\$ 44,410	\$ 18,800	\$ (25,610)	\$ 496,303	\$ 405,764	\$ (90,539)	-18%
Total	\$ (1,615,495)	\$ (1,463,491)	\$ 152,004	\$ 10,431,067	\$ 12,040,348	\$ 1,609,281	\$ 1,405,670	\$ 1,508,475	\$ 102,805	\$ 10,221,242	\$ 12,085,332	\$ 1,864,090	\$ 0

SCHULICH SCHOOL OF EDUCATION													
	REVENUE			SALARIES			OPERATING			TOTAL BUDGET			
	2016-17	2017-18	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Dean's Office				\$ 585,094	\$ 602,297	\$ 17,203	\$ 55,300	\$ 90,700	\$ 35,400	\$ 640,394	\$ 692,997	\$ 52,603	8%
Education	\$ (5,000)	\$ -	\$ 5,000	\$ 6,214,494	\$ 6,414,978	\$ 200,484	\$ 671,860	\$ 498,070	\$ (173,790)	\$ 6,881,354	\$ 6,913,048	\$ 31,694	0%
Practice Teaching				\$ 301,573	\$ 298,772	\$ (2,801)	\$ 196,251	\$ 177,443	\$ (18,808)	\$ 497,824	\$ 476,215	\$ (21,609)	-4%
BPHE				\$ 1,704,595	\$ 1,626,970	\$ (77,625)	\$ 97,300	\$ 97,350	\$ 50	\$ 1,801,895	\$ 1,724,320	\$ (77,575)	-4%
Additional Qualifications	\$ (735,954)	\$ (477,456)	\$ 258,498	\$ 609,830	\$ 369,907	\$ (239,923)	\$ 26,350	\$ 16,350	\$ (10,000)	\$ (99,774)	\$ (91,199)	\$ 8,575	-9%
Aboriginal	\$ (182,601)	\$ (226,984)	\$ (44,383)	\$ 315,036	\$ 312,564	\$ (2,473)	\$ 71,000	\$ 52,200	\$ (18,800)	\$ 203,435	\$ 137,780	\$ (65,656)	-32%
Total	\$ (923,555)	\$ (704,440)	\$ 219,115	\$ 9,730,623	\$ 9,625,488	\$ (105,135)	\$ 1,118,061	\$ 932,113	\$ (185,948)	\$ 9,925,129	\$ 9,853,161	\$ (71,967)	\$ (0)

OFFICE OF ABORIGINAL SERVICES													
	REVENUE			SALARIES			OPERATING			TOTAL BUDGET			
	2016-17	2017-18	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Aboriginal Services	(12,000)	(12,000)		\$ 506,032	\$ 600,260	\$ 94,228	\$ 192,440	\$ 188,070	\$ (4,370)	\$ 686,472	\$ 776,330	\$ 89,858	13%
Total	(12,000)	(12,000)	-	\$ 506,032	\$ 600,260	\$ 94,228	\$ 192,440	\$ 188,070	\$ (4,370)	\$ 686,472	\$ 776,330	\$ 89,858	13%

Transfers from other accounts have been factored in the above figures

ACADEMIC SUPPORT													
	REVENUE			SALARIES			OPERATING			TOTAL BUDGET			
	2016-17	2016-2017	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-18	Variance	% Variance
VP Academic & Research				\$ 453,964	\$ 463,546	\$ 9,582	\$ 115,400	\$ 276,800	\$ 161,400	\$ 569,364	\$ 740,346	\$ 170,982	30%
Research	\$ (428,521)	\$ (442,075)	\$ (13,554)	\$ 218,405	\$ 225,875	\$ 7,470	\$ 370,801	\$ 428,750	\$ 57,949	\$ 160,685	\$ 212,550	\$ 51,865	32%
Graduate Studies				\$ 406,772	\$ 580,731	\$ 173,959	\$ 30,900	\$ 106,400	\$ 75,500	\$ 437,672	\$ 687,131	\$ 249,459	57%
Faculty & Administrative Support	\$ (150,500)	\$ (150,500)	\$ -	\$ 502,089	\$ 523,517	\$ 21,428	\$ 131,790	\$ 54,240	\$ (77,550)	\$ 483,379	\$ 427,257	\$ (56,122)	-12%
Library	\$ (498,267)	\$ (494,873)	\$ 3,394	\$ 1,349,739	\$ 1,363,775	\$ 14,036	\$ 1,141,509	\$ 1,229,857	\$ 88,348	\$ 1,992,981	\$ 2,098,759	\$ 105,778	5%
Registrar	\$ (14,000)	\$ (14,000)	\$ -	\$ 985,890	\$ 1,034,339	\$ 48,449	\$ 184,000	\$ 185,500	\$ 1,500	\$ 1,155,890	\$ 1,205,839	\$ 49,949	4%
Total	\$ (1,091,288)	\$ (1,101,448)	\$ (10,160)	\$ 3,916,858	\$ 4,191,782	\$ 274,924	\$ 1,974,400	\$ 2,281,547	\$ 307,147	\$ 4,799,970	\$ 5,371,882	\$ 571,911	12%

COMPUTER SERVICES/PLANT													
	REVENUE			SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Computer Services	(14,000)	(17,500)	(3,500)	\$ 2,512,406	\$ 2,160,796	\$ (351,610)	\$ 2,147,880	\$ 2,046,439	\$ (101,441)	\$ 4,646,286	\$ 4,189,735	\$ (456,551)	-10%
Physical Plant	(724,604)	(546,126)	178,478	\$ 1,071,036	\$ 1,020,637	\$ (50,399)	\$ 2,562,282	\$ 2,320,012	\$ (242,270)	\$ 2,908,714	\$ 2,794,523	\$ (114,191)	-4%
Plant Shared (Canadore)	(37,000)	(30,000)	7,000				\$ 3,105,318	\$ 3,323,250	\$ 217,933	\$ 3,068,318	\$ 3,293,250	\$ 224,933	7%
Total	(775,604)	(593,626)	181,978	\$ 3,583,442	\$ 3,181,433	\$ (402,009)	\$ 7,815,479	\$ 7,689,701	\$ (125,779)	\$ 10,623,317	\$ 10,277,508	\$ (345,810)	-3%

Transfers from other accounts have been factored in the above figures

STUDENT SERVICES													
	REVENUE			SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-17	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Student Services	(47,160)	(42,850)	4,310	\$ 1,351,859	\$ 1,386,615	\$ 34,756	\$ 252,653	\$ 170,441	\$ (82,212)	\$ 1,557,352	\$ 1,514,206	\$ (43,146)	-3%
International	(2,250)	(2,500)	(250)	\$ 76,998	\$ 84,959	\$ 7,961	\$ 93,800	\$ 63,300	\$ (30,500)	\$ 168,548	\$ 145,759	\$ (22,789)	-14%
Financial Aid	(511,572)	(618,079)	(106,507)	\$ 245,481	\$ 250,845	\$ 5,365	\$ 3,467,759	\$ 3,741,660	\$ 273,901	\$ 3,201,668	\$ 3,374,426	\$ 172,759	5%
Accessibility Services	(433,945)	(431,945)	2,000	\$ 705,728	\$ 721,881	\$ 16,153	\$ 49,250	\$ 54,460	\$ 5,210	\$ 321,033	\$ 344,396	\$ 23,363	7%
Academic Advising			-	\$ 501,982	\$ 597,002	\$ 95,020	\$ 5,775	\$ 5,275	\$ (500)	\$ 507,757	\$ 602,277	\$ 94,520	19%
Total	(994,927)	(1,095,374)	(100,447)	\$ 2,882,047	\$ 3,041,302	\$ 159,255	\$ 3,869,237	\$ 4,035,136	\$ 165,899	\$ 5,756,357	\$ 5,981,064	\$ 224,707	4%

ATHLETICS													
	REVENUE			SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Basketball	\$ (32,300)	\$ (21,000)	\$ 11,300	\$ 228,955	\$ 193,214	\$ (35,742)	\$ 167,694	\$ 201,538	\$ 33,844	\$ 364,349	\$ 373,752	\$ 9,402	3%
Hockey	\$ (34,000)	\$ (28,800)	\$ 5,200	\$ 304,384	\$ 272,840	\$ (31,544)	\$ 336,035	\$ 329,520	\$ (6,515)	\$ 606,419	\$ 573,560	\$ (32,859)	-5%
Soccer	\$ (10,750)	\$ (11,000)	\$ (250)	\$ 60,053	\$ 84,618	\$ 24,566	\$ 92,050	\$ 91,100	\$ (950)	\$ 141,353	\$ 164,718	\$ 23,366	17%
Volleyball	\$ (26,550)	\$ (21,000)	\$ 5,550	\$ 217,887	\$ 226,037	\$ 8,150	\$ 129,724	\$ 125,200	\$ (4,524)	\$ 321,061	\$ 330,237	\$ 9,176	3%
Others	\$ (4,750)	\$ (10,750)	\$ (6,000)	\$ 410,841	\$ 401,475	\$ (9,366)	\$ 197,770	\$ 225,330	\$ 27,560	\$ 603,861	\$ 616,055	\$ 12,194	2%
Athletic Scholarships						\$ -	\$ 350,000	\$ 385,000	\$ 35,000	\$ 350,000	\$ 385,000	\$ 35,000	10%
Total	\$ (108,350)	\$ (92,550)	\$ 15,800	\$ 1,222,120	\$ 1,178,185	\$ (43,935)	\$ 1,273,273	\$ 1,357,688	\$ 84,415	\$ 2,387,043	\$ 2,443,323	\$ 56,280	2%

Transfers from other accounts have been factored in the above figures

ADMINISTRATION													
	REVENUE			SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
President's Office				\$ 445,445	\$ 480,544	\$ 35,099	\$ 117,100	\$ 115,450	\$ (1,650)	\$ 562,545	\$ 595,994	\$ 33,449	6%
Board of Governors				\$ 85,932	\$ 97,701	\$ 11,770	\$ 24,450	\$ 41,250	\$ 16,800	\$ 110,382	\$ 138,951	\$ 28,570	26%
Insttutional Research & Analysis				\$ 318,048	\$ 211,899	\$ (106,148)	\$ 27,800	\$ 22,500	\$ (5,300)	\$ 345,848	\$ 234,399	\$ (111,448)	-32%
Finance & Admin				\$ 895,907	\$ 997,973	\$ 102,065	\$ 321,400	\$ 139,300	\$ (182,100)	\$ 1,217,307	\$ 1,137,273	\$ (80,035)	-7%
Administration	(60,120,216)	(63,896,061)				\$ -	\$ 750,403	\$ (47,524)	\$ (797,928)	\$ (59,369,813)	\$ (63,943,586)	\$ (4,573,773)	8%
VP Finance				\$ -	\$ 310,100	\$ 310,100	\$ -	\$ 38,250	\$ 38,250	\$ -	\$ 348,350	\$ 348,350	100%
Human Resources	\$ (15,000)	\$ (54,812)	\$ (39,812)	\$ 916,791	\$ 834,987	\$ (81,804)	\$ 163,000	\$ 217,912	\$ 54,912	\$ 1,064,791	\$ 998,087	\$ (66,704)	-6%
Total	\$ (60,135,216)	\$ (63,950,873)	\$ (39,812)	\$ 2,662,122	\$ 2,933,204	\$ 271,081	\$ 1,404,153	\$ 527,138	\$ (877,016)	\$ (56,068,940)	\$ (60,490,532)	\$ (4,421,592)	8%

EXTERNAL RELATIONS													
	REVENUE			SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2017-2018	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Integrated Marketing				\$ 472,067	\$ 488,330	\$ 16,262	\$ 492,600	\$ 466,500	\$ (26,100)	\$ 964,667	\$ 954,830	\$ (9,838)	-1%
Recruitment				\$ 483,208	\$ 523,351	\$ 40,144	\$ 277,300	\$ 279,900	\$ 2,600	\$ 760,508	\$ 803,251	\$ 42,744	6%
Development		(75,000)	100%	\$ 170,509	\$ 394,059	\$ 223,550	\$ 177,800	\$ 206,100	\$ 28,300	\$ 348,309	\$ 525,159	\$ 176,850	51%
Total		\$ (75,000)	100%	\$ 1,125,784	\$ 1,405,740	\$ 279,956	\$ 947,700	\$ 952,500	\$ 4,800	\$ 2,073,484	\$ 2,283,240	\$ 209,756	10%

Transfers from other accounts have been factored in the above figures

Nipissing University
Statement of Operations - Operating Fund
Results For the Period Ending March 31, 2017- YTD
Presented to the Audit & Finance Committee on APRIL 18, 2017

	Current Year As At March 31, 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	34,803,417	35,578,060	(774,643)	98%	34,215,168	588,249	2%
Student Fees - Tuition	25,835,111	25,962,144	(127,033)	100%	25,555,293	279,818	1%
Student Fees - Other	2,203,032	2,261,900	(58,868)	97%	2,616,087	(413,055)	(16%)
Other	1,276,269	1,796,831	(520,562)	71%	1,609,487	(333,218)	(21%)
Investment Income	123,045	60,000	63,045		89,146	33,899	38%
TOTAL REVENUE	64,240,874	65,658,935	(1,418,061)	98%	64,085,181	155,693	0%
EXPENSES:							
Salaries and Benefits	45,756,971	49,745,260	(3,988,289)	92%	43,660,406	(2,096,565)	(5%)
Operating and Research	8,905,170	11,288,581	(2,383,411)	79%	9,679,260	774,090	8%
Scholarships and Bursaries	3,729,957	3,926,814	(196,857)	95%	3,243,996	(485,961)	(15%)
Occupancy Costs	2,653,550	4,547,435	(1,893,885)	58%	3,466,736	813,186	23%
Principal and Interest on Long-Term Debt	1,225,197	1,387,878	(162,681)	88%	1,299,898	74,701	6%
TOTAL EXPENSES	62,270,845	70,895,968	(8,625,123)	88%	61,350,296	(920,549)	(2%)
SURPLUS (DEFICIT) BEFORE THE UNDERNOTED	1,970,029	(5,237,033)	7,207,062		2,734,885	(764,856)	
Transfer to (from) Other Funds	1,353	(905,125)	906,478		37,010	(35,657)	
Excess of Revenues over Expenses	1,968,676	(4,331,908)	6,300,584		2,697,875	(729,199)	
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)	1,596,951	(4,711,333)	6,308,284		2,348,843	(751,892)	

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

April 18, 2017

The Audit and Finance Committee met on Tuesday, April 18, 2017, at 8:00 a.m. in the Nipissing University Board Room (F303).

Members Present: Tom Palangio, Committee Chair
Gary Jodouin
Gord Durnan
Ryan Hehn
Jordan Dempster
Marianne Berube
Harley d'Entremont (non-voting)
Cheryl Sutton (non-voting)
Christine Dowdall, University Secretary (non-voting)
Ursula Boyer, Recording Secretary

Regrets: Paul Cook
Trevor Bachelder
Mike DeGagné
Markus Hawco (non-voting)
Hilary Earl

Guests: Jamie Graham, Registrar & AVP Institutional Planning

1. Ancillary Fees

The Assistant Vice-President, Students reviewed the updated Ancillary Protocol Statement and Guidelines, the proposed NUSU ancillary fees for 2017/18 and the proposed Nipissing Ancillary fees for 2017/18. He noted that the Nipissing ancillary fees are not changing with the exception of the flow-through bus pass fee. The bus pass fee has increased by \$7.00. The NUSU health fee is increasing from \$75.00 to \$225.00. Students voted in a referendum to increase the fees to allow for better benefit coverage. In addition, the Canadian Federation Student Fee, a flow-through fee, will increase from \$16.24 to \$16.48 for the fall/winter term. It was also pointed out that the Student Activity Fee will decrease from \$17.00 to \$16.50 and a new Society Fee of \$0.50 will be introduced. He also noted that the student handbook fee will be renamed the student planner fee.

