

NIPISSING UNIVERSITY

BOARD OF GOVERNORS MEETING

OPEN SESSION

May 31, 2018

The Open Session of the regular Board of Governors meeting was held on Thursday, May 31, 2018, at 5:35 p.m. in the Nipissing University Board Room (F303).

Members Present: Gord Durnan, Board Chair
Karen Barnes
Paul Cook
Mike DeGagné
Sean Feretycki (via Skype)
Kristen Ferguson
Robin Gendron
Daniel Goulard
Blaine Hatt (via Skype)
Ryan Hehn
Rose Jawbone (via teleconference)
Toivo Koivukoski
Joanne Laplante
Karl Neubert
Colleen Miller (via Skype)
Tom Palangio
Derek Shogren
Judy Smith
Tyrel Somerville
Stephen Tedesco

Regrets: Fran Couchie
Tom Curry
Gary Jodouin
Janet Zimbalatti
Murat Tuncali
Rick Vanderlee

Invited Guests: Cheryl Sutton
Arja Vainio-Mattila
Casey Phillips
Debra Iafrate
Carole Richardson
Jim McAuliffe
Ursula Boyer
Patti Carr
Hariett Madigan
Christine Dowdall (University Secretary)

Observers: Nicolai MacKenzie

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

1. Call to Order/Land Acknowledgment

The meeting was called to order at 5:35 p.m. The Board Chair recited a traditional land acknowledgement, recognizing that the meeting was being held on Nipissing First Nation traditional territory and the territory of the Anishnaabeg people.

2. Declaration of Conflict of Interest

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

3. Use of Recording and/or Broadcasting Devices

The Board Chair reminded everyone that the use of recording and/or broadcasting devices is prohibited during the meeting.

4. Approval of Open Agenda

Resolution 2018-05.2-01: ***That the Board of Governors adopt the May 31, 2018, open meeting agenda as circulated.***

*Moved by Karl Neubert; seconded by Tom Palangio.
Carried.*

5. Adoption of the Minutes from May 3, 2018, Board meeting

Resolution 2018-05.2-02: ***That the minutes of the Open Session of the meeting of the Board of Governors held on May 3, 2018, be adopted as circulated.***

*Moved by Derek Shogren; seconded by Robin Gendron.
Carried.*

6. Chair's Welcome, Introductions and Remarks

The Board Chair attended the final Academic Senate meeting of the year on May 25 where he thanked Senators for everything they do for Nipissing University and the student body. He also highlighted the Board's commitment to the Joint Board/Senate Committee on Governance, describing the progress the committee has made so far as impressive.

The Board Chair also reported on COU's joint meeting of the Council of Chairs of Ontario Universities (CCOU) and Executive Heads on May 30. The Board Chair, Vice-Chair and President DeGagné were all in attendance. He said the gathering was an interesting one and the agenda included a panel discussion on how universities will engage with the government should the upcoming election bring a change to the provincial leadership.

7. Chancellor's Remarks

The Chancellor is looking forward to the partnership the Nipissing Lakers have formed with North Bay Youth Soccer. He described the relationship as mutually beneficial, with the soccer club having the benefit of playing on our new turf field while the University benefits by having the community on campus. He said the University will continue to search for other sponsorship opportunities for the field.

Other topics the Chancellor touched on included his involvement in discussions to better support our business program, preliminary discussions regarding the expansion of our ski trails, and the outstanding recipients who were honored at the Dave Marshall Leadership Awards ceremony. Next to convocation, he described the award ceremony as his favourite time to be Chancellor.

8. President's Remarks

Dr. DeGagné acknowledged several activities that took place on campus over the past several weeks, including the North Bay Heritage Fair and a conflict resolution lecture and workshop by Dr. Evan Hoffman.

The President reported on a media event he attended in Ottawa highlighting the work of Nipissing University's Dr. Kirsten Greer. Together with her colleagues, Dr. Greer has set up a Centre for Understanding Semi-Peripheries (CUSP) which supports Nipissing's Canada Research Chair (CRC) research program.

President DeGagné met with several different people/institutions this spring, including David Fulford, Vice-President of Research and Policy at Colleges Ontario, representatives from St. Paul's University where discussions centered on collaboration possibilities, author Giles Blunt, a Nipissing honorary degree recipient from 2014, and representatives from both the TD and RBC banks to discuss advancement opportunities.