Motion #1: *That the Audit & Finance Committee recommend to the Board of Governors that the Protocol Agreement Statement and Guidelines for Compulsory Ancillary Fees be accepted as presented.*

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

Motion #2: That the Audit & Finance Committee recommend to the Board of Governors that the Nipissing University Ancillary Fees be accepted as presented.

Moved by Jordan Dempster; seconded by Ryan Hehn. Carried

Motion #3: That the Audit & Finance Committee recommend to the Board of Governors that the Nipissing University Student Union Ancillary Fees be accepted as presented.

Moved by Jordan Dempster; seconded by Marianne Berube. Carried

2. Enrolment Update

The Registrar & AVP Institutional Planning provided an update on application numbers. He noted that applications from the 101 group (high-school applicants) are down by 2%. He stated that most of the decline can be attributed to reduced applications for Nursing and Business. He advised that the decline in applications for Nursing will not affect enrolment as it is a capped program and there are more applications than spots available. Of concern is the 24% decline in applications to the Business program. This decline in applications follows a similar decline last year. He noted that the Director of the program has begun discussions with the Business faculty to discuss the decline and to look towards ways of reversing the downward trend.

Applications from the 105 group (colleges, other universities and students who have been out of school for more than one year) are also down by approximately 2%.

3. Debt Restructuring

The Vice-President, Finance & Administration (VPFA) advised the committee that after taking into consideration Nipissing's credit rating as well as Trent University's recent debt restructuring experience, KPMG recommended a change to the original strategy. They are recommending we go to market for a bank loan as opposed to an institutional loan or debenture. The Executive Committee of the Board approved this change in strategy as well as an increase in additional capital to cover various projects for a total amount of \$38.5M. This loan will cover the outstanding payments on the current loans, associated penalties, fees and an additional \$4M to cover the previously agreed upon items and additional computer infrastructure upgrades. A meeting with KPMG will be held next week to review the submissions from the banks.

4. 2016/17 Budget

The VPFA reviewed the operating fund year-to-date results as at March 31, 2017. She noted that grants are expected to be higher than budgeted, partly as a result of an increase in teacher education funding. The Ministry has provided funding in 2016/17 (received beginning of April) to our cap level (929) rather than to our actual number of students enrolled, resulting in approximately \$1.8M higher than anticipated. In addition, the second entry Nursing grant has increased by over \$1M due to increased enrolment. Several other grants have decreased as compared to budget, but overall, we anticipate total grant revenue to be higher than budget. Other revenue is tracking well with some minor variances.

Expenses are tracking well with expected savings in operating and research as well as scholarships. Every effort has been made to reduce spending where possible.

It is expected that the deficit will be lower than the projected \$4.7M deficit.

5. **2017/18 and 2018/19 Tuition Chart**

The Registrar & AVP Institutional Planning provided an updated tuition chart for approval. The new chart provides for the inclusion of a \$500.00 full time extension fee for graduate students who have completed their thesis defense but who may still have some minor revisions to complete.

The Nipissing University Student Union representative indicated that as representative of the students, he would not support the increase as it creates an additional burden for students.

Motion #4: *That the Audit & Finance Committee recommend to the Board of Governors that the final tuition rates for 2017/18 and 2018/19 be accepted as presented.*

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

6. **2017/18 Budget**

Committee members were provided with a draft operating budget for 2017/18. The VPFA advised that there are still some adjustments to be made. A final version will be brought back to the committee in May for approval.

MAESD continues to support Nipissing and has provided a grant of \$2.5M in one time only funding to continue the work that began as a result of the PWC report. This \$2.5M is included in the proposed budget. In order to continue these various initiatives (retention initiatives, etc.), approximately \$800,000 has been included in expenses to support them.

The proposed budget also includes funding for education students to the cap level; however, to date, this funding has not yet been confirmed.

The salary budget has increased due to negotiated salary increases, step increases and investment in faculty resources in growing programs such as Nursing and Social Work. A salary increase has been budgeted for administrative staff, as well as an estimated increase for support staff. These increases are similar to the increase negotiated by faculty.

Operating and research has been reduced as we continue to achieve savings and efficiencies. Occupancy costs have increased slightly as utilities are expected to increase.

Loan payments are relatively stable in the operating fund even with the proposed debt restructuring, as the inclusion of the additional \$4M loan falls within this fund. Significant savings are expected in the ancillary fund, which is where the majority of our current outstanding loans reside.

7. Cash Flow

As a result of the receipt of additional teacher education funding, the projected cash flow has improved. It is now projected that the line of credit will not be required until August 2019 for a short period and then again in February/March 2020.

8. Adjournment

Meeting was adjourned at 9:35 a.m.

Recorded by: _____
Director, Finance

Approved by: _____
Committee Chair



**PROTOCOL AGREEMENT STATEMENT AND GUIDELINES
FOR COMPULSORY ANCILLARY FEES**

Nipissing University

Rev. March 28, 2017

Rationale

Compulsory Ancillary Fees are essential to the functioning of both the University and the Student Union. Without these fees neither would be able to provide the extra-curricular programming that each offer. The services that are rendered to students as a result of Compulsory Ancillary Fees create a better learning environment for the students, and a better instructional environment for the faculty. It is agreed by both Nipissing University and its students, represented by Nipissing University Student Union that the guidelines set by the Ministry of Training, Colleges and Universities allow for the creation of a mutually beneficial agreement, in which the interests of the University and the students are adequately met. The following document describes the existing situation and sets the Protocol through which all changes will occur in the future.

Definitions

Compulsory Ancillary Fee is defined as a fee imposed or administered by a given institution, or one of its constituent parts or its federated or affiliated institutions, in addition to regular tuition fees, which a student is required to pay in order to enroll in, or successfully complete, any credit course. These fees levied by the University must be:

- a) Non-tuition-related
- b) Approved by the governing bodies, including the Compulsory Ancillary Fees Committee, and the Nipissing University Board of Governors
- c) Be announced prior to collection through the institution's calendar and/or published fee schedule(s). [The fee announcements must provide a breakdown of all compulsory non-tuition-related ancillary fees which explains their purpose(s) sufficiently to allow the student to understand clearly what materials, services or facilities have been made available through payment of the fee(s)].
- d) Reported to the Ministry of Training, Colleges and Universities (MTCU) where there is a regulated reporting requirement to do so.

Background

On March 23, 1994, the Ministry of Education and Training announced a change to the Ministry policy concerning compulsory ancillary fees. In particular, the Minister stated the following:

“With respect to ancillary fees, no increase in the compulsory non-tuition-related ancillary fees will be permitted unless these increased are approved by the students. Each college or university will be required to establish a protocol, in consultation with local student representatives, which sets out the means by which students will be involved in decisions regarding compulsory ancillary fees.”

CURRENT STATUS

Nipissing University currently has in effect the following compulsory ancillary fees (2017/18):

- i. Athletics Fee
- ii. Health Services
- iii. Student Services Fee
- iv. E-mail/Internet Access Fee
- v. Student ID Card
- vi. Sexual Violence Education and Outreach Fee
- vii. Student Initiatives Fund Fee
- viii. Bus pass
- ix. Athletics Complex Maintenance Fee

Student Union Fees*:

- x. Student Activity Fee
- xi. Society Fee
- xii. Canadian Federation of Students
- xiii. Student Planner Fee
- xiv. Student Centre Maintenance Fee
- xv. Student Centre/Capital Fee
- xvi. Student Health Plan
- xvii. Student Life Line

* These items, collected by the University on behalf of the students, are exempt from the Protocol Agreement. (Ministry of Education and Training Memorandum of June 28, 1994, CAF Policy Guidelines, Item 8.(a) and (b))

Other ancillary fees charged to students that are not compulsory, such as, course changes, transcripts, parking, etc., are exempt from the Protocol Agreement.

The following is the joint agreement between the administration and students as represented by NUSU Directors, outlining the agreement, the guidelines governing the agreement and the decision making process followed by this committee, known as the Compulsory Ancillary Fees Committee (CAFC).

Committee Structure and Membership

1. Name: Compulsory Ancillary Fees Committee (CAFC).
2. The Committee membership will be comprised of 50% University administration members and 50% student representation as follows:

University Administration

Assistant Vice-President, Students (or designate) and two representatives from Nipissing University administration.

Student Representatives

Three Nipissing University Student Union Directors, at least two of which are elected

3. To ensure consistency over time, the Assistant Vice-President, Students will chair the Committee.

Agreement

1. The committee will recommend to the Board of Governors (BOG) any proposed changes to the compulsory ancillary fees.
2. The committee will require a consensus to make any changes to the agreement and to any of the compulsory ancillary fees.
3. Any tied votes will be viewed as a defeated vote, and the chair will not have the power to break a tie.
4. Meetings will require full quorum for any votes to be taken (defined as three administration, and three students).
5. Upon expiration, a fee can be rolled over into a new fee upon approval of the Compulsory Ancillary Fees Committee, and the Nipissing Board of Governors.
6. The Compulsory Ancillary Fees Protocol will be reviewed annually to remain current.
7. Because of Nipissing University's size and history, the compulsory ancillary fees will normally be on an "all pay" rather than "user pay" system.

RESPONSIBILITIES OF THE CAFC

1. Submit to the Board of Governors all proposals for increases or decreases to existing fees for services to students covered by compulsory ancillary fees.
2. Make all compulsory ancillary fee recommendations to the BOG for the following fiscal year.
3. To review annually in the fall all services to students through discussion of the summary of previous year's ancillary fees and related student services. This would relate to services that are fully and/or partially funded by compulsory ancillary fees, excluding those that are exempt from the Compulsory Ancillary Fees Protocol Agreement.
4. Establish new fee charges for specific services to students.

COMMITTEE PROCESS FOR FEE CHANGES

1. Current ancillary fees may be increased annually as per the MTCU Distribution Manual.

Approved: March 28, 2017

ADDENDUM - 1
NIPISSING
UNIVERSITY

Compulsory Ancillary Fees Committee
FEE

For _____ Committee Protocol Sign-Off

At the _____ meeting of Nipissing University's Compulsory Ancillary Fees Committee, the following _____ Fees for _____ were approved for formal recommendation to the Board of Governors of Nipissing University.

_____ Fee

Full-time students: Fee will increase from: _____ to _____.

Part-time students: Fee will increase from: _____ to _____.

We, the Committee Members of Nipissing University's Compulsory Ancillary Fees Committee as named in the University's Compulsory Ancillary Fees Protocol Agreement, have participated in the review process and support the formal recommendation of the Compulsory Ancillary Fees Committee for the _____ Fees for _____ as described above.

Representative
Name

Signature

Date

Assistant Vice-President, Students, Nipissing University

Representative, Administration, Nipissing University

Representative, Administration, Nipissing University

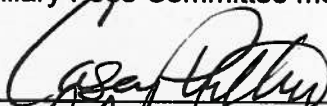
Representative, Nipissing University Student Union

Representative, Nipissing University Student Union

Representative, Nipissing University Student Union


Adoption Statement

We the undersigned hereby approve the Protocol Agreement Statement and Guidelines for Compulsory Ancillary Fees for Nipissing University as stated in this document. Any proposed changes to this agreement shall be subject to a consensus of the Compulsory Ancillary Fees Committee members.




Assistant Vice President, Students, Nipissing University

April 3, 2017
Date



Representative, Administration, Nipissing University

April 3, 2017
Date



Representative, Administration, Nipissing University

April 7/17
Date



Representative, Nipissing University Student Union

April 5, 2017
Date



Representative, Nipissing University Student Union

April 5, 2017
Date



Representative, Nipissing University Student Union

April 5/17
Date

Approved by the Board of Directors of the Nipissing University Student Union,
_____ 2017.

Approved by the Nipissing University Board of Governors,
_____ 2017.



**Compulsory Ancillary Fees Committee
NIPISSING UNIVERSITY ANCILLARY FEES**

At the March 28th, 2017 meeting of Nipissing University's Compulsory Ancillary Fees Committee, the following Nipissing University Ancillary Fees for 2017/18 (as per the attached Proposed 2017-18 Ancillary Fees spreadsheet) were reviewed and approved via an email vote for formal recommendation to the Board of Governors of Nipissing University.

Student Services Fee (per 3 credit course or per term FT Graduate):

Undergraduate Program North Bay Campus:	\$ 9.40
Distance Program, BCOMM/RPN Bridging/Scholar Practitioner	\$ 9.40
Graduate Program Part-Time (includes Continuation):	\$ 9.40
Graduate Program Full-Time (includes Continuation):	\$31.33
Aboriginal Education Program	\$ 9.40

Athletics Fee (per 3 credit course or per term FT Graduate):

Undergraduate Program North Bay Campus:	\$16.50
Distance Program, BCOMM/RPN Bridging/Scholar Practitioner:	\$ 0.00
Graduate Program Part-Time (includes Continuation):	\$16.50
Graduate Program Full-Time (includes Continuation):	\$55.00
Aboriginal Education Program:	\$ 0.00

Athletics Complex Maintenance Fee (per 3 credit course or per term FT Graduate):

Undergraduate Program North Bay Campus:	\$ 5.00
Distance Program, BCOMM/RPN Bridging/Scholar Practitioner:	\$ 0.00
Graduate Program Part-Time (includes Continuation):	\$ 5.00
Graduate Program Full-Time (includes Continuation):	\$16.65
Aboriginal Education Program:	\$ 5.00

Health Services (per 3 credit course or per term FT Graduate):

Undergraduate Program North Bay Campus:	\$ 2.40
Distance Program, BCOMM/RPN Bridging/Scholar Practitioner:	\$ 0.00
Graduate Program Part-Time (includes Continuation):	\$ 2.40
Graduate Program Full-Time (includes Continuation):	\$ 8.00
Aboriginal Education Program:	\$ 2.40

Email/Internet Access Fee (as per 3 credit course or per term FT Graduate):

Undergraduate Program North Bay Campus:	\$ 5.00
Distance Program, BCOMM/RPN Bridging/Scholar Practitioner:	\$ 5.00
Graduate Program Part-Time (includes Continuation):	\$ 5.00
Graduate Program Full-Time (includes Continuation):	\$16.65
Aboriginal Education Program:	\$ 5.00

Student ID card (per 3 credit course or per term FT Graduate):

Undergraduate Program North Bay Campus:	\$ 0.45
Distance Program, BCOMM/RPN Bridging/Scholar Practitioner:	\$ 0.45
Graduate Program Part-Time (includes Continuation):	\$ 0.45
Graduate Program Full-Time (includes Continuation):	\$ 1.50
Aboriginal Education Program:	\$ 0.45

Sexual Violence Education and Outreach (per 3 credit course or per term FT graduate):

Undergraduate Program North Bay Campus:	\$ 2.00
Distance Program, BCOMM/RPN Bridging/Scholar Practitioner:	\$ 2.00
Graduate Program Part-Time (includes Continuation):	\$ 2.00
Graduate Program Full-Time (includes Continuation):	\$ 6.67
Aboriginal Education Program:	\$ 2.00

Student Initiatives Fund (per 3 credit course or per term FT graduate):

Undergraduate Program North Bay Campus:	\$ 0.60
Distance Program, BCOMM/RPN Bridging/Scholar Practitioner:	\$ 0.60
Graduate Program Part-Time (includes Continuation):	\$ 0.60
Graduate Program Full-Time (includes Continuation):	\$ 2.00
Aboriginal Education Program:	\$ 0.60

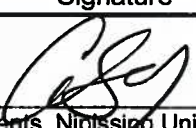

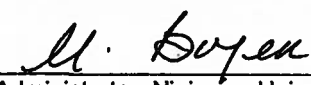

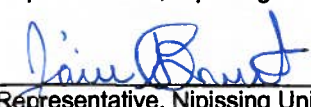

Bus Pass (charged one-time in Fall/Winter term):

Undergraduate Program North Bay Campus:	Fee will increase from \$177.00 to	\$ 184.08
Distance Program, BCOMM/RPN Bridging/Scholar Practitioner:		\$ 0.00
Graduate Program Part-Time (includes Continuation):		\$ 0.00
Graduate Program Full-Time (includes Continuation):		\$ 0.00
Aboriginal Education Program:	Fee will increase from \$70.00 to	\$ 80.00

College Partnership Program:

Nipissing University Ancillary Fees (per 3 credit course):	\$52.22
--	---------

We, the Committee Members of Nipissing University's Compulsory Ancillary Fees Committee, as named in the University's Compulsory Ancillary Fees Protocol Agreement, have participated in the review process and support the formal recommendation of the Compulsory Ancillary Fees Committee for the Nipissing University Ancillary Fees for 2017/18 as described above.

Representative Name	Signature	Supported (Y/N/other)	Date
Casey Phillips Assistant Vice-President, Students, Nipissing University		Y	April 3/17
Administrator, Nipissing University		Y	April 3/17
M. Boyen Administrator, Nipissing University		Y	April 1/17
Representative, Nipissing University Student Union		Y	April 4/17
Representative, Nipissing University Student Union		Y	April 5/17
Representative, Nipissing University Student Union		Y	April 5/17

RECOMMENDED TUITION RATES FOR 2017-19 - FINAL

UNDERGRADUATE

Arts and Science, Concurrent, Nursing and Phys. Ed Tuition	2015-16	% Increase	2016-17	% Increase	2017-18	% Increase	2018-19
All years (per 30 credits)	5,878.40	3.00%	6,054.70	3.00%	6,236.30	3.00%	6,423.30
Business (On Campus and Distance) & Comp Sci All years (per 30 credits)	7,398.20	3.00%	7,620.10	3.00%	7,848.70	3.00%	8,084.10
Concurrent Education - Five Year Program	5,878.40	3.00%	n/a	3.00%	n/a	3.00%	n/a
2nd Year	6,330.70	3.00%	n/a	3.00%	n/a	3.00%	n/a
3rd Year	6,918.50	3.00%	7,094.80	3.00%	n/a	3.00%	n/a
4th Year	6,571.80	3.00%	6,748.10	3.00%	6,950.54	3.00%	n/a
5th Year	4,588.60	3.00%	4,677.90	3.00%	4,818.46	3.00%	4,962.96

Continuing Education

BCommerce College Partnership program (per 3 Credit Course)	745.60	3.00%	767.90	2.20%	784.87	3.00%	808.40
---	--------	-------	--------	-------	--------	-------	--------

Education

BEd Tuition per FTE	6,934.40	0.00%	6,934.40	3.00%	7,142.40	3.00%	7,356.60
---------------------	----------	-------	----------	-------	----------	-------	----------

INTERNATIONAL FEES (Undergraduate)

	2015-16	2016-17	2017-18	2018-19
1st year (per 30 credits)	18,325.00	19,325.00	19,325.00	19,325.00
Bachelor of Education	19,325.00	19,325.00	19,325.00	19,325.00

IN SERVICE

	2015-16	2016-17	2017-18	2018-19
AQ/ABQ Tuition per course	AQ 675 ABQ 750	AQ 675 ABQ 750	AQ 675 ABQ 750	AQ 675 ABQ 750

RECOMMENDED TUITION RATES FOR 2017-19 - FINAL

GRADUATE

Masters Education

Full Time/Flex Time M.Ed
(6 term program)

	2015-16	% increase	2016-17	% increase	2017-18	% increase	2018-19
Fees for each of the first 3 terms in fiscal year beginning May	3,500.90		2,969.70	3.00%	3,058.70	3.00%	3,150.40
Fees for terms 3-6 terms	3,500.90		2,969.70	3.00%	3,058.70	3.00%	3,150.40
FT Continuing Registration Fee -if needed (Terms 6-9)	1,000.00		1,000.00		1,000.00		1,000.00

Total maximum time to completion -9 terms

Part Time M.Ed(Max 18 terms)

PT MEd -per 3 credits	1,051.20	3.00%	1,082.70	3.00%	1,115.10	3.00%	1,148.50
PT Student Non-Continuance Fee per semester	500.00		500.00		500.00		500.00

Total maximum time to completion -18 terms

PhD in Education

Fees for each of the first 3 terms in fiscal year beginning July 1, 2012	2,676.50	3.00%	2,756.70	3.00%	2,839.40	3.00%	2,924.50
Fees for terms 4-12 terms	2,676.50	3.00%	2,756.70	3.00%	2,839.40	3.00%	2,924.50
FT Continuing Registration Fee	1,000.00		1,000.00		1,500.00		1,500.00

Master of Arts (History,Sociology), Master of Science (Kinesiology, Math, Environment Science)

Full Time

1 Year Full time Master's level degree (3 consecutive terms)

Fees for each of the first 3 terms	2,969.70		2,969.70	3.00%	3,058.70	3.00%	3,150.40
FT Continuing Registration Fee (Terms 4-6)	1,000.00		1,000.00		1,000.00		1,000.00
FT Extension Fee (Thesis Defense Completed)					500.00		500.00

Total maximum time to completion -6 terms

2 Year Full-time Master's Level Degree

Fees for each of the first 3 terms	2,969.70		2,969.70	3.00%	3,058.70	3.00%	3,150.40
Fees for each of the next 3 terms	2,969.70		2,969.70	3.00%	3,058.70	3.00%	3,150.40
FT Continuing Registration Fee (> 7 terms)	1,000.00		1,000.00		1,000.00		1,000.00
FT Extension Fee (Thesis Defense Completed)					500.00		500.00

RECOMMENDED TUITION RATES FOR 2017-19 - FINAL

Part Time

PT Masters of Arts- History and Math	1,063.10	3.00%	1,094.90	3.00%	1,127.70	3.00%	1,161.50
PT Non-Continuance Fee per semester	100.00		100.00		100.00		100.00

Total maximum time to completion -9 terms

Other Master level fees

FT and PT Application Fee: \$100	100.00		100.00		100.00		100.00
----------------------------------	--------	--	--------	--	--------	--	--------

INTERNATIONAL FEES (Graduate Rates)

	2015-16	2016-17	2017-18	2018-19
MA History	18,350.00	18,350.00	18,350.00	18,350.00
MEd	18,350.00	18,350.00	18,350.00	18,350.00
MSc Environmental Sciences	18,350.00	18,350.00	18,350.00	18,350.00
MSc Math	18,350.00	18,350.00	18,350.00	18,350.00
PhD in Education	18,350.00	18,350.00	18,350.00	18,350.00

*These fees may be modified as a result of an agreement with an organization or Government authorized by the President and the VPAR.

GENERAL BYLAWS OF
THE BOARD OF GOVERNORS OF
NIPISSING UNIVERSITY

May 2017

*For Presentation to the
Board of Governors*

TABLE OF CONTENTS		Page
I	INTERPRETATION	1
II	COMPOSITION OF THE BOARD	2
III	TERM OF OFFICE	3
IV	CORPORATE SEAL AND EXECUTION OF DOCUMENTS	4
V	POWERS OF THE BOARD	4
VI	APPOINTMENT OF BOARD MEMBERS	5
VII	ELIGIBILITY FOR APPOINTMENT TO THE BOARD	6
VIII	OFFICERS OF THE BOARD	6
IX	OFFICERS OF THE UNIVERSITY	9
X	CHANCELLOR	9
XI	COMMITTEES OF THE BOARD	10
	Executive Committee	11
	Standing Committees	13
XII	MEETINGS OF THE BOARD	19
XIII	MEETING AGENDA	20
XIV	ANNUAL MEETING	22
XV	GENERAL RULES OF PROCEDURE AT MEETINGS	22
XVI	CONFLICT OF INTEREST	22
XVII	CONFIDENTIALITY	23
XVIII	QUORUM	23
XIX	ATTENDANCE AT BOARD AND COMMITTEE MEETINGS	23
XX	RECORD OF PROCEEDINGS	23
XXI	SPECIAL COMMITTEES	24
XXII	BORROWING AUTHORITY	24
XXIII	AUDITS AND REPORTS	24
XXIV	FINANCIAL YEAR	24
XXV	BYLAWS OF THE BOARD	25
XXVI	VACANCIES	25
XXVII	VACATING A MEMBER FROM THE BOARD	25
XXVIII	INDEMNIFICATION	26
Appendix 1	General Rules of Procedure at Meetings	28

**GENERAL BY-LAWS OF
THE BOARD OF GOVERNORS OF
NIPISSING UNIVERSITY**

All previous by-laws are hereby repealed and the following by-laws are enacted by the Board of Governors of Nipissing University.

I. INTERPRETATION

1. In these by-laws,
 - a) "**Act**" means the most recent version of The Nipissing University Act (NU Act).
 - b) "**Board**" means the Board of Governors of the University so described in Section II.
 - c) "**Chancellor**" means the Chancellor of the University.
 - d) "**Constituent Board Member**" means a member appointed or elected by their representative constituency as defined in Section II.1.e) to II.1.i). A Constituent Board Member has voting privileges.
 - e) "**Ex-officio**" means a member by virtue of the person's office. The position may be "voting" or "non-voting". The Chancellor, the President & Vice-Chancellor and the Mayor of the City of North Bay (or his/her delegate) are Ex-officio Board Members (voting).
 - f) "**Member**" means a Constituent, Non-Constituent, or Ex-officio Board Member.
 - g) "**Non-Constituent Board Member**" means a member of the public appointed by the Board or by the Lieutenant-Governor-in-Council as defined in Section II.1.c) and II.1.d). Non-Constituent Board Members may also be referred to as "External" members. A Non-Constituent Board Member has voting privileges.
 - h) "**Officer of the Board**" means the Chair, the Vice-Chair, the Vice-Chair Pro Tem, the Chancellor, the President & Vice-Chancellor (who is also Secretary of the Board), and such other members as the Board may designate from time to time.
 - i) "**Officer of the University**" means the President & Vice-Chancellor, the Vice-President(s), and such other officers as may be designated from time to time by the Board. Voting privileges apply only to the President & Vice-Chancellor. The Vice-Presidents and other such officers do not have voting privileges.

- j) **"Official Observer"** means such members of the University community or the community-at-large as approved by the Chair of the Board to attend or participate in discussion (non-voting) at Board meetings.
- k) **"Recording Secretary"** is the person designated to record the proceedings at Board and/or committee meetings.
- l) **"Secretary of the Board"** shall have charge of the minutes and records of the Board and shall cause to be issued notices of all meetings of the Board. Such duties, which are borne by the President & Vice-Chancellor, include approval and sign-off of the minutes of regular and special meetings of the Board.
- m) **"Signing Officer"** means any Officer of the Board and any Officer of the University so designated by the Board of Governors.
- n) **"Teaching Staff"** includes professors, associate professors, assistant professors, lecturers, associates, instructors, and all others engaged in the work of teaching or giving instruction to do research.
- o) **"University"** means Nipissing University.
- p) **"University Secretary"** (also known as the Board Secretary) reports to the President & Vice-Chancellor and is the designated University administrator tasked with providing support to the Board. The University Secretary shall attend all meetings of the Board and will record, or cause to be recorded, the proceedings of such meetings.

II. COMPOSITION OF THE BOARD

1. The composition of the Board, as established by the Act of Incorporation, shall consist of not more than 26 members as follows:
 - a) The Chancellor and the President & Vice-Chancellor of the University, who shall be members by virtue of their offices;
 - b) The Mayor of North Bay or a member of the City Council designated by the Mayor, who shall be a member by virtue of his/her office;
 - c) Six persons appointed by the Lieutenant-Governor-in-Council;
 - d) Seven persons elected by the Board to represent a broad spectrum of the public;
 - e) Two persons elected by the Senate from among the faculty members on the Senate and two faculty members who are non-Senators elected by the faculty-at-large. Where possible, there should be representation from each faculty;
 - f) Two students of the University elected by the students of the University;

- g) Two full-time non-teaching employees of the University elected by the full-time non-teaching employees of the University as follows:
 - i. One member from Administrative Staff as elected by the full-time Administrative Staff; and
 - ii. One member from Support Staff as elected by the full-time Support Staff.
- h) One person, who is neither a student nor a faculty member nor Officer of the University, appointed by the University Alumni Association from among its members; and
- i) One person appointed by the Aboriginal Council on Education, established by the University, from among its members.

Under subsection g) above, if an elected individual's status changes during his/her term on the Board (e.g. due to a promotion from support staff to an administrator), he/she will complete the term in the same capacity as initially elected.

III. TERM OF OFFICE

1. The term of office of the Chancellor shall be four years, and he or she may be appointed for a maximum of two consecutive terms.
2. The term of office for Constituent Board Members elected under Section II.1.e) and II.1.g) shall be three years. They shall not serve for more than six consecutive years but shall be eligible again for appointment or election to the Board after one year's absence from the Board. (NU Act)
3. The term of office for Non-Constituent Board Members appointed under Section II. 1.c) and II.1.d) shall be three years. They shall not serve for more than six consecutive years but shall be eligible again for appointment or election to the Board after one year's absence from the Board. (NU Act)
4. The commencement of the Board Member's appointment shall be July 1 of each year unless an appointment is made mid-term to replace a vacated position on the Board. The retirement date shall be June 30th of each year.
5. The commencement of the student representatives' appointment shall be May 1 of each year unless an appointment is made mid-term to replace a vacated position on the Board. The retirement date shall be April 30 of each year.
6. Service on the Board for the remainder of a vacating member's term shall not be included in the calculation of six consecutive years of service under subsections 2 and 3 above.

IV. CORPORATE SEAL AND EXECUTION OF DOCUMENTS

1. The corporate or common seal of the University shall be in the custody of the President & Vice-Chancellor, or designate, or such other person as the Board may, from time to time, designate.
2.
 - a) All contracts, documents or instruments requiring approval by Board resolution shall be signed by one of the Board Chair or Vice-Chair and one of the President & Vice-Chancellor or a Vice-President, unless otherwise specified by Board policy. All such contracts, documents or instruments in writing, so signed, shall be binding upon the Board without any further formality. The Corporate Seal of the University may, when required, be affixed to the said signed contracts, documents or instruments in writing.
 - b) All other contracts, documents or instruments in writing of an administrative nature requiring execution by the University, or on behalf of the University, shall be signed by any two of the President & Vice-Chancellor, Vice-Presidents, Chair of the Board or Chair of the Audit and Finance Committee, unless otherwise specified by Board policy, and all such contracts, documents or instruments in writing, so signed, shall be binding upon the Board and the University without any further authorization or formality. The corporate seal of the University may, when required, be affixed thereto.
 - c) All negotiable instruments issued by the University shall be signed by any two of the President & Vice-Chancellor, Vice-Presidents, Chair of the Board or Chair of the Audit and Finance Committee of the Board or any Officer of the Board or any other Officer so designated by the Board of Governors in such manner as may be designated, from time to time, by the Board.