The President's annual Tenure and Promotion Report was presented. The list of recipients is as follows:

Promotion to Professor:

- Dr. Dennis Geden
- Dr. Steve Hansen
- Dr. Blaine Hatt
- Dr. Dean Hay
- Dr. Nancy Maynes
- Dr. John Nadeau
- Dr. Tzvetalin Vassilev
- Dr. John Vitale
- Dr. Dan Walters
- Dr. David Zarifa

Promotion to Associate Professor:

- Dr. Julie Corkett
- Dr. Ping Zou

Tenure:

- Dr. Ping Zou
- Dr. Ron Hoffman
- Dr. Adam Adler

The 2018 list of Honorary Degree recipients was announced:

- The Right Honorable David Johnston and Mrs. Sharon Johnston, Doctor of Education (Brantford ceremony)
- Major Brenda Tinsley, Doctor of Letters
- Mr. George Couchie, Doctor of Letters
- Mr. Paul Kennedy, Doctor of Letters
- Senator Yvonne Boyer, Doctor of Education

9. Vice-President's Remarks

The Provost and Vice-President, Academic & Research reported that the term of the current Dean of Applied & Professional Studies is coming to an end. As the search for a replacement was not successful, this gives the University an opportunity to consider what the structure of the academic side of the University should look like. Accordingly, the decision was made to implement an interim consultation period, beginning July 1, that includes a temporary change to some of the reporting structures. This period will give the University an opportunity to ask such questions as whether or not the current structure of three faculty deans is appropriate and, if not, what other possibilities should we be considering.

Other topics the Provost reported on included the academic planning exercise that has been launched, the steps that are being taken toward setting up an international recruitment program, and the new Teaching Chairs that have been selected in Experiential Learning and Interdisciplinary Learning.

The Vice-President, Finance & Administration (VPFA) explained that a retreat is to take place on June 1 and 2 for members of the University Management Group (UMG). UMG includes the Deans, Directors, and those individuals who report directly to the Executive Administrators. The agenda for the retreat will centre on setting objectives and roles for next year.

Earlier this year, the Board approved a change to the employee benefits provider. The changeover has been smooth so far, with June 1 as the official date for the conversion from Great West Life to Sun Life.

The Assistant Vice-President, Students (AVPS) reported that the athletics field is up and running, and he encouraged Board members to stop by and see it. He reported on some of the athletic activities taking place, including the pickleball tournament that was held on campus (and the related 2019 Pickleball Championships that will be hosted by Nipissing) and the Sunshine Classic, a gymnastics event that brought over 800 athletes on to campus.

The AVPS also reported that planning for New Student Orientation (NSO) is underway, and much of the focus this year will be on the launch of the NU Promise.

As required by legislation, and as written in the Nipissing University policy on Sexual Violence Prevention, Support and Response, the AVPS presented to the Board an annual report on sexual violence. The report included the following: the number of times supports, services and accommodations relating to sexual violence have been requested by students; information about the types of supports, services and accommodations requested; education and prevention programming that has been implemented to promote the awareness of both supports and services that are available to students; and the number of incidents and formal reports of sexual violence made to Campus Security and Student Development and Services.

The report is appended to these minutes.

In response to a question regarding what actions constitute “sexual violence”, the AVPS explained that it is an umbrella term that includes many things ranging from sexual assault to voyeurism to “sexting” – any activity that is deemed sexual in nature.

10. Deans’ Remarks

The Dean of Graduate Studies and Research reported that a draft of the Strategic Research Plan (SRP) has been completed. The SRP sub-committee is in the process of editing the document which will then be distributed to the Research Council for input and approval. The goal is to have a completed document ready for the first Senate meeting of 2018/19.

The Dean presented an overview of external research funding. A case was made for the importance of tri-agency funding and the impact on the Research Support Fund (RSF) and Canada Graduate Scholarships (CGS-M).

The Dean of the Schulich School of Education attended the annual conference of the Canadian Society for the Study of Education (CSSE) in Regina. The conference is an opportunity for educational scholars across Canada to discuss educational issues. The Dean also spoke about the upcoming convocation ceremony in Brantford which will be the second to last convocation for Nipissing students at that campus. The ceremony will be followed by an Open House event at the Wellington Street building. Finally, the Dean was pleased to report that the 2018/19 intake numbers into the BEd program currently stands at 240. This compares to the 180 students accepted into the 2017/18 year.

11. Enrollment Update – Registrar

The Registrar provided an update of application and enrollment numbers as of May 30, 2018. Applications and corresponding offers and acceptances for the group known as 101 students (those coming directly from high school) are down compared to the same time last year while applications and acceptances into the BEd program have seen a significant increase.

The Registrar reported that 870 students will graduate at next week’s convocation ceremonies.