V. POWERS OF THE BOARD

1. Except for those matters assigned by the Act to the Senate, the government of the University, the control of its property and revenues, and the conduct of its business affairs, are vested in the Board.
2. The Board may exercise such powers as are necessary to carry out its duties and, without limiting the generality of the foregoing, the Board may:
 - a) Appoint and remove the President & Vice-Chancellor, in consultation with the Senate.
 - b) Appoint, promote, suspend, grant leave to and remove the Teaching Staff, the Deans of all the faculties, and all other officers and employees of the University.
 - c) Grant tenure to a member of the faculty and terminate such tenure.
 - d) Fix the duties and salaries and other benefits of the officers and employees of the University.

- e) Appoint and discharge committees, but if the Board delegates to a committee, the power and authority to act for the Board, a majority of the members of the committee shall be members of the Board.
 - f) Plan and implement the physical development of the University.
 - g) Establish and collect fees and charges for academic tuition and for services of any kind that may be offered by the University, and collect other fees and charges, as approved by the Board, on behalf of any entity, organization or element of the University.
 - h) Regulate the conduct of the members of the faculty, students, officers and employees of the University and of all other persons coming upon and using the University's property or deny any person access to the University's property.
 - i) Establish and enforce rules and regulations with regard to the use and occupancy of the University's buildings, grounds and facilities.
 - j) Make by-laws and regulations for the conduct of the Board's affairs.
3. Where there is a question as to the proper body within the University to exercise jurisdiction in a discipline matter, the Board shall determine which body has jurisdiction, and the decision of the Board will be final.

VI. APPOINTMENT OF BOARD MEMBERS

1. Each year, at the last meeting before the annual meeting, the Board shall hear the names of those members described in Section II whose terms expire during the current year. These names shall be recorded in the official minutes of that meeting.
2. Twenty-one (21) days before the annual meeting of the Board, the University Secretary, on behalf of the Chair of the University Governance Committee, shall distribute to the members of the Board the names of individuals recommended to fill any upcoming vacant Non-Constituent positions.
3. At the annual meeting, the Board shall receive from the Governance Committee:
 - a) A slate of recommendations for Non-Constituent Board memberships equal to the total number of vacancies.
 - b) In addition to the names in a) above, the Board shall receive the names of the four faculty members, the two student members, the alumni member, the two full-time non-teaching employees, and the member of the Aboriginal Council on Education that have been selected to fill the upcoming Constituent Board vacancies, if available at that time.

4. The names submitted to fill the Non-Constituent Board vacancies shall be approved by resolution.
5. The Governance Committee shall designate the Non-Constituent names as either a "Board appointment" or as a nominee for a "Lieutenant-Governor-in-Council (LGIC) appointment".
6. A Board vacancy at any time other than at the end of a normal term shall be filled in the same manner in which the original appointment was made. The Board shall have sole discretion to decide whether or not the vacancy shall be filled.

VII. ELIGIBILITY FOR APPOINTMENT TO THE BOARD

Any person is eligible for appointment to the Board of Governors whose name is submitted by the Governance Committee to the annual meeting with the following exceptions:

1. No person appointed to represent the public (Non-Constituent Board member) shall be a full-time student, faculty member or Officer of the University or any federated or affiliated college, or a member of the faculty, staff, full-time student body, governing body or Senate of any other institution of higher learning (i.e. government recognized postsecondary institutions).
2. A person who is not a Canadian citizen or permanent resident of Canada.
3. A partner/spouse of a current full-time staff member (faculty, administration or support staff) is not eligible for consideration of Board membership due to a conflict of interest.

VIII. OFFICERS OF THE BOARD

1. At the annual meeting, the Board shall elect the Chair, Vice-Chair, and Vice-Chair Pro Tem from among its Non-Constituent Board Members.
 - a) Nominations shall be moved and seconded from the floor and candidates must agree to their nomination.
 - b) Unless a position is awarded by acclamation, an election of officers shall be held by closed ballot and scrutinized by the University Secretary and one Board member selected by the Chair.
2. Officers of the Board shall perform the duties prescribed by these by-laws.
3. 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. 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.

If the Chair position becomes vacant for any other reason, the Board shall elect a new Chair of the Board at the next Board meeting or as soon as practical. The guidelines listed above will be followed.

If the Board member's term as Chair ends prior to his/her term on the Board, he/she may return to his/her former role as a voting Board member to complete his/her term on the Board. He/she may also be invited by the Officers of the Board to sit on the Executive Committee for a one year period as a non-voting committee member.

If the last year of the Chair's term of office coincides with his/her final year on the Board, he/she may be invited by the Officers of the Board to sit on the Board of Governors and/or the Executive Committee for a one year period as an Official Observer (non-voting).

Duties:

The duties of the Chair of the Board include, but are not limited to, the following:

- a) The Chair of the Board shall preside over the Board's meetings and, if the Chair of the Board is unable to act for any reason or in the event of a temporary vacancy in that office, the Vice-Chair or Vice-Chair Pro Tem of the Board shall act in the Chair's place and, if the Chair, the Vice-Chair and the Vice-Chair Pro Tem of the Board are unable to act for any reason, the Board may appoint one of its Members to act temporarily in their place;
- b) Chair regular and special meetings of the Executive Committee;
- c) Act as a Signing Officer;
- d) Chair the Presidential Compensation Subcommittee and exercise its mandate with regard to negotiating the terms of the President & Vice-Chancellor's contract;
- e) As Chair of the President's Annual Review Committee, evaluate regularly, the performance of the President & Vice-Chancellor and make such recommendations to the Board as from time to time may be necessary;
- f) As Chair of the Presidential Compensation Subcommittee, periodically (no less than every five years) review the President/Vice-Chancellor's performance evaluation process and recommend changes to the process, as required;
- g) Participate in activities of the Chairs of governing Boards of Ontario universities;
- h) Represent the Board of Governors at formal and other functions held on campus and elsewhere;

- i) Perform such other duties as may, from time to time, be required by the Board.

4. VICE-CHAIR

The Board Vice-Chair shall assume responsibility for this role for a period of one year and shall be eligible to serve a maximum of three consecutive terms.

Duties:

The duties of the Vice-Chair of the Board include, but are not limited to, the following:

- a) Chair regular or special meetings of the Board in the absence of the Chair of the Board;
- b) Chair regular or special meetings of the Executive Committee in the absence of the Chair of the Board;
- c) Be a member of the Audit and Finance Committee;
- d) Be a member of the Presidential Compensation Subcommittee and the President's Annual Review Committee;
- e) Represent the Board of Governors at formal and other functions held on campus and elsewhere in the absence of the Chair of the Board;
- f) Be given signing authority on behalf of the Chair, in the absence of the Chair;
- g) If the Board Chair is unable to attend the Board meeting, the Vice-Chair of the Board will chair the meeting and will be entitled to the same voting privileges of the Board Chair at the meeting. Likewise, if the Board Chair is unable to attend a standing committee meeting, the Vice-Chair of the Board may represent the Board Chair and retain the voting privileges of the Board Chair for the meeting;
- h) Such other duties as may, from time to time, be required by the Board.

5. VICE-CHAIR PRO TEM

The Board Vice-Chair Pro Tem shall assume responsibility for this role for a period of one year and shall be eligible to serve a maximum of three consecutive terms.

Duties:

The duties of the Vice-Chair Pro Tem of the Board include, but are not limited to, the following:

- a) Chair regular or special meetings of the Board in the absence of the Chair of the Board and the Vice-Chair;

- b) Chair regular or special meetings of the Executive Committee in the absence of the Chair of the Board and the Vice-Chair;
- c) Be a member of the Audit and Finance Committee;
- d) Be a member of the President's Annual Review Committee;
- e) Represent the Board of Governors at formal and other functions held on campus and elsewhere in the absence of the Chair of the Board and the Vice-Chair;
- f) Perform such other duties as may, from time to time, be required by the Board.

IX. OFFICERS OF THE UNIVERSITY

1. PRESIDENT & VICE-CHANCELLOR

The President & Vice-Chancellor is the Chief Executive Officer of the University and Chair of the Senate. When the Chancellor is absent or if there is a vacancy in the office of the Chancellor, the President & Vice-Chancellor shall perform the functions of the Chancellor. Subject to the will of the Board, the President & Vice-Chancellor shall have supervision over, and direction of, the academic and general administration of the University, the members of the faculty, officers, employees and students, and such other powers and duties as may be conferred upon or assigned by the Board.

The President & Vice-Chancellor is a voting Member of the Board of Governors and serves as Secretary of the Board.

2. VICE-PRESIDENT(S) AND OTHER OFFICERS

The Board may, on the recommendation of the President & Vice-Chancellor, acting on advice from the Senate for academic appointments, appoint one or more Vice-Presidents and other senior administrators who shall have such powers and duties as may be conferred on them by the Board. These individuals do not have voting privileges on the Board or on Board standing committees.

X. CHANCELLOR

The Chancellor shall be appointed by the Board for a term of four years and may be appointed for a maximum of two consecutive terms. The Chancellor is the titular head of the University and shall confer all degrees, honorary degrees, diplomas and certificates. In the absence of the Chancellor or where there is a vacancy in that office, the President & Vice-Chancellor shall act in the Chancellor's place. If the President & Vice-Chancellor is absent or unable to act, another person designated by the Board shall act in the Chancellor's place. The Chancellor has voting privileges at the Board and committee level.

XI. COMMITTEES OF THE BOARD

1. The committees constituted by the Board shall be as follows:
 - a) Executive Committee;
 - b) Standing committees, being those committees whose duties are normally continuous; and
 - c) Special committees, consisting of persons appointed by the Board for specific duties of a non-recurrent nature whose powers will expire with the completion of the task assigned.
2. The Chair of the Board, President & Vice-Chancellor and Chancellor shall be ex-officio (voting) members on all committees.
3. The Vice-Presidents shall be ex-officio (non-voting) members on all committees except the Executive Committee.
4. Other senior administrators may be asked by the President & Vice-Chancellor to attend committee and Board meetings as resource personnel.
5. Board members will be asked to serve on at least one committee.
6. Standing Committees shall be chaired by external Board members.
7. Committee assignments shall be made by the Officers of the Board.
8. At the first Board meeting of the year, the Officers of the Board shall present their selections for the following positions:
 - a) Chairs and members of the standing committees;
 - b) Representatives to the Senate and Senate standing committees; and
 - c) Representatives to fill vacancies on any other committees as required.
9. All members of committees, other than ex-officio members, shall hold office at the pleasure of the Board. Vacancies occurring in the membership of a committee (including its Chair) shall be filled by individuals selected by the Officers of the Board. Notwithstanding such vacancies, the remaining members of the committee shall have authority to exercise the full powers of the committee, providing that a quorum is present (see Section X.17).
10. Regular meetings shall be held in the University Board Room or at such place or places as may be specified in the notice of meeting.

11. An annual schedule of regular meetings will be provided to all Board members at the beginning of the year.
12. Meetings, other than regular meetings, may be held at the call of the chair of the committee or, in his/her absence, at the call of the vice-chair of the committee. The meeting shall be held at such places and at such times as the chair or vice-chair of the committee respectively may appoint. On the requisition of any three members of a committee, a meeting of such committee shall be called by the chair of such committee. Notice of every meeting so called shall be delivered or mailed or sent by facsimile or other electronic means to each member not less than three days before the meeting is to take place.
13. The Secretary of the Board shall issue, or cause to be issued, notices of all such meetings when directed to do so.
14. A meeting may also be held at any time and at any place without notice, if all the members of the committee consent thereto, or if those absent signify, in writing, their consent to the meeting being held in their absence.
15. A resolution signed by all members of a committee shall have the same force and effect as if passed at a regularly constituted meeting.
16. The chair of a committee shall preside at meetings, and in his/her absence, the vice-chair of the committee shall preside. If both the chair and the vice-chair of the committee are absent, the members present shall appoint one of their number acting-chair to preside at the meeting.
17. A majority of a committee, not including the President & Vice-Chancellor and the Chancellor, shall constitute a quorum.
18. Each voting member of the committee present at a meeting shall be entitled to one vote.
19. All questions at a meeting shall be decided by a majority of the votes of the members present. The chair or acting chair may vote on all motions, and any motion on which there is an equality of votes shall be deemed to be negative.
20. A record shall be kept of the proceedings of every meeting of each committee, and it is the responsibility of the University Secretary to receive a report from the recording secretary of the committee of such proceedings following the meeting.
21. The Secretary of the Board shall appoint a recording secretary for each standing committee. In the event of his/her absence, the committee shall appoint another person to act as recording secretary.

EXECUTIVE COMMITTEE

The Executive Committee shall have power and authority to act for the Board, between the meetings of the Board, in the management of the affairs of the University for the interests of

the University. Except at the expressed invitation of the Chair of the Board or the President & Vice-Chancellor, meetings of the Executive Committee shall be in-camera.

Membership

Chair of the Board

Vice-Chair of the Board

Vice-Chair Pro Tem of the Board

Chairs of Standing committees

The President & Vice-Chancellor

The Chancellor

Up to two additional members appointed by the Officers of the Board

The University Secretary shall act as recording secretary of the Executive Committee. In the event of his/her absence, the committee shall appoint another person to act as recording secretary.

Terms of Reference

1. During the interval between the meetings of the Board, the Executive Committee shall possess and may exercise (subject to any regulations which the Board may, from time to time, impose) all the powers of the Board in the management of the affairs of the University (save and except only such acts as must by law be performed by the Board itself), in such manner as the Executive Committee shall deem best for the interests of the University;
2. Develop the agenda for the Board meetings.
3. Approve the terms and conditions of employment of the President & Vice-Chancellor and to enter into such contracts in this regard. To assess the President's compensation in relation to the annual performance review of the President & Vice-Chancellor as conducted by the President's Annual Review Committee. To recommend to the Board when a Presidential search or review for renewal should be undertaken.
4. On the recommendation of the President & Vice-Chancellor, recommend to the Board the appointment of senior administrators as dictated by policy and/or as may be designated from time to time.
5. On behalf of the Board, serve as an advisory body and provide direction to the President for the negotiation of collective agreements for all bargaining unit employees.
6. On behalf of the Board, serve as an advisory body to administration for the compensation and terms and conditions of work for employees excluded from bargaining units.
7. To ensure that policy is developed in specific areas of human resources management and compensation and to regularly review such policies and their implementation.

8. Receive and review the brief annual work plans of the Board standing committees for presentation to the Board at the first meeting of the year.
9. To prepare an annual report for submission to the Board for approval at the June meeting.
10. To be proactive in referring issues to committees.

Regular meetings of the Executive Committee shall normally be held ten days prior to a scheduled Board meeting and at such other times as may be required.

STANDING COMMITTEES

All standing committees of the Board are accountable to the Board. Standing committees make recommendations to the Board of Governors or the Executive Committee on various principles.

The standing committees of the Board shall be:

1. Audit and Finance Committee;
2. Community Relations Committee;
3. Fundraising Committee;
4. Governance Committee;
5. Plant and Property Committee;

and any such other committees as may be so designated by the Board from time to time.

Change of membership on all committees shall take effect on July 1.