12. Question Period

A question was raised concerning why the agenda did not include a discussion on the motion that was passed at last week’s Senate meeting regarding Senate’s recommendation to the Board regarding the interim structure of

the APS faculty. Discussion followed, and it was determined that the recommendation won't come to the Board until after the Senate minutes are approved in September.

13. Committee Reports

Executive Committee – Gord Durnan, Committee Chair

The Board Chair announced the names of the Committee Chairs for next year:

- Tom Palangio – Executive Committee;
- Karen Barnes – Audit & Finance;
- Gary Jodouin – University Governance;
- Karl Neubert – Community Relations;
- Gord Durnan – Fundraising; and
- Joanne Laplante – Plant & Property.

The Board Chair also encouraged members to complete the Committee Preference Form that was included with the agenda.

Audit and Finance Committee – Tom Palangio, Committee Chair

The minutes from the May 14 committee meeting were included with the agenda.

The VPFA provided a high level overview of the draft Operating Budget. Following the presentation and after several questions were posed and answered, the following motion was put forward:

Resolution 2018-05.2-03: ***That the Board of Governors accepts the recommendation of the Audit & Finance Committee to approve the 2018/19 Operating Budget, which includes a planned deficit of \$3,859,507, as presented.***

*Moved by Tom Palangio; seconded by Karen Barnes.
Carried.*

The VPFA provided a brief overview of the proposed Ancillary Budget, and the following motion was presented:

Resolution 2018-05.2-04: ***That the Board of Governors accepts the recommendation of the Audit & Finance Committee to approve the Ancillary Budget as presented.***

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

University Governance Committee – Gord Durnan, Board Chair

The minutes from the May 14 committee meeting were included with the agenda.

Community Relations Committee – *Karl Neubert, Chair*

The May 14 meeting focused on the economic impact study that was completed for Nipissing University by KPMG. The minutes from the meeting were included with the agenda.

Fundraising Committee – *Gord Durnan, Chair*

No report.

Plant and Property Committee – *Karen Barnes, Chair*

The minutes from the May 14th committee meeting were included with the agenda.

14. Annual Reports

The annual reports from each of the 2017-18 committees were included with the agenda. The following motion was presented:

Resolution 2018-05.2-05: ***That the Board of Governors accepts the annual committee reports as received.***

*Moved by Ryan Hehn; seconded by Daniel Goulard.
Carried.*

15. Board Representatives on Other Committees

Academic Senate

Board member Blaine Hatt, who is also the Senate Speaker, expressed his appreciation to the Chair of the Board for his comments at the final Senate meeting of the year where the Chair praised the work of the Senate and acknowledged the importance of the efforts of the Joint Board/Senate Committee on Governance.

It was also reported that discussions on the powers of the Executive Committee of Senate continue, with the issue being sent back to the Bylaws Committee for further consideration.

Alumni Advisory Board – *Sean Feretycki*

The names of the 2018 Alumni Award recipients will be announced on June 15, and Nipissing University and the Nipissing University Alumni Advisory Board (NUAAB) will host an event at the Grand Event Centre on June 22 to celebrate the achievements of the award winners.

NUAAB's current representative on the Board of Governors has served a maximum of three consecutive terms; accordingly, a new representative will be in place for next year.

Aboriginal Council on Education

No report.

Brantford Regional Campus

No report.

Nipissing University Student Union – Daniel Goulard

The NUSU President reported that the beginning of the year for the new Executive has been a busy one. He highlighted several events that students have been involved in, including National Nursing Week, Cystic Fibrosis Awareness month, “TP North Bay” (an initiative to collect toilet paper for the North Bay Food Bank and other local organizations), and Sexual Assault Awareness and Prevention Month. On behalf of NUSU, he also offered sincere congratulations to all of the students who will be graduating in June.

Joint Board/Senate Committee on Governance – Karen Barnes

The Board was advised that the Joint Committee has been working on terms of reference and has been discussing the benefits of holding a joint orientation in the fall for new Board members and new Senators. They have also been discussing the issue of Freedom of Expression.

16. Other Business

Revisions to Animal Care Policies and Procedures – Arja Vainio-Mattila, Provost & VPAR

The Provost & VPAR reported that due to some changes in the Provost Office and the move of animal care responsibilities to the Office of Research, a number of editorial changes to several animal care policies were required. Following discussion, the following motion was put forth:

Resolution 2018-05.2-06: ***That the Board of Governors approve the revisions to the animal care policies and procedures (originally presented on the agenda as six separate resolutions) as one omnibus motion. The revisions apply to the following policies: Policy on Animal Use and Care; Post Approval Monitoring; Use of Animals for Educational Purposes; Terms of Reference for the Animal Care Committee; Animal Utilization Protocol Procedures; and Scientific Merit and Pedagogical Peer Review Process.***

*Moved by Robin Gendron; seconded by Tom Palangio.
Carried.*

Outgoing Board Members – Gord Durnan, Board Chair

The Board Chair acknowledged the following outgoing Board members: Sean Feretycki, Alumni rep; Colleen Miller, LGIC rep; and Janet Zimbalatti, non-constituent rep. He thanked all three members for their service to Nipissing University and encouraged them to stay in touch.

17. Adjournment

Resolution 2018-05.2-07: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

*Moved by Daniel Goulard; seconded by Derek Shogren.
Carried.*

Open session adjourned at 7:15 p.m.

President & Vice-Chancellor/Secretary of the Board

Board Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS MEETING

OPEN SESSION

May 31, 2018

5:30 p.m. – Nipissing University Board Room (F303)

AGENDA

1. **Call to Order/ Land Acknowledgement**
2. **Declaration of Conflict of Interest**
3. **Use of Recording and/or Broadcasting Devices**
4. **Approval of Agenda**

Resolution: *That the Board of Governors adopt the May 31, 2018, Open Session agenda as circulated.*

5. **Adoption of the Minutes from the May 3, 2018, Board meeting**

Resolution: *That the minutes of the Open Session of the meeting of the Board of Governors held on May 3, 2018, be adopted as circulated.*

6. **Chair's Welcome, Introductions and Remarks**
7. **Chancellor's Remarks**
8. **President's Remarks**
9. **Vice-President's Remarks**
 - *Provost and Vice President, Academic & Research*
 - *Vice-President, Finance & Administration*
 - *Assistant Vice-President, Students*

10. **Deans' Remarks**

11. **Enrollment Update – Registrar**

12. **Question Period**

13. **Committee Reports**

Executive Committee – *Gord Durnan, Committee Chair*

Audit and Finance Committee – *Tom Palangio, Committee Chair*

Resolution: *That the Board of Governors accepts the recommendation of the Audit & Finance Committee to approve the 2018/19 Operating Budget, which includes a planned deficit of \$3,859,507, as presented.*

Resolution: *That the Board of Governors accepts the recommendation of the Audit & Finance Committee to approve the Ancillary Budget as presented.*

University Governance Committee – Gary Jodouin, Committee Chair

Community Relations Committee – Karl Neubert, Chair

Fundraising Committee – No report

Plant and Property Committee – Karen Barnes, Chair

14. Annual Reports

Resolution: *That the Board of Governors accepts the annual committee reports as received.*

15. Board Representatives on Other Committees

- Academic Senate
- Alumni Advisory Board
- Aboriginal Council on Education
- Brantford Regional Campus
- Nipissing University Student Union
- Joint Board/Senate Committee on Governance

16. Other Business

- Revisions to Animal Care Policies and Procedures – Arja Vainio-Mattila, Provost & VPAR

Resolution: *That the Board of Governors approve the revisions to the Nipissing University Policy on Animal Use and Care as presented.*

Resolution: *That the Board of Governors approve the revisions to the Nipissing University Policy on Post Approval Monitoring as presented.*

Resolution: *That the Board of Governors approve the revisions to the Nipissing University Policy on Use of Animals for Educational Purposes as presented.*

Resolution: *That the Board of Governors approve the revisions to the Nipissing University Terms of Reference for the Animal Care Committee as presented.*

Resolution: *That the Board of Governors approve the revisions to the Nipissing University Animal Utilization Protocol Procedures as presented.*

Resolution: *That the Board of Governors approve the revisions to the Nipissing University Policy on the Scientific Merit and Pedagogical Peer Review Process as presented.*

17. Adjournment

Resolution: *That the Open Session of the Board of Governors meeting now adjourn.*

Time: _____

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE MEETING

OPEN SESSION

May 14, 2018

The Audit and Finance Committee met on Monday, May 14, 2018, at 8:30 a.m. in the Nipissing University Board Room (F303).

Members Present: Tom Palangio, Chair
Gord Durnan
Gary Jodouin
Karl Neubert
Robin Gendron
Mike DeGagné
Stephen Tedesco
Tyrel Somerville
Andrew Wood (non-voting)
Arja Vainio-Mattila (non-voting)
Cheryl Sutton (non-voting)
Christine Dowdall, University Secretary (non-voting)

Regrets: Paul Cook

Guests: Casey Phillips
Blaine Hatt
Ryan Hehn
Debra Iafrate
Roseanne Jawbone
Cheryl Zimba
Janet Zimbalatti

Recording Secretary: Ursula Boyer (Director, Finance)

1. Welcome/Calls for Conflicts of Interest

The Chair welcomed everyone to the meeting and called for conflicts of interest regarding any of the agenda items; no such declarations were made.