Audit and Finance Committee

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

Membership

A minimum of two to a maximum of four non-constituent Board Members
Vice-Chair of the Board
Vice-Chair Pro Tem of the Board
1 Faculty Board Member
1 Student Board Member
1 Full-time non-academic Board Member
Chair of the Board
President & Vice-Chancellor

Chancellor
Vice-Presidents (non-voting)
1 Student Official Observer (non-voting)

Terms of Reference

1. To develop and recommend to the Board, general policies on financial matters.
2. To recommend to the Board, the fees to be charged to students.
3. To recommend to the Board financing options for major capital projects.
4. To monitor and examine the on-going financial performance of the University.
5. To recommend the operating budget to the Board of Governors, usually approved at the April Board meeting.
6. To act as liaison between the auditor and the Board of Governors. Its activities shall include review of: the subjects for internal audit, the appointment of the external auditors and the audit fee, overall scope of the external audit, results of the audit, internal financial controls and financial information for publication.
7. Close communication is required between the Plant and Property Committee and the Audit and Finance Committee with regard to financing proposed projects. Therefore, this committee may meet jointly with the Plant and Property Committee, when it is warranted.
8. To meet in September to develop a brief annual work plan for presentation to the Executive Committee in September and the Board in October.
9. To select a vice-chair from non-constituent Members of the committee to take place at the first committee meeting of the new academic year.
10. To prepare an annual report for submission to the Board for approval at the June Board meeting.
11. To deal with such other matters as may be referred by the Board from time to time.

Community Relations Committee

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

Membership

Two non-constituent Board members

1 Faculty Board Member
1 Student Board Member
1 Full-time non-academic Board Member
Mayor or designate
Alumni Board Member
Aboriginal Council on Education Member
Chair of the Board
President & Vice-Chancellor
Chancellor
Vice-Presidents (non-voting)
Up to three community members (non-voting)
Resource personnel as required (non-voting)

Terms of Reference

1. To meet in September to develop a brief annual work plan for presentation to the Executive Committee.
2. To select a Vice-Chair from the non-constituent members of the committee to take place at the first committee meeting of the new academic year.
3. To assist in interpreting the objectives of the Strategic Plan as they relate to community relations.
4. To provide guidance and assistance to the Board in strategic communications and on ethical issues pertaining to the brand and reputation of the University.
5. To provide advice to the Board in all matters pertaining to alumni relations, communications, government relations, and public relations.
6. Under the guidance of the Office of External Relations and Advancement, be actively engaged in the development and stewardship of linkages to community and alumni activities.
7. Advise the University on the cultivation of cultural, economic and social links with its surrounding communities to enhance external relations and university outreach.
8. Consider long term demographic trends and changes to inform the university's relationship with its communities.
9. Receive and advise the University on strategic enrolment and recruitment plans as they pertain to community relations.
10. Report to the Board on the status of community relations.
11. To help the University Governance Committee in the identification of potential Board Members that could strategically fulfill the needs of the Board.

12. To assist in strengthening Town & Gown initiatives in the community.
13. To prepare an annual report for submission to the Board for approval at the June Board meeting.
14. To deal with such other matters as may be referred by the Board from time to time.

Fund Raising Committee

The Fund Raising 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.

Membership

Two non-constituent Board members

1 Faculty Board Member

1 Student Board Member

1 Full-time non-academic Board Member

Alumni Board Member

Chair of the Board

President and Vice-Chancellor

Chancellor

Vice-Presidents (non-voting)

Up to three community members (non-voting)

Resource personnel as required (non-voting)

Terms of Reference

1. To meet in September to develop a brief annual work plan for presentation to the Executive Committee.
2. To select a Vice-Chair from the constituent and non-constituent members of the committee at the first committee meeting of the new academic year.
3. To recommend long-term institutional fund raising activities to the Board that support the Strategic Plan and to recommend annual financial targets for those activities.
4. To provide policy guidance, strategic guidance and oversight to all fund raising and donor relations programs.
5. To monitor and evaluate progress in meeting fund raising targets and to provide regular reports to the Board.
6. To ensure appropriate volunteer resources are mobilized to support fund raising activities and that the appropriate staff resources and functions are in place to support solicitation volunteers and activities.

7. To ensure that adequate budgetary resources are allocated to support institutional fund raising and to set standards for and monitor the total cost of raising funds, providing accountability to donors and the University community in the efficiency and effectiveness of fund raising efforts.
8. To recommend policies, criteria, standards and activities for donor relations and stewardship of gifts made to the University.
9. To establish criteria for the recognition of donor gifts to the University.
10. To ensure that marketing, communication, branding programs, and activities are in place to support the University's philanthropic objectives.
11. To prepare an annual report for submission to the Board for approval at the June Board meeting.

Governance Committee

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

Membership

A minimum of two to a maximum of four non-constituent Board Members

1 Faculty Board Member

1 Student Board Member

1 Full-time non-academic Board Member

Alumni Board Member

Chair of the Board

President & Vice-Chancellor

Chancellor

Vice-Presidents (non-voting)

1 Student Official Observer (non-voting)

Terms of Reference

1. To recruit members of the Board from the public-at-large and according to the established Appointment Protocol, present its choices as nominees to the Board at its annual meeting according to by-law Section VI.3.a).
2. To recommend to the Board a slate of nominations for Chair of the Board, Vice-Chair of the Board, and Vice-Chair Pro Tem of the Board (annual meeting).
3. To review, every three years, the Board Appointment Protocol.
4. To review and make recommendations with respect to the Board by-laws every three years for presentation to the Board Executive Committee and Board for approval.

5. To enhance governance through ongoing assessment of governance issues and make recommendations if appropriate.
6. To conduct an annual Board evaluation.
7. To meet in September to develop a brief annual work plan for presentation to the Executive Committee in September and the Board in October.
8. To select a vice-chair from the non-constituent Members of the committee at the first committee meeting of the new academic year.
9. To prepare an annual report for submission to the Board for approval at the June Board meeting.
10. To deal with such other matters that may be referred by the Board from time to time.
11. To be responsible for initial and ongoing professional development of all Board members.

Plant and Property Committee

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

Membership

A minimum of two to a maximum of four non-constituent Board Members

1 Faculty Board Member

1 Student Board Member

1 Full-time non-academic Board Member

Aboriginal Council on Education Board Member

Chair of the Board

President & Vice-Chancellor

Chancellor

Vice-Presidents (non-voting)

1 Student Official Observer (non-voting)

Terms of Reference

1. To review and recommend to the Board, administrative policies relating to the maintenance and upgrading of all University buildings and property.
2. To study and advise regarding proposals relating to the overall Master Land Use Plan, for new structures, and to recommend to the Board of Governors the selection of consultants, engineers and architects in conformity with the established policy of the University.

3. Close communication is required between the Plant and Property Committee and the Audit and Finance Committee with regard to financing proposed projects. Therefore, this committee may meet jointly with the Audit and Finance Committee, when it is warranted.
4. To meet in September to develop a brief annual work plan for presentation to the Executive Committee in September and the Board in October.
5. To select a vice-chair from the non-constituent Members of the committee to take place at the first committee meeting of the new academic year.
6. To prepare an annual report for submission to the Board for approval at the June Board meeting.
7. To deal with such other matters that may be referred by the Board from time to time.

XII. MEETINGS OF THE BOARD

Regular Meetings

1. The Board may determine by resolution the number of meetings that shall be held each year, but in no event shall there be less than five.
2. Notice of every meeting so called (and relevant attachments) shall be delivered or mailed or sent by email or other electronic means at least seven days before the time appointed for holding such a meeting. Such notice shall be sent to each member at the address which appears in the records of the Board and shall specify, in reasonable detail, the matters, other than those of a routine nature, which are to be considered at the meeting.
3. A Member may participate in a meeting of the Board by means of telephone or any other communications method that permits all persons participating in the meeting to hear one another. A member participating in a meeting by such means shall be deemed to be present at the meeting.
4. The statutory declaration of the Secretary of the Board of Governors that notice has been given pursuant to this by-law shall be sufficient evidence of the giving of such notice.
5. Meetings of the Board, including committee meetings, are normally open to the public to attend in person (see exceptions in 7 and 8 below), and prior notice of such meetings shall be given to the members and to the public at open Board meetings as provided by the by-laws of the Board, as the case may be.
6. The Vice-Presidents and the Deans are invited to attend each open session of the Board meeting as guests. They do not have voting privileges.
7. The Board may exclude members of the public from the part of a meeting during which a matter confidential to the University is considered. Except at the expressed invitation of the Chair of the Board or the President & Vice-Chancellor, such closed meetings of the Board shall be attended by Board members only.

8. The Board shall exclude members of the public from that part of a meeting during which a personal matter concerning an individual is considered, unless the individual requests that the public be admitted. Except at the expressed invitation of the Chair of the Board or the President & Vice-Chancellor, such closed meetings of the Board shall be attended by Board members only.
9. The Board may remove from a meeting a person who, in the opinion of the Board, engages in conduct that could interfere with the proceedings.
10. No person shall record or broadcast a meeting, nor disseminate information during the meeting, without the permission of the Chair.

Special Meetings

1. Notice of every special meeting so called shall be delivered or mailed or sent by facsimile or other electronic means to each member at the address which appears in the records of the Board at least three days before the meeting is to take place. Special meetings of the Board may also be held at any time without formal notice, if all the members are present or those absent have waived notice or have signified their consent in writing or by electronic communication to the meeting being held in their absence.
2. The University Secretary, at the request of the Chair of the Board, Vice-Chair of the Board or Vice-Chair Pro Tem of the Board, or any five (5) Members of the Board at any time, shall convene a special meeting of the Board.

Failure to Give Proper Notice

No error or omission in giving notice of any regular or special meeting or any adjourned meeting, whether regular or special, of the Board of Governors shall invalidate such meeting or make void any proceedings taken at that meeting and any voting member may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had at that meeting.

XIII. MEETING AGENDA

1. The agenda for each Board or committee meeting may be divided into two sections: a section for the open part of the meeting and a second section for the closed part of the meeting to which the public is excluded. The guideline used to set an item in the closed part of the meeting is that any item dealing with the following classes of matters will be dealt with in the closed session:
 - a) any matter relating to a named individual, including but not limited to Board appointments and human resources;
 - b) litigation and negotiations relating to property matters;
 - c) financial campaign plans and strategy;

- d) any other matter deemed to be confidential by the Chair of the Board or Executive Committee.

All other items are normally placed on the agenda in the open session.

2. The first items on all Board and committee meeting agendas should be a request by the Chair for a declaration of any conflicts of interest (see Section XV) and a reminder that recording or broadcasting devices are not allowed.
3. The agenda for each Board meeting will be set by the Executive Committee. Normally, the following items appear on the agenda for open meetings:
 - a) Declarations of conflict of interest (see Section XV) and the use of recording and/or broadcasting devices (see Section XI.10);
 - b) Minutes of the Previous Meeting;
 - c) Business Arising from the Minutes;
 - d) Presentations;
 - e) Correspondence;
 - f) Remarks from the Chair of the Board, Chancellor, President & Vice-Chancellor and Vice-Presidents;
 - g) Question Period;
 - h) Committee reports;
 - i) Reports from Board representatives on other committees;
 - j) Other Business; and
 - k) Adjournment.
4. All matters for inclusion on the agenda for meetings of the Board must be in the hands of the University Secretary at least ten days prior to the day of the meeting at which they are to be presented, and, normally, only matters which have been reviewed by the Executive Committee shall be included on the agenda.
5. Unless prior notice, as aforesaid, shall have been given, no new matter, other than that of privilege or petition, shall be dealt with at any meetings of the Board unless the introduction of such new matter shall be approved by a majority of all members of the Board. The procedure for the introduction of new matter will be through a motion to consider, dealt with under "Other Business".

XIV. ANNUAL MEETING

The penultimate meeting of the year for the Board of Governors shall be designated as the annual meeting and shall normally be held in late April or early May. The agenda for the annual meeting shall include the following items:

1. Receive reports of all standing committees;
2. Receive the list of elected and appointed Constituent Board members;
3. Appointment of new Non-Constituent Board members;
4. Elect Chair of the Board, Vice-Chair of the Board and Vice-Chair Pro Tem of the Board;
5. Such other business as may be decided by the Board.

XV. GENERAL RULES OF PROCEDURE AT MEETINGS

General rules of procedure shall be those rules set forth in Appendix 1, attached to these by-laws, which are abridged in Robert's Rules of Order Revised.

XVI. CONFLICT OF INTEREST

1. Every year, each Board member will be required to sign a "Disclosure of Conflicts of Interest" form.
2. A member of the Board or of a committee created by it who has any interest in a matter in which the University is concerned shall declare his or her interest as soon as possible and no later than at any meeting at which the matter is to be considered. The member shall not take part in the discussion or vote on the matter and may be required by the Board or committee to withdraw from the meeting during the discussion.
3. Despite subsection 1 above, every member of the Board or committee who is an employee of the University may take part in discussions and vote on matters related to the financial operation of the University, other than on matters related to the remuneration, benefits or working conditions of a class or group of employees of the University.
4. Where the Board or committee is of the opinion that a conflict of interest exists but has not been declared as required by subsection 2 above, the Board or committee may, by resolution, declare, as provided by the by-laws, that a conflict of interest exists. The member found to be in conflict shall withdraw from discussion and refrain from voting on the matter giving rise to the conflict and may be required by the Board or committee to withdraw from the meeting during the discussion.

XVII. CONFIDENTIALITY

1. At the beginning of a Board member's term, he/she will be required to sign a "Confidentiality Agreement".
2. Board members agree to keep in the strictest confidence all confidential or proprietary information communicated or disclosed to them as members of the Board of Governors. This includes, but is not limited to, all agendas, briefing notes, minutes, reports, documents and proceedings conducted in preparation for or during closed session meetings of the Board and any materials or proceedings conducted at open session meetings that are specifically identified as confidential.

XVIII. QUORUM

A quorum is the minimum number of voting members who must be present at a properly called meeting in order to conduct business on behalf of the Board. Accordingly, a majority of all voting members of the Board or of all voting members of a Board committee must be present in order to meet quorum. A majority is defined as fifty percent plus one.

For voting purposes, once quorum is achieved, approval by the majority of the voting members present shall be sufficient to carry a motion.

XIX. ATTENDANCE AT BOARD MEETINGS AND COMMITTEE MEETINGS

1. Regular attendance of Board members is required to ensure a quorum and to expedite carrying out the Board's business.
2. Members who find themselves unable to attend a regular meeting of the Board or a regular scheduled committee meeting, in person or by teleconference, shall notify the University Secretary at least twenty-four hours in advance of the meeting.
3. The University Secretary shall advise the Chair of the Board or the appropriate Committee Chair of all such notices.
4. Three consecutive absences will result in the Chair of the Board contacting the Member and may result in termination from the Board.

XX. RECORD OF PROCEEDINGS

A record of proceedings of all meetings of the Board shall be kept in a book provided for that purpose and the minutes, or a précis thereof, of every such meeting shall be submitted at the next meeting of the Board. After adoption by the Board, the minutes shall be signed by the Chair of the Board and the Secretary of the Board. The minutes of all open sessions shall be open for inspection at any time during regular office hours in the office of the University Secretary.

XXI. SPECIAL COMMITTEES

The Board may, from time to time, appoint special committees. Unless specifically provided by the resolutions by which they are constituted, such committees shall automatically be dissolved on the date of the first meeting of the Board in the next Board year following that in which they were appointed. Such committees may, at the discretion of the Board, be reappointed with the same or different membership.

XXII. BORROWING AUTHORITY

1. In accordance with the NU Act, Nipissing University is hereby authorized by resolution of the Board of Governors from time to time to:
 - a) Borrow money upon the credit of the University in such amounts, on such terms and from such persons, firms or corporations, including chartered banks, as may be determined by resolution by the Board.
 - b) Make, draw and endorse promissory notes or bills of exchange.
 - c) Hypothecate, pledge, charge or mortgage all or any part of the property of the University to secure any money so borrowed or the fulfillment of the obligations incurred by it under any promissory note or bill of exchange signed, made, drawn or endorsed by it.
 - d) Issue bonds, debentures and obligations on such terms and conditions as the Board may, by resolution, decide and pledge or sell such bonds, debentures and obligations for such sums and at such prices as the Board may, by resolution, decide and mortgage, charge, hypothecate or pledge all or any part of the property of the University to secure any such bonds, debentures and obligations.
2. The Board of Governors may, by resolution, delegate to Officers of the Board all or any powers necessary for the purpose of borrowing and giving security by the University to such extent and in such manner as the Board may determine.