2. 2017/18 Financials

The Vice-President, Finance and Administration (VPFA) reviewed the projected year-end operating financials as at April 30, 2018. She noted that the projections include a positive variance in revenue both in grants and tuition. Salary expenses are lower than budget due to delays in hiring, position eliminations, etc. Similarly, operating expenses are projected to be lower than budget due to concentrated efforts to

reduce spending. Higher demand for scholarships caused a slight overspending in this area. Overall, the deficit is projected to be lower than budget.

3. 2018/19 Budget

The VPFA reviewed the budget package in detail. She noted the Ministry has made changes to the grant allocation system, with several grants now rolled into larger, single grants. She noted further that the Ministry continues to support Nipissing by providing several special project grants. Overall, grants are expected to be lower than last year's budget. The variances can be attributed to lower education funding and to the reduction in one-time-only grants. While several special purpose grants were received, the total is lower than the one-time-only grants received in 2017/18.

The salary budget has increased due to negotiated salary increases and progression through the ranks along with various adjustments due to position eliminations and new hires.

Operating expenses have been reduced over the 2017/18 budget as we continue to achieve savings and efficiencies. Occupancy costs have decreased due to the closure of the Bracebridge Campus and the upcoming closure of the Brantford Campus.

Scholarships and bursaries are reduced compared to last year's budget. This is as a result of a reallocation within the budget to Graduate Studies and Research.

Loan payments are reduced due to the debt restructuring being in place for a full year.

The budget also allows for planned in-year savings of \$400,000, similar to the 2017/18 budget where the planned savings were achieved as expected.

Following further discussion, the following motion was presented:

Motion #1: *That the Audit and Finance Committee recommend to the Board of Governors that the 2018/19 Operating Budget, which includes a planned deficit of \$3,859,507, be approved as presented.*

*Moved by Robin Gendron; seconded by Gord Durnan.
CARRIED.*

A review of the 2018/19 Ancillary Budget followed. Several areas were highlighted. Revenue is projected to decrease slightly as a result of expected lower occupancy in the student residences. It is anticipated that the vacancy rate will be higher than 2017/18 due to lower enrolment.

Salaries and benefits are up due to salary increases, progression through the ranks, student wage increases and the effects of Bill 148. Operating costs are also up due to ongoing increases in items such as maintenance and utilities.

Following further discussion, a motion was presented as follows:

Motion #2: *That the Audit and Finance Committee recommend to the Board of Governors that the Ancillary Budget be approved as presented.*

*Moved by Gary Jodouin; seconded by Karl Neubert.
CARRIED.*

4. Other Business

Committee members were provided with a document outlining research grant totals received during the period April 1, 2013, to March 31, 2018. The Provost and Vice President, Academic & Research (PVPAR) noted that the grants received from the Tri-Council Granting Agencies (NSERC, SSHERC, and CIHR) are the grants that determine our funding under the Federal Grant – Indirect Cost of Research. The more grants we receive from the Tri-Council, the more funding we will receive to cover the indirect costs of research.

It was also noted that the Canada Foundation for Innovation (CFI) grants normally support infrastructure that supports research. Funds are provided to support the construction of labs; however, no funding is received for the ongoing support and updating of those labs.

5. Adjournment

The meeting moved into closed session at 9:35 a.m.

Recorded by: _____

Approved by: _____
Committee Chair

NIPISSING UNIVERSITY

Operating Budget

Draft



2018-2019

Presented to:
Board of Governors
May 31, 2018

Table of Contents

2018-2019 Budget Highlights	1-3
2018-2019 Budget	4
Revenue	5-8
Expenditures	9-16

EXECUTIVE SUMMARY

This budget submission has been prepared through collaboration throughout Nipissing University and is intended to provide a comprehensive review and summary of the process and results of the Nipissing University 2018-19 Operating Budget. While we continue to work towards balancing the operating budget, this report highlights that the University continues to budget a funding deficit. Changes to funding in Education, softening of enrolment at Northern universities and scheduled increases in salaries and wages have all contributed to the challenge of balancing the budget. In 2015, PriceWaterhouseCoopers completed a financial review of the University and provided us with several strategies to return the University to a balanced financial position.

We have implemented PWC's recommendations in the following areas:

- Collaborative purchasing/purchasing card implementation
- Staff reductions
- IT spend optimization including ongoing migration to a cloud based computing model
- Reduced administrative spend
- Bracebridge Campus closure
- Brantford Campus closure (June 2018)
- Debt restructuring
- Implementation of a strategy to improve retention rates
- Investments in recruitment to improve student application rates
- Changes to processes to improve conversion rates from application to enrolment
- Investments in Advancement to develop a Fundraising Campaign
- Enhancements to systems and processes in Finance and Payroll

Additional initiatives will continue during the 2018-19 budget year including:

- Program contribution/workload management review (last recommendation from PWC report)
- Continued investments in international and aboriginal recruitment strategies
- Implementation of “The Promise Program”
- Renegotiation of the Northern Grant
- Expansion of experiential learning opportunities for students

BUDGET PROCESS:

The Nipissing University Budget Advisory Group consists of:

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

The Budget Advisory Group is responsible for the preparation and development of the annual operating budget of the University. The process begins in the Fall with a request for submissions from all budget holders. At this time, a projection of revenues is also prepared, although revenues cannot be finalized until later in the year.

The Advisory Group prepares a budget for the President, who approves the documents for submission to the Audit & Finance Committee and ultimately to the Board for final approval. The status of the budget preparation is discussed at meetings of the Audit & Finance Committee until the final budget proposal is ready for approval. As a result of the recommendations of the Special Governance Commission, a Senate Budget Committee was established, and the committee met during the preparation of this budget.