XXIII. AUDITS AND REPORTS

1. The Board shall appoint one or more public accountants licensed under the *Public Accountancy Act* to audit the accounts and trust funds of the University and the transactions of the Board at least once a year.
2. On behalf of the Board, the administration shall make a financial report annually to the Ministry in such form and containing such information as the Minister may require.

XXIV. FINANCIAL YEAR

Unless otherwise ordered by the Board, the fiscal year of the University shall terminate on the 30th day of April in each year.

XXV. BY-LAWS OF THE BOARD

1. The by-laws of the Board shall be open to examination by members of the University community and by the public during normal business hours.
2. The Board shall publish its by-laws, from time to time, in such manner as they may respectively consider proper.
3. All by-laws of the Board are subject to Notice of Motion and may be changed or amended at any meeting of the Board by a resolution passed by two-thirds of the members of the Board present.
4. As stated in the Terms of Reference for the University Governance Committee, a review of the Board by-laws shall be done every three years.

XXVI. VACANCIES

1. A position on the Board is vacated when the member resigns or, except for a student member who graduates during his/her term, ceases to be eligible for appointment or election to the Board.
2. If a Member of the Board is otherwise incapable of continuing to act as a member, the Board Chair shall declare the membership vacant.
3. The Board may, by resolution, declare a membership of the Board, except a membership by virtue of an office, vacant for failure to attend sufficient number of meetings, as provided in Section XVII.4.
4. A declaration of a vacancy that is entered in the minutes of the Board is proof of the vacancy, in the absence of evidence to the contrary.
5. The vacancy of an appointed or elected member of the Board shall be filled by appointment in the same manner as the membership was appointed.
6. The vacancy of a constituent member shall be filled in the same manner as the membership was appointed, at a time and for a duration as specified by the Board.
7. A member appointed or elected to fill a vacancy on the Board shall hold office for the remainder of the vacating member's term of office.
8. Service on the Board for the remainder of a vacating member's term of office shall not be included in the calculation of six consecutive years.

XXVII. VACATING A MEMBER FROM THE BOARD

A member of the Board of Governors shall not be permitted to continue in office under any of the following conditions:

1. Declaration of bankruptcy;
2. Certification pursuant to The Mental Incompetency Act;
3. Acceptance of a contract with Nipissing University or some other agency which, in the judgment of the Board, has resulted in a conflict of interest; or
4. Failure to attend the regular meetings of the Board, as defined in Section XVII.4.

A recommendation for termination of a member would be brought by the Executive Committee to a closed meeting of the Board.

XXVIII. INDEMNIFICATION

1. Limitation of Liability

Except as otherwise provided in the Act, no director or officer for the time being of the corporation shall be liable for:

- a) the acts, receipts, neglects or defaults of any other director or officer or employee or for joining in any receipt or act for conformity;
- b) for any loss, damage or expense happening to the corporation through the insufficiency or deficiency of title to any property acquired by the corporation;
- c) for or on behalf of the corporation or for the insufficiency or deficiency of any security in or upon which any of the monies of or belonging to the corporation shall be invested;
- d) for any loss or damage arising from the bankruptcy, insolvency or tortuous acts of any person with whom any of the monies, securities or effects of the corporation shall be deposited; or
- e) for any loss occasioned by any error of judgment or oversight on his/her part or for any other loss, damage or misfortune which may happen in the execution of the duties of his/her office or in relation thereto; provided that nothing herein shall relieve any director or officer from the duty to act in accordance with the Act and regulations or from liability for any breach thereof.

2. Protection of Directors and Officers and Indemnification

Every member and Officer of the Board of Governors and every Officer of the University, and heirs, executors and administrators thereof, and estate and effects, respectively, from time to time and at all times, shall be indemnified and saved harmless out of the funds of the corporation, from and against:

- a) All damages costs, charges and expenses whatsoever which a Member or Officer sustains or incurs in or about any action, suit or proceeding which is brought,

commenced or prosecuted against such above-named individual, for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by that individual in good faith, in or about the execution of the duties of office.

- b) All reasonable expenses which are incurred in good faith occasioned in the ordinary course of business for the corporation while acting in relation to the affairs of the University.

Board Resolution 94-02-02

Revised July 1, 2002

Revised September 2006

Revised February 2007

Revised 2007 – Board Resolution 2007-02-10

Revised 2009 – Board Resolution 2009-05-02

Revised 2011 – Board Resolution 2011-02-02

Revised 2012 – Board Resolution 2012-05-04

Revised 2013 – Board Resolution 2013-02-02

– Board Resolution 2013-05-05

– Board Resolution 2013-05-06

– Board Resolution 2013-12-05

Revised 2014 – Board Resolution 2014-02-04

Revised 2014 – Board Resolution 2014-05-07

Revised 2017 – Board Resolution 2017-

Appendix 1

GENERAL RULES OF PROCEDURE AT BOARD MEETINGS

I. ADJOURNMENT

A motion to adjourn may be moved at any time. It is not debatable except if it is sought to adjourn to a time other than the regular meeting time, when discussion is permitted on that point only. The motion requires a simple majority and, if passed, the meeting ends; if rejected, business continues.

II. AMENDMENT

1. An amendment to a motion must fall within one of the following categories:
 - a) the deletion of certain words
 - b) the addition of certain words
 - c) the deletion of certain words and the substitution of others in their place
2. An amending motion which would nullify the main motion is not an amendment and cannot be introduced.
3. There cannot be more than two amendments before the meeting at one time. The second amendment must be an amendment of the first amendment. When an amendment has been accepted or rejected, another amendment may be introduced but only if it is different in purpose from the one previously defeated.
4. Voting is as follows:
 - a) on the amendment to the amendment or the second amendment
 - b) on the amendment
 - c) on the motion if amendments have been defeated or on the motion as amended if an amendment has carried

III. GENERAL

The following are examples of how procedures specified in Robert's Rules of Order Newly Revised (1984), shall prevail in special motions:

1. to adjourn - debatable as to time only; majority vote required for adoption
2. to take a recess - not debatable; majority vote required for adoption

3. to raise a point of order or a question of privilege - personal - not debatable; admissibility of question is ruled upon by the Chair of the Board
4. to lay on the table - not debatable; majority vote required for adoption
5. to take from the table - not debatable; majority vote required for adoption
6. to limit or extend the limits of debate on a pending question - not debatable; two-thirds vote required for adoption
7. to postpone to a definite time applied to a pending question - debatable as to merit of postponing only; majority vote required for adoption
8. to amend - debatable; majority vote required for adoption.

IV. MOTIONS

A motion must be moved and seconded before the subject matter of the motion is open for debate.

V. POINT OF ORDER

Only on a point of order or privilege can a member interrupt another member who is speaking (except that, with the consent of the speaker, questions may be asked). If a member feels that improper language has been used, irrelevant argument introduced or a rule or procedure broken, the member is entitled to "rise to a point of order", interrupting the speaker. The point of order must be stated definitely and concisely. The Chair of the Board shall decide without debate, though he/she may ask opinions. The Chair of the Board should state opinions authoritatively. This ruling may be appealed by any two members (one making the appeal and the other seconding it). If appealed, the Chair of the Board states his/her decision and the point of appeal and then puts the question which is not debatable: "Shall the decision of the Chair of the Board stand as the judgement of this meeting?" A simple majority determines the issue. This merely settles a point of procedure and is not a vote of confidence in the Chair of the Board.

VI. QUESTION OF PRIVILEGE

If a member feels that a statement reflects on his reputation or that of the Board, the committee or University, the Member is entitled to raise a "question of privilege". The procedure is the same as for a point of order.

VII. VOTING

1. Each Member of the Board is entitled to one vote, subject to the provisions of (3) and (4) below. Unless otherwise provided, approval by a majority of the members voting or by consent without objection shall be sufficient to carry a motion.

2. Voting shall be by show of hands unless a vote by ballot is demanded by any member present. When necessary, votes shall be counted and recorded; in favour, against, and abstentions.
3. The Chair of the Board may only cast a vote on a motion:
 - a) to break a tie, or
 - b) negatively, to create a tie, thereby defeating the motion.
4. A tie vote will defeat a pending motion.

VIII. WITHDRAWAL OF MOTIONS

General custom permits the withdrawal of a motion by consent of the mover and seconder, but if either objects, the motion must be put to a vote. This applies to both substantive motions and amendments.

NIPISSING UNIVERSITY BOARD OF GOVERNORS

UNIVERSITY GOVERNANCE COMMITTEE MEETING

OPEN SESSION

April 18, 2017

The University Governance Committee met on Tuesday, April 18, 2017, at 10:30 a.m. in the Nipissing University Board Room (F303).

Committee Members present: Gary Jodouin, Chair
Karen Barnes
Jordan Andrews
Marianne Berube
Jordan Dempster
Sean Feretycki (via Skype)
Toivo Koivukoski
Crystal Pigeau
Harley d'Entremont (non-voting)
Cheryl Sutton (non-voting)
Christine Dowdall, University Secretary (non-voting)

Regrets: Mike DeGagné
Paul Cook
Janet Zimbalatti

Guests: Gord Durnan

Recording Secretary: Maggie Daniel (Administrative Assistant, Office of the President)

1. Opening Remarks – Committee Chair, Gary Jodouin

Chair Gary Jodouin welcomed everyone to the meeting. There were no responses to his call for declarations of conflict of interest regarding any of the agenda items.

2. Board Vacancies/Status of Recruitment

The Committee Chair led a discussion regarding current Board vacancies and terms that will come to an end as of June 30. The positions include three non-constituent representatives, one administrative rep, two faculty non-Senate reps, and two faculty Senate reps. In addition, the student positions will turn over with the newly elected NUSU Executives taking office on May 1, 2017.

A Skills Matrix document for non-constituent members was presented as a potentially useful tool in the Board's recruitment efforts. Current members could use it to provide a self-evaluation, and once the responses are combined, it could assist the Board in determining what areas to concentrate on for future members. Some suggested revisions were discussed, with the Committee Chair indicating that he would like to circulate it to non-constituent members as soon as possible.

3. Confidentiality Agreement – DRAFT

There is language in the revised Bylaws stating that each Board member will be required to sign a confidentiality agreement at the beginning of his/her term. Accordingly, the Committee Chair presented a proposed Code of Conduct/Confidentiality Agreement. The document was drafted using language from confidentiality agreements that are currently used by Nipissing's HR department as well as language from a number of other University boards across Ontario. It was vetted by the University's legal counsel.

Motion #1: That the Governance Committee recommend to the Board of Governors that the proposed Code of Conduct/Confidentiality Agreement for members of the Board of Governors of Nipissing University be adopted as presented.

Moved by Jordan Andrews; seconded by Karen Barnes. Carried.

4. General Bylaws – DRAFT Revisions

The Committee Chair highlighted the changes that have been made to the Board Bylaws document since this committee last reviewed it in February. It was suggested that the document should include language about quorum at the committee level as the current version only speaks to quorum at the Board level. It was agreed that the language under the "Quorum" section of the document will be amended to reflect this. It was also agreed that quorum at the Board level should be fifty percent plus one of voting members instead of the current language which defines an actual number. This will assist in situations where not all positions on the Board are filled. Finally, to further assist with the issue of quorum, members were asked to ensure they respond to meeting invitations.

A request was made to highlight the changes to the Board Bylaws document when it is distributed at the next Board meeting (e.g. "tracked changes"). Following discussion, it was agreed that a summary of the changes will be included as a separate document.

Motion #2: That the Governance Committee recommend to the Board of Governors that the revised General Bylaws of the Board of Governors of Nipissing University be accepted as amended.

Moved by Marianne Berube; seconded by Crystal Pigeau. Carried.

5. Annual Staff Award Policy – Proposed Revisions

The University Secretary provided an overview of the proposed revisions to the Annual Staff Award Policy. She explained that the policy, which is maintained and administered by the Human Resources department, was originally approved by the Board in 2008. HR has recommended several minor changes to the policy to bring it more in line with actual practice.

Motion #3: That the Governance Committee recommend to the Board of Governors that the revisions to the Annual Staff Awards for Exceptional Performance and/or Service Policy be accepted as presented.

Moved by Toivo Koivukoski; seconded by Marianne Berube. Carried

6. Other Business

The Committee Chair asked committee members to review the updated Annual Work Plan that was included as an attachment to the agenda. It was included for information purposes only.

Per the Board Bylaws, it is the responsibility of the Governance Committee to recommend to the Board a slate of nominations for the Chair, Vice-Chair and Vice-Chair Pro Tem at the annual Board meeting. The Board Chair originally accepted the Chair position for a three year term; as one year remains in that term, there is no need for nominations for Chair.

The Vice-Chair and Vice-Chair Pro Tem positions are assumed for a period of one year. Following discussion, the following motion was presented:

Motion #4: That the Governance Committee recommend to the Board of Governors that Tom Palangio be nominated as Vice-Chair and Gord Durnan be nominated as Vice-Chair Pro Tem for the July 1, 2017, to June 30, 2018, term of the Board of Governors of Nipissing University.

Moved by Marianne Berube; seconded by Jordan Andrews. Carried.

7. Adjournment

The meeting was adjourned at 11:09 a.m.

Recorded by: _____
Administrative Assistant, Office of the President

Approved by: _____
Committee Chair

NIPISSING UNIVERSITY

CODE OF CONDUCT/CONFIDENTIALITY AGREEMENT

It is essential to Nipissing University that information about its business and affairs is kept in the strictest confidence at all times. It is also necessary to ensure information about staff, students and any individual or organization associated with the University not be disclosed or misused in any way.

Members of the Nipissing University Board of Governors are fiduciaries with respect to the business and affairs of Nipissing University. As such, members agree to adhere to the highest level of conduct in carrying out their duties and responsibilities as Board members which includes the obligation to act honestly and ethically, in good faith and in the best interests of the University.

Board members shall work together to foster a collegial work environment. Further, Board members shall conduct themselves in a manner that respects different perspectives and the decisions of the Board once they are final.

During the course of your term on the Board of Governors, you will have direct and indirect access to confidential information, both oral and written. As such, you agree to keep in the strictest confidence and refrain from using or disclosing any and all confidential or proprietary information communicated or disclosed to you as a member of the Board of Governors. This includes, but is not limited to, all agendas, briefing notes, minutes, reports, documents and proceedings conducted in preparation for or during closed session meetings of the Board and any materials or proceedings conducted at open session meetings that are specifically identified as confidential.

If you are suspected of contributing to a breach of confidential information, you may face consequential measures, up to and including suspension from your position on the Board on an interim basis while the matter is being investigated. If it is found that you are responsible for, or have contributed to, a breach of confidential information, appropriate consequential measures will be determined by the Board.

The obligation to maintain and protect confidential information rests with the individual Board member and applies both during the term of membership on the Board of Governors and at any time thereafter.

Your signature below indicates your understanding and acceptance of this condition.