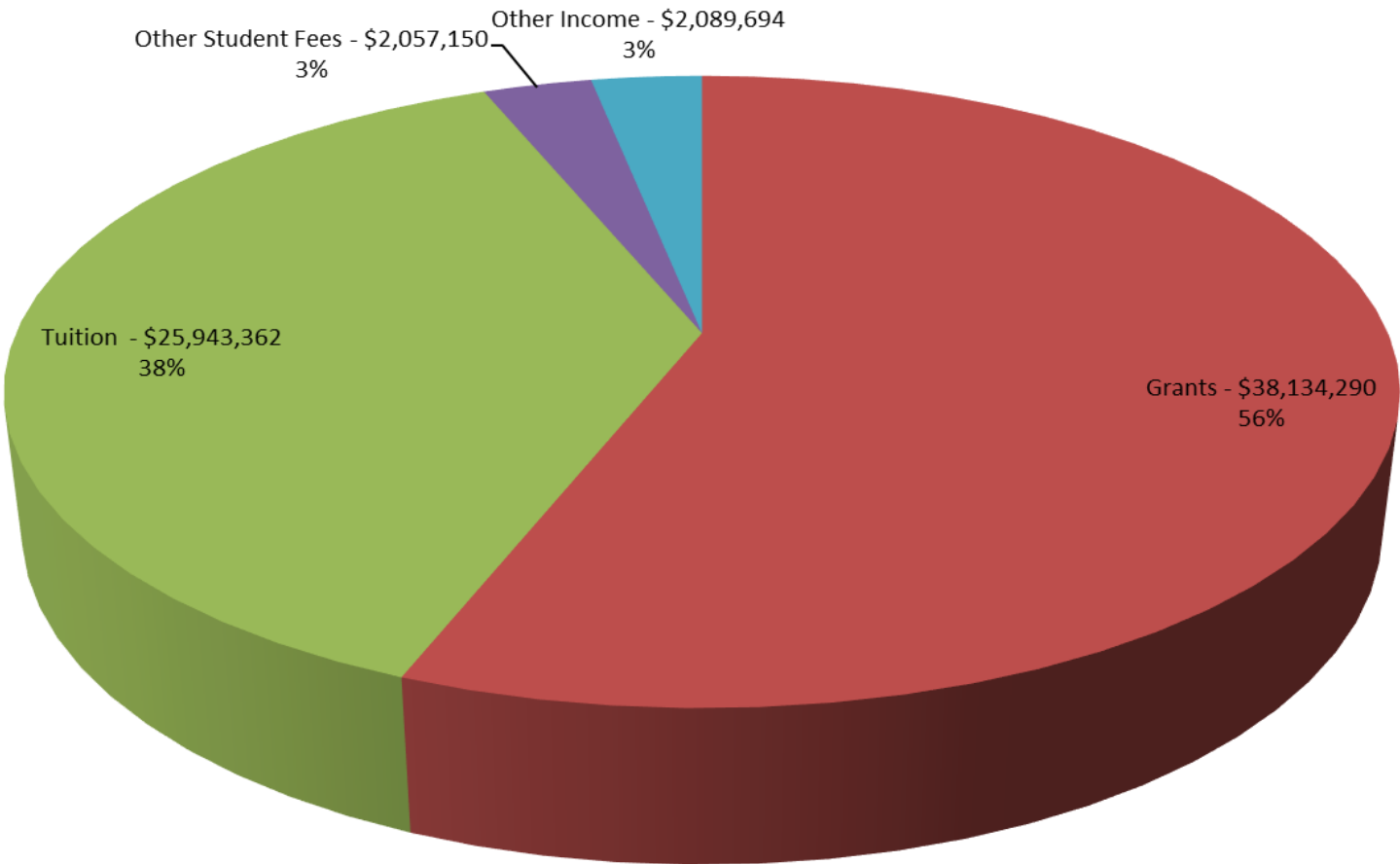
HIGHLIGHTS OF THE 2018-19 BUDGET

- 1) Total revenues are projected to be \$68,224,496, and total expenditures are projected to be \$72,084,003 (after the anticipated savings and the inter-fund transfers are deducted) for a projected deficit of \$3,859,507. This is slightly lower than the 2017-18 budgeted deficit of \$3,874,609.
- 2) The above numbers include facilities renewal and other minor capital projects. Please note that the University receives a dedicated facilities renewal grant from the Ministry, budgeted at \$611,000 for 2018-19.
- 3) Government grants are projected to be \$815,509 lower than the 2017-2018 budget of \$38,949,799. This variance is largely due to the reduction in Teacher Education grants.
- 4) Tuition revenue for 2018-19 is projected to be \$515,503 higher than the budget for 2017-18, reflecting both a 3% increase in tuition as well as success in our efforts to improve retention rates. Projected enrolment declines continue in the Business program, with increases in Nursing.
- 5) Total expenditures (including transfers from other funds) for 2018-19 are projected to be approximately 1% lower than those projected for 2017-2018 in spite of higher increases in salaries and benefits. Savings were realized in discretionary spending in operating costs, and the closing of the Brantford Campus will also result in reductions in operating and occupancy expenses.

NIPISSING UNIVERSITY
2018-2019 Draft Budget

	2018-2019 Budget	2017-2018 Budget	Variance	% Variance
REVENUE:				
Government Grants	\$ 38,134,290	\$ 38,949,799	\$ (815,509)	-2%
Student Fees - Tuition	\$ 25,943,362	\$ 25,427,859	\$ 515,503	2%
Student Fees - Other	\$ 2,057,150	\$ 2,036,500	\$ 20,650	1%
Other	\$ 2,089,694	\$ 1,932,740	\$ 156,954	8%
TOTAL REVENUE	\$ 68,224,496	\$ 68,346,898	\$ (122,402)	0%
EXPENSES:				
Salaries and Benefits	\$ 54,123,459	\$ 52,764,599	\$ (1,358,860)	-3%
Operating	\$ 10,097,161	\$ 11,554,282	\$ 1,457,121	13%
Scholarships and Bursaries	\$ 3,934,482	\$ 4,173,360	\$ 238,878	6%
Occupancy Costs	\$ 4,540,050	\$ 4,597,250	\$ 57,200	1%
Principal and Interest on Long-Term Debt	\$ 1,135,739	\$ 1,314,251	\$ 178,512	14%
Anticipated Operating Savings	\$ (400,000)	\$ (400,000)	\$ -	0%
TOTAL EXPENSES	\$ 73,430,891	\$ 74,003,742	\$ 572,851	1%
SURPLUS (DEFICIT) BEFORE THE UNDERNOTED	\$ (5,206,395)	\$ (5,656,844)	\$ (450,449)	8%
Transfer to/from Other Funds	\$ 1,346,888	\$ 1,782,235	\$ 435,347	24%
NET CHANGE IN UNRESTRICTED OPERATING FUND SURPLUS (DEFICIT)	\$ (3,859,507)	\$ (3,874,609)	\$ (15,102)	0%