Name (please print)

Signature

Date

Approved by Board Resolution #2017-05-__

NIPISSING UNIVERSITY

Policy Category:	Human Resources
Policy Number:	3.4.2017.B
Policy Name:	Annual Staff Awards for Exceptional Performance and/or Service
Responsible Department:	Human Resources
Approval Date:	February 7, 2008
Approval Authority:	Board of Governors
Last Updated:	April 2017
Review Date:	2020

A. PURPOSE

The purpose of the staff awards for exceptional performance and/or service is to tangibly recognize the importance the University lends to exceptional performance and/or service to the University by a non-faculty employee. It also highlights the key role that employees play in positions at the University as well as serves to encourage employees to provide high quality service consistently. The award will help employees identify with the University's mission and, especially, with the principles of excellence endorsed by the administration.

B. THE AWARDS

1. Two monetary awards in the amount of \$1,500 each (one for support staff and one for administrative staff);
2. A certificate with a Nipissing University frame; and
3. A commemorative plaque displayed in a high-traffic area of the University.

The award will be presented annually to the successful nominees at the annual Service Award ceremony. Two awards per year will be available, but they need not be made each year if, in the opinion of the selection committee and/or the President, there are no suitable candidates.

The successful nominees will receive a personal invitation to the Service Awards where the President will present the award.

C. ELIGIBILITY CRITERIA

All full-time and part-time members of support, contract and administrative staff employed by the University for at least three (3) consecutive years immediately leading up to the nomination deadline.

Seasonal lay offs, pregnancy/parental and education leaves will not be considered an interruption in the three (3) consecutive year requirement. Exceptions for interruptions in the three (3) consecutive year requirement will be considered by the President's Office and the Human Resources Office. Following receipt of the award, the successful nominees will not be eligible for the next five (5) years.

D. SELECTION COMMITTEE

The membership of the selection committee will have a chair and be composed of eight (8) voting members as follows:

1. One (1) member from the Board of Governors appointed by the President;
2. One (1) member from the Human Resources office appointed by the President;
3. Two (2) members from the support staff employee group (OPSEU members), selected by the President from among four candidates submitted by OPSEU;
4. Two (2) members from the administrative group, chosen by the President from among four candidates submitted by the administrative group;
5. One (1) member of the University Management Group, chosen by the President from among two candidates submitted by the University Management Group;
6. One (1) student elected by the Nipissing University Student Union (NUSU).

Total: eight (8) committee members/eight (8) voting members.

E. TERMS OF THE COMMITTEE

As noted above, the committee will consist of eight (8) members. The terms of the committee are as follows:

- All committee members have the right to vote.

- The Chair of the Committee will be the member from the Human Resources Office who is appointed by the President.
- The members are appointed for a three-year term (June 1 to May 31) except for the student representative who may change from year to year depending on the elections/composition of NUSU. [Note: During the first three years of award implementation, the members' appointments will be staggered to ensure the committee will retain experienced members and consistent application of the process and criteria.]
- Quorum for meetings is five (5) voting members.
- Committee members are not eligible for an award and they cannot sign nomination forms.
- Committee members will not disclose the names of the nominees.
- The selection committee for the Awards for Exceptional Performance and/or Service makes their recommendations to the President.
- Bias or Conflict of Interest – If a committee member has been associated with the nominee such that there would be an actual or reasonably perceived obstacle to objectivity in selecting the recipient(s) of the award (e.g. spouse/partner, child, etc.), the member will be disqualified from voting and that members' place on the committee will be taken by an alternate chosen by the President.
- Candidates should ONLY be evaluated on the established criteria.
- The successful nominee(s) must receive the support of the majority of the Committee. Majority is defined as 51%.
- Once the committee has held its meeting and made its decision, all documentation is to be returned to the Chair for storage in the President's Office for five (5) years.

F. SELECTION CRITERIA

The nominees will have demonstrated exceptional performance and/or service to the University community in some way, including two (2) or more of the following seven (7) criteria:

- Demonstrated leadership skill and ability
- Demonstrated a willingness to go above and beyond the job to assist other staff and/or faculty and/or students
- Submitted a proposal which, when implemented, had significant impact on improved efficiency, or cost saving, or improved service within the University
- Enhanced the University's reputation
- A broad impact to the institution by the nominee's service
- Consistently maintains high performance and/or contributions and/or high service standards
- Other positive impact to the University community

G. NOMINATION GUIDELINES

- Any member of the University community, except committee members, may nominate a support or administrative staff member by submitting the name of the nominee. Therefore, nominations may come from any group or individuals such as managers, colleagues, professors, students, students' parents, members of the general public, etc.
- Employees cannot nominate themselves.
- Nominations must be submitted with the employee's consent.
- Call for nominations will be sent by May 1. A reminder will be sent by the end of June.
- Nominations must be submitted by email to the Chair of the Committee or by regular mail no later than August 1 of each year.
- Nominations must be completed using the appropriate form and documenting the exceptional performance and/or service.
- It is strongly recommended that nominations include a letter of support from the immediate supervisor of the nominee as well as other related supporting documentation from staff members, faculty members, students, members of the general public, etc.

- The successful nominees will be chosen by mid-September and will be presented with the award at the annual Service Award ceremony.
- The required nomination form will be available on the Human Resources web site.

H. NOMINATION FORM

As attached.

The Policy and Procedures for the Granting of Annual Staff Awards for Exceptional Performance and/or Service will be reviewed on an on-going basis by the committee or at least every three years.

This policy was accepted by the Board of Governors in 2008.

Approved February 7, 2008
Resolution #2008-02-07

Revised March 23, 2009

Revised (name change only) - February 3, 2010
Resolution #2010-02-02

Revised June 2, 2011
Resolution #2011-06-13

Revised May 4, 2017
Resolution #2017-05---



**Annual Staff Awards for
Exceptional Performance and/or Service
Nomination Form**

NOMINEE INFORMATION:

(Please print clearly)

Last Name: _____ First Name: _____

Position/Department: _____

Employment Date with Nipissing: _____

Employee Group: Support Staff ~ or ~ Administrative Staff

NOMINATOR INFORMATION:

(Please print clearly)

Last Name: _____ First Name: _____

Email: _____

I have known the nominee for the period from _____ to _____

Relationship to nominee (co-worker, supervisor, Board of Governor's member, etc.): _____

NOTE: *Nominees must have three (3) years of consecutive service to be eligible for this award.*

Nominee Signature

Date

Nominator Signature

Date

DESCRIPTION OF NOMINEE:

Please list the performance and/or contributions that you feel the nominee has been exceptional in as per the required selection criteria delineated in the Policy for Exceptional Performance and/or Service. Concrete examples must be provided with regard to the criteria outlined in Section F of the Policy and Procedures.

Additional information and/or letters of support that reflect examples about how the nominee has demonstrated exceptional performance and/or service to the University community in some way, including two (2) or more of the following selection criteria:

- Demonstrated leadership skill and ability
- Demonstrated a willingness to go above and beyond the job to assist other staff and/or faculty and/or students
- Submitted a proposal which, when implemented, had significant impact on improved efficiency, or cost saving, or improved service within the University
- Enhanced the University's reputation
- A broad impact to the institution by the nominee's service
- Consistently maintains high performance and/or contributions and/or high service standards
- Other positive impact to the University community

NOMINATION AND SUPPORTING DOCUMENTATION MUST BE RECEIVED BY THE HUMAN RESOURCES OFFICE BY AUGUST 1ST.

NIPISSING UNIVERSITY BOARD OF GOVERNORS

ADVANCEMENT COMMITTEE MEETING

OPEN SESSION

April 18, 2017

The Advancement Committee of the Board of Governors was held on Tuesday, April 18, 2017, at 1:00 p.m. in the Nipissing University Board Room (F303).

Members Present: Gord Durnan, Chair
Marianne Berube
Tom Curry (via teleconference)
Janet Zimbalatti
Blaine Hatt
Jordan Dempster
Ryan Hehn
Sean Feretycki (via Skype)
Harley d'Entremont (non-voting)
Cheryl Sutton (non-voting)
Christine Dowdall, University Secretary

Regrets: Mike DeGagné
Paul Cook
Jamie Lim
Scott McLeod
Tom Palangio
Derek Shogren
David Ratcliffe

Guests: Kelly Brown
Len Gamache
Andrea Parolin
Cooper Allen
Maggie Daniel

Recording Secretary: Mary-Ann Gilchrist

1. Welcome/Opening Remarks – Committee Chair, Gord Durnan

The meeting was called to order at 1:05 p.m. The Advancement Committee Chair welcomed everyone, saying that the work that is being done now is building a lifestyle of philanthropy that will make the University better forever.

2. Annual Fund Call Campaign – Mary-Ann Gilchrist, Fundraising and Stewardship Coordinator

There were 12 students who worked as part of the annual call campaign this year. They worked on fundraising, alumni tracing and “thank-a-thon” calling. The Annual Fund Call Campaign successfully raised over \$20,000 in cash and pledges this year.

3. Comprehensive Fundraising Campaign – Len Gamache

Gift Acceptance Policy: The Committee was asked to review the Gift Acceptance Policy and consider a few minor but important modifications. Len highlighted the changes that were proposed to the policy, which was last updated in 2011, and he explained the reason(s) for each change.

Motion: ***That the Advancement Committee recommends the Board of Governors accept the revised Gift Acceptance Policy as presented.***

Moved by Blaine Hatt; seconded by Jordan Dempster. Carried

A question was raised regarding the name of the department responsible for fundraising. The policy refers to the Advancement Office, but no such department shows up as a result of a search on the Nipissing University website. It was clarified that it will be known as the Advancement Office, and the website will be updated to reflect that.

It was also confirmed that all references in the policy to the Advancement Committee will need to change once the committee is split in two.

Naming of Campus Assets Policy: The Committee was also asked to review the Naming of Campus Assets Policy (last updated 2011) and consider several changes. The revisions were highlighted for the committee's information. The committee agreed with all but one of the recommendations.

Motion: ***That the Advancement Committee recommends the Board of Governors accept the revised Naming of Campus Assets Policy as amended.***

Moved by Blaine Hatt; seconded by Marianne Berube. Carried

Len confirmed that one of the next steps will be to create a schedule of naming opportunities.

Nipissing University Case for Support

Len thanked everyone who has been involved in the process of establishing the Case for Support. Numerous discussions took place over the last several months, with many people and various committees participating, and after much work and the input from many, the Case for Support has been developed.

Len described the Case for Support, which is rooted in the 2015 Strategic Plan, as comprehensive and strategic. The four areas of the Case for Support are:

- 1) Nurturing Scholarship and Academic Excellence
- 2) Enriching Student Life and Learning Environment
- 3) Supporting Research Excellence
- 4) Fostering Community Engagement

Len continued through his presentation, explaining that the next steps will be to present this to Senate, to the Board, and to the public

4. Other Business

It is expected that this committee will not hold a May meeting.

5. Adjournment

The meeting was adjourned at 2:31 p.m.

Recorded by: _____
Fundraising & Stewardship Coordinator

Approved by: _____
Committee Chair

Naming of Campus Assets Policy

(Revised and recommended for approval by the Advancement Committee on April 18, 2017)

1.0 INTRODUCTION

1.1 SUBJECT

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

1.2 PURPOSE

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

1.3 SCOPE

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

2.0 DEFINITIONS

2.1 CATEGORIES

The following definitions shall apply in this policy:

- **Philanthropic naming:** Naming in recognition of an act of philanthropy, generally defined as a charitable gift to the University. The donor may select another individual or individuals for recognition.
- **Honorific naming:** Naming to confer or imply honour or respect, generally involving recognition of outstanding individuals distinguished in character or attainments. Gifts associated with honorific naming may be contributed by individuals or groups, or may be supported by designated funds. It may include a major contribution to the development of Nipissing University, which enhances its status as an academic institution. It also may be in honour of a person who has given extraordinary distinguished service to the University.
- **Functional naming:** Naming to signify a relationship between the University asset, the academic entity or award and particular activities, functions or uses.

2.2 ASSETS

The Policy includes:

- Buildings (new and existing) or substantial parts of buildings (wings, floors, theatres, lounges, segments etc.)
- Streets, walkways, gardens and other common and green spaces
- Rooms and spaces within existing and new buildings
- Faculties, Departments, Schools
- Programs of service or recreation
- Lectureships, special lecture series, fellowships
- Collections of books, artifacts, manuscripts, maps, works of art and any other collection
- Research programs
- Endowed academic positions

- Scholarships, bursaries and other student awards
- Other naming opportunities as may be reasonably considered suitable

3.0 POLICY FOR NAMING CAMPUS ASSETS

3.1 PRINCIPLES

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

- Each naming or re-naming shall enhance the mission and priorities of the University while preserving its commitment to academic freedom, autonomy and integrity.
- Consistency will be sought in making naming choices such that similar service or support of the University will result in comparable levels of naming recognition. Given Nipissing's shared campuses, care should be taken to ensuring relative consistency with campus co-tenants.
- Market value principles should be applied in assessing the worth of naming rights to University campus assets.
- Preference will be given to naming that avoids the necessity of change in recognition in light of the possibility that activities associated with the University asset may change over time.
- Naming or renaming may be established in perpetuity or for a defined and limited period of time.

3.2 AUTHORITY TO APPROVE

Authority for the approval of the naming or re-naming of campus assets is vested in the Board of Governors, which has delegated this responsibility to the President according to the terms set out in this policy. If the President wishes to bring a particular naming or re-naming proposal to the Board of Governors for its direct approval, nothing in this policy shall be interpreted as preventing him or her from doing so.

Notwithstanding the authority delegated to the President by this policy, the Board of Governors may specify that the naming or re-naming of particular University assets be reserved for its direct approval.

3.3 AUTHORITY FOR CHANGE OR DISCONTINUANCE OF NAMING OF CAMPUS ASSETS

- Where no time commitments or limitations are specified in connection with a naming, consistent with the principles of this policy and that of the Gift Acceptance Policy, the University reserves the right to rename an asset at any time, in keeping with the authority specified in Section 3.2 of this policy. In the event of the death of a benefactor or liquidation of a corporation or organization, a period of one year shall lapse prior to a change of name, unless the donor agreement specifies otherwise.
- In the unusual circumstance that the University determines, in its sole discretion, that the naming of a University asset may directly or indirectly have a negative impact on the University's mission, priorities, commitment to academic freedom, autonomy, and integrity, (i.e. conviction of a serious offense), the naming of the University asset may be changed or discontinued irrespective of time commitments in related gift agreements, decision support documents or announcements in keeping with the authority specified in Section 3.2 of this policy.
- Notwithstanding any other provision of this policy, no naming shall be approved or continued that calls into question or constitutes a significant challenge to the public respect or reputation of the University.
- Should key elements of a donor agreement associated with a naming commitment not be fulfilled, discontinuance of the naming and/or renaming may be required in keeping with the authority specified in Section 3.2 of the policy.
- When a University asset is proposed for renaming or discontinuance, reasonable efforts will be made to inform any related benefactor or honoree in advance. If the benefactor or honoree is deceased, reasonable efforts will be made to inform the closest family members in advance of the change.

4.0 PROCEDURES FOR NAMING CAMPUS ASSETS

4.1 PROCEDURES FOR NAMING

The following procedures have been developed to support this policy:

- Naming or renaming proposals may originate from any member of the University community. Members shall forward their recommendation in writing to the appropriate executive leader (President, Vice-President, Dean, Associate Vice-President, Executive Director) in accordance with the terms of the policy.
- The executive leader, receiving such a proposal, shall evaluate it, and consider concerns that stakeholders may have. If deemed worthy of further consideration, the proposal shall be forwarded to the Advancement Committee for deliberation.
- Upon review by the Advancement Committee, the proposal will either be:
 - ▶ Declined
 - ▶ Returned to the executive leader who originated the proposal for further consideration
 - ▶ Forwarded to the Advancement Office for additional input
 - ▶ Forwarded to Senate with respect to endowed chairs, professorships, fellowships and lectureships in accordance with Senate requirements
 - ▶ Recommended for approval as defined in keeping with Section 3.2 of this policy
- In the context of major campaigns and annual fundraising, from time to time the Advancement Office shall propose a schedule of naming opportunities to the Advancement Committee.
- In all instances, the President shall advise all members of the University Board of Governors, in confidence, of naming decisions prior to being announced publicly.
- The President shall ensure that appropriate agreements with external parties are in place prior to any public naming announcements. The terms of such agreements concerning naming shall be consistent with this policy.

5.0 MAINTENANCE, REPORTING AND REVIEW

5.1 MAINTENANCE & REPORTING

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

5.2 REVIEW PROCESS

In order to ensure that this policy continues to be effective and relevant, it shall be reviewed annually by the Advancement Committee of the Board of Governors. The Executive Director, Advancement, shall be responsible for initiating this review.

The open session of the regular meeting of the Board of Governors was held on **February 3, 2011** in the Nipissing University Boardroom F303.

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



Gift Acceptance Policy

(Revised and recommended for approval by the Advancement Committee on April 18, 2017)

1.0 INTRODUCTION

1.1 SUBJECT

A policy for the acceptance of gifts by Nipissing University.

1.2 PURPOSE

This policy addresses the principles and terms to be followed by the University in matters of gift acceptance. In addition, the policy provides guidelines that ensure gifts are received in accordance with the requirements of the Income Tax Act.

1.3 SCOPE

This Policy governs the acceptance of all gifts made to Nipissing University.

2.0 DEFINITIONS

2.1 GIFT(S)

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

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

a voluntary transfer of property with valuable consideration. Generally a gift is made if all three of the conditions listed below are satisfied:

- *some property -- usually cash -- is transferred by a donor to a registered charity; and*
- *the transfer is voluntary; and*
- *the transfer is made without expectation of return. No benefit of any kind may be provided to the donor or to anyone designated by the donor, except where the benefit is of nominal value.*

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

2.2 DESIGNATED AND UNDESIGNATED

The following definitions shall apply in the policy:

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

Undesignated gifts: Gifts given to the University, where the donor has not specified the purposes or use

3.0 POLICY FOR GIFT ACCEPTANCE

3.1 GIFT SOURCES

The University recognizes the need to receive gifts to help support its teaching and research programs. It values its public and private-sector partnerships, its relationship with donors and supporters, and welcomes gifts that support its academic mission. Gifts that support the University's academic mission are a vital source of additional funding.

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

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

3.2 PRINCIPLES FOR GIFT ACCEPTANCE

- The University's solicitation of gifts is informed by and consistent with priorities established by the University.
- Although the University is appreciative of all gifts offered, it will not accept gifts if such acceptance results in an abridgement of its academic freedom, autonomy and integrity.
- The University will not accept gifts it determines may violate federal, provincial or municipal laws.
- Designated gifts will be used for the purpose for which they are given. Undesignated gifts will be used for such purposes as the University determines most appropriate, based on the priorities of the institution.
- Occasionally, funds sought and contributed for a University purpose are insufficient to make the project viable. If the University is unable to proceed, benefactors will be invited to redirect their contributions to an analogous purpose, and/or to curtail future pledged payments.
- The University reserves the right to decline or return gifts that it determines: require expenditures beyond its resources, pose a significant financial or reputational risk; diverge from the University's commitment to academic freedom; autonomy and integrity; or, in any other manner, run counter to the best interests of the University.
- The acceptance of all gifts must comply with all relevant University policies and guidelines including, but not limited, to the *Naming of Campus Assets Policy*, *Endowment Fund Statement of Investment, Objectives, Policies and Governance*.
- Anonymity will be granted to any donor who makes this request in keeping with legal stipulations.

3.3 GUIDELINES FOR GIFT RECEIPTING

The Advancement Office is responsible for the procedures to accept all gifts. The following guidelines will govern its work:

- Ownership of each gift vests legally in the University, regardless of the specific unit or activity to which such gift is directed.
- It is the University's expectation that commitments between the donor and the University in relation to gift acceptance will be clearly documented as part of the gift agreement. These donor agreements will be subject to the University's statement on *Protection of Privacy and Access to Information* and applicable law.
- All gifts will be handled in accordance with the commitments made to the donor by the University, which are consistent with University policies, applicable law, including but not limited to, the *Income Tax Act*, and Canada Revenue Agency guidelines on charitable donations.
- All charitable donations accepted by the University will be receipted in accordance with Nipissing's *Charitable Tax Receipt Issuance Procedure*.

- Public recognition will be based on the level of the gift and in accordance with Nipissing University's *Donor Recognition Guidelines* as established by the Advancement Office.

4.0 GIFT ACCEPTANCE AUTHORITY AND RESPONSIBILITY

4.1 DELEGATION OF AUTHORITY

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

- The President is delegated authority from the Board of Governors to make decisions concerning acceptance of gifts in accordance with this Policy and is accountable to the Board for implementation of this responsibility.
- The President may in turn delegate responsibility to the Advancement Office and/or to other members of the executive team deemed appropriate and in keeping with the policy.
- The President and/or delegates may seek input from the Advancement Committee of the Board of Governors pertaining to acceptability of a proposed gift.

4.2 RESPONSIBILITIES

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

5.0 REPORTING AND REVIEW

5.1 REPORTING

The President and/or delegates will provide an annual report for the Advancement Committee and the Board of Governors on the University's gift acceptance record including reference to gifts declined, returned or any unique or precedent-setting aspects of gift transactions over the reporting period.

5.2 REVIEW PROCESS

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

The open session of the regular meeting of the Board of Governors was held on **February 3, 2011** in the Nipissing University Boardroom F303.

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

Issue 00456

23 April 2017

Register to receive our free newsletter by email each week

SEARCH

Advanced Search

Global Edition / News / World Round-up / Features / Commentary / World Blogs / Student View / Academic Freedom / Letters

Special Reports / Special Editions / Africa Edition / Asia Hub / Transformative Leadership / Archives / HE Events / About / Contact

GLOBAL

Community engagement outperforms university rankings

Andrew Petter 24 March 2017 Issue No:452

Like 108

Tweet

G+ 0

Share40



Join us on

Facebook

Follow us on

Twitter

News Feeds

Global Edition

Africa Edition

Disclaimer

All reader responses posted on this site are those of the reader ONLY and NOT those of University World News or Higher Education Web Publishing, their associated trademarks, websites and services. University World News or Higher Education Web Publishing does not necessarily endorse, support, sanction, encourage, verify or agree with any comments, opinions or statements or other content provided by readers.

No one has ever criticised a hammer for being a hammer; it is an invaluable tool when that is what you need. But it is useless or destructive if used for the wrong purpose, and university rankings can be the same.

There are three main problems that make international rankings a poor mechanism for assessing, improving or differentiating any but the top few dozen universities in the world.

First, the rankings are based on a basket of indicators that privilege the biggest and wealthiest universities and those of the longest standing. For example, the lists commonly assess research productivity based on the number of peer-reviewed publications, which is entirely legitimate, but extremely difficult to change substantively from year to year, especially when the major players already boast an all but insurmountable advantage.

Likewise, the presence of Nobel laureates or other major prize winners. There is little argument that these thought leaders can act as engines for creativity and innovation and magnets for talent, but it is not practical for institutions out of the top 50 to try to attract and retain a bevy of such intellectual superstars. The dominant universities have resources and momentum, on the basis of which they are almost impossible to dislodge.

The second problem is one of relativity. In any particular year, a university's standing on the list depends not just on what it achieves, but also on the performance of every other university in its class. That means that many of the variables are beyond the control of any one institution in the race.

The act of competition can sometimes be inspiring, and success can be enormously gratifying, but there is much to lose – and little to gain – by competing blindly, especially when it is impossible to know whether 'success' is attributable to high performance in one institution or failure and misfortune in others.

The third ranking weakness becomes more extreme as you go down the list. It is, unquestionably, the sweetest pleasure to be celebrated as number one (and excruciating to be dislodged from that position, even temporarily). It is fabulous and relevant to be in the top 10, maybe even in the top 50. But what are students, faculty, alumni and prospective donors to conclude when an institution falls, say, from number 223 to 232? How many more highly talented candidates will rush to a university that has recently moved from number 299 to 291?



If you would like University World News to be the media partner for your international conference, contact us on this link

This Week

COMMENTARY



Radicalisation of students by IS needs to be addressed by the authorities in Malaysia



Universities need to do more to bridge the social class divide in society and the academy

As an objective measure of relative strength or of relevance in a local market, these rankings are simply not helpful.

Be the best in the world

Consider, now, a completely different approach, and one that is available to any institution, wherever it sits in the international post-secondary panoply. The goal is not to be judged good or to be found, in any particular year, to be better. The goal is to be great – to identify and promote that at which the institution can be the best in the world.

That means finding the single differentiator on which an organisation can rise above its competitors. And, in the advanced education world, that differentiator is less likely to lie in the rankings than in the communities, or communities of interest, in which the university has formed extraordinary connections, made exceptional contributions, or demonstrated unique expertise.

Engage, engage, engage

This, then, is the best argument for engagement – for an institution to reach out and embrace the resources and challenges of a community that only it can know best. It is not a new notion. Writers and critics have long since dismissed the Ivory-tower model, in which academics attempt to hold themselves above the cares and concerns of the outside world.

Universities fare best when they understand current issues, when they dedicate their resources to answering societal needs. This spirit of engagement arises, in part, from a positive desire to serve.

An example may be found in the Talloires Network, an international association of institutions that are committed to strengthening the civic roles and social responsibilities of higher education.

The Talloires vision reads as follows: “We believe that higher education institutions do not exist in isolation from society, nor from the communities in which they are located. The Talloires Network envisions universities around the world as a vibrant and dynamic force in their societies, incorporating civic engagement and community service into their research and teaching mission.”

True engagement is not a one-way relationship, in which universities deign to bestow favours on their communities. Engagement is defined by the process of sharing, through which a university gains as much as it contributes. It increases its own relevance and it becomes more successful at reflecting the character of its community. It also becomes more effective at drawing inspiration from civic sources and responding to direct and pressing challenges.

The opportunities are wide open for universities to gain recognition for some aspect of community engagement at which they are the best in the world or best in their country. Or, if that is too large a canvas on which to compete, there are reputational benefits for universities to accrue simply by demonstrating their singular strengths in some aspect of engaging the communities they serve.

For example, if you cannot establish yourself as the best university in the world at supporting community-based indigenous research, you may still establish yourself as the best university at doing so within your geographic area. That kind of expertise – that best-in-class quality, cast globally or locally – is always distinctive and often transferable. That way greatness lies.

There is also a gathering amount of scholarship to attest to the effectiveness of this open, cross-pollinating orientation.

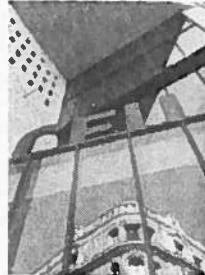


Can Vietnam buck the Trump effect that is lowering foreign student enrolments in the United States?



Much effort is required to dismantle racial inequality within universities in the United Kingdom

ACADEMIC FREEDOM



Bologna should step in after academic freedom attack at Central European University

WORLD BLOG



Worldviews Lecture: What can universities do to avoid being on the

The
International
Education
Event
of the Year!

NAFSA
2017
ANNUAL
CONFERENCE
& EXPO
May 28 - June 2
Los Angeles, CA USA
EXPANDING COMMUNITY
STRENGTHENING CONNECTIONS

14TH AAU GENERAL
CONFERENCE &
50TH ANNIVERSARY



5 - 8 June 2017
La-Palm Royal
Beach Hotel.
Accra, Ghana

#GeneralCon14

ADVERTISE
YOUR
CONFERENCES,
PUBLICATIONS
AND
VACANCIES



Reach out to almost
49,000
registered colleagues
worldwide

Click here for our
competitive rates

Top stories
from last
week's
edition

GLOBAL
Transforming
higher education's
creative capacity

The SFU experience

For its part, Simon Fraser University, or SFU, in Canada has taken the goal of engagement as its principal opportunity to differentiate, and has done so comprehensively. The university's strategic vision calls on the institution "to be the leading engaged university defined by its dynamic integration of innovative education, cutting-edge research and far-reaching community engagement".

The vision sets goals for engaging students through some of the most ambitious experiential education programmes in Canada.

It calls on faculty and researchers to engage - to connect directly and for mutual benefit with all the communities SFU serves, both for inspiration and for the resulting advantages in mobilising research discoveries and innovations. And perhaps most distinctively, the vision articulates SFU's ambition to engage physically and programmatically.

Physically, the university has built two new campuses in the past 25 years, establishing both in neighbourhoods that were at risk and, in both locations, catalysing community development. The university has also built a model sustainable community adjacent to SFU's original campus - once an isolated, mountain-top retreat very much in the Ivory-tower tradition. The new community is now earning international acclaim for its environmental practices and standards.

Programmatically, the strategic vision challenges SFU to "be British Columbia's public square for enlightenment and dialogue on key public issues, and [to] be known as the institution to which the community looks for education, discussion and solutions".

To this end, SFU has developed programmes to encourage and support those across the university to make their expertise - and our unique and valuable spaces - available for public dialogue. And once a year, SFU convenes a week-long summit on an issue of importance to the community.

While pursuing this vision of engagement, SFU has maintained its first place standing in the Maclean's ranking of Canadian comprehensive universities. Yet, as gratifying as this rating success may be, I believe that the university has gained far more reputational benefit domestically, and more notice worldwide, for our mission to be Canada's 'engaged university' and for the initiatives we have pursued in support of its realisation.

Embracing your community

There is no question that domestic and international university rankings are interesting and useful. The lists identify exemplars that deserve admiration and, to the extent possible, emulation, and they sometimes reveal weaknesses or opportunities in need of attention. But the rankings hold no special magic.

Students can find best-in-the-world educational experiences in many institutions that shine far from the bright lights of the top 10 or 20. And researchers who are inspired, well-networked among their international academic colleagues and well-connected in their immediate community have myriad opportunities to achieve best-in-the-world results, often in the most out-of-the-way places.

Thus, if the goal is to be great, the path to success for most universities does not lie in a struggle for incremental improvements in esoteric and opaque rating systems. Rather, it lies in the enthusiastic embracing of one's own community in the search for educational relevance, research innovation and community engagement that can allow each university to find its métier - that unique quality that distinguishes it as legitimately pre-eminent and worthy of attention in its own community and in the wider world.

wrong side of history?

FEATURES



Will India be a less attractive destination for African students following racist attacks?

GLOBAL
Brand is key challenge for international recruitment

GLOBAL
Higher education for refugees - A call for action

GLOBAL
To remain a gateway to work, universities must change

GLOBAL
Trump's denial triggers 500 marches for science globally

RUSSIA
More Russian students are choosing to study abroad

SOUTH AFRICA
High dropout rates - Technology to the rescue?

UNITED STATES
Why fewer international students could be good news

AUSTRALIA
India to deepen university and training collaboration

NEW ZEALAND
New insight into what international students do next

Andrew Petter is the president and vice-chancellor at Simon Fraser University in Canada. This is an edited version of his contribution to the Global University Network for Innovation's Sixth Higher Education in the World Report.

Receive UWN's free weekly e-newsletters

Email address

First name

Last name

Post code / Zip code

Country

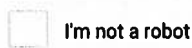
Organisation / institution

Job title

Please send me UWN's **Global Edition** **Africa Edition** **Both**

I receive my email on my mobile phone

I have read the [Terms & Conditions](#) *



reCAPTCHA
Privacy - Terms

Subscribe