Revenue Sources



OPERATING AND OTHER GOVERNMENT GRANTS				
PROVINCIAL GRANTS	2017-2018 Budget	2018-2019 Budget	Variance	NOTE
<u>Basic Operating Grants</u>				
Basic Operating Grant	\$ 16,196,216	\$ 22,860,367	\$ 6,664,151	1
Less International Student Recovery	\$ (23,133)	\$ (24,565)	\$ (1,432)	
Education Enrolment Based Grant	\$ 5,276,139	\$ -	\$ (5,276,139)	2
Education Phase-In Grant	\$ 253,400	\$ -	\$ (253,400)	
Teacher Education Stabilization Grant		\$ 2,269,182	\$ 2,269,182	2
Sub Total	\$ 21,702,622	\$ 25,104,984	\$ 3,402,362	
<u>Mission-Related Institutiona Specific Grants</u>				
Differentiation Grant	\$ 535,300		\$ (535,300)	3
Northern Ontario Grant	\$ 1,871,140	\$ 1,871,140	\$ -	
Sub Total	\$ 2,406,440	\$ 1,871,140	\$ (535,300)	
<u>Enrolment Based Grants</u>				
Enrolment Accessibility Graduate	\$ 679,512	\$ -	\$ (679,512)	
Second Entry Nursing Grant	\$ 5,529,892	\$ -	\$ (5,529,892)	1
Second Entry Nursing Grant - to Canadore	\$ (125,475)	\$ (125,475)	\$ -	
Collaborative Grant - 50% from Canadore	\$ 1,666,061	\$ 1,433,071	\$ (232,990)	
Clinical Grant - 50% from Canadore	\$ 47,600	\$ 47,570	\$ (30)	
Sub Total	\$ 7,797,590	\$ 1,355,166	\$ (6,442,424)	
<u>Performance Based Grants</u>				
Performance Funding for KPI	\$ 330,800		\$ (330,800)	3
General Quality Tied to Multi - Year Accountability	\$ 1,334,110		\$ (1,334,110)	3
Performance Student Success		\$ 4,462,170	\$ 4,462,170	3
Sub Total	\$ 1,664,910	\$ 4,462,170	\$ 2,797,260	
<u>Student Bursaries and Other Flow Through Funding</u>				
Disabled Bursary	\$ 300,000	\$ 200,000	\$ (100,000)	
Ontario Graduate Scholarships	\$ 140,000	\$ 140,000	\$ -	
First Generation Bursary	\$ 30,279	\$ 27,300	\$ (2,979)	
Sub-Total	\$ 470,279	\$ 367,300	\$ (102,979)	

OPERATING AND OTHER GOVERNMENT GRANTS				
PROVINCIAL GRANTS	2017-2018 Budget	2018-2019 Budget	Variance	NOTE
Specific Purpose and Other Grants				
Student Success Fund - Postsecondary Education Fund for Aboriginal	\$ 675,886	\$ 675,886	\$ -	
Grants for Municipal Taxation	\$ 242,700	\$ 235,350	\$ (7,350)	
Accessibility for Students with Disabilities	\$ 292,945	\$ 280,000	\$ (12,945)	
Interpreter Fund	\$ 34,000	\$ 20,000	\$ (14,000)	
Graduate Capital Grant	\$ 109,440	\$ 90,240	\$ (19,200)	
Aboriginal Initiatives/Aboriginal PSET Bursary Projects	\$ 40,300	\$ 40,300	\$ -	
Women's Campus Safety	\$ 54,812	\$ 54,812	\$ -	
Research Overheads Infrastructure Envelope	\$ 13,738	\$ 18,000	\$ 4,262	
Facilities Renewal Grant	\$ 458,300	\$ 611,000	\$ 152,700	
Mental Health Strategy		\$ 100,000	\$ 100,000	
Mental Health Work		\$ 110,104	\$ 110,104	
Credit Transfer Grant		\$ 277,933	\$ 277,933	
First Year Foundations		\$ 250,000	\$ 250,000	
Indigenous Summer Institute		\$ 420,000	\$ 420,000	
Career Ready Stream 1		\$ 147,405	\$ 147,405	
Career Ready Stream 2		\$ 395,000	\$ 395,000	
Access & Inclusion		\$ 250,000	\$ 250,000	
MAESD Grant - One Time	\$ 2,500,000	\$ 500,000	\$ (2,000,000)	
Sub Total	\$ 4,422,121	\$ 4,476,030	\$ 53,909	
TOTAL PROVINCIAL GRANTS	\$ 38,463,962	\$ 37,636,790	\$ (827,172)	
FEDERAL GRANTS				
Indirect Costs Grant	\$ 413,337	\$ 425,000	\$ 11,663	
SSHRC - Grad Funding	\$ 55,000	\$ 55,000	\$ -	
NSERC - Scholarship	\$ 17,500	\$ 17,500	\$ -	
TOTAL FEDERAL GRANTS	\$ 485,837	\$ 497,500	\$ 11,663	
TOTAL GOVERNMENT GRANTS	\$ 38,949,799	\$ 38,134,290	\$ (815,509)	

Notes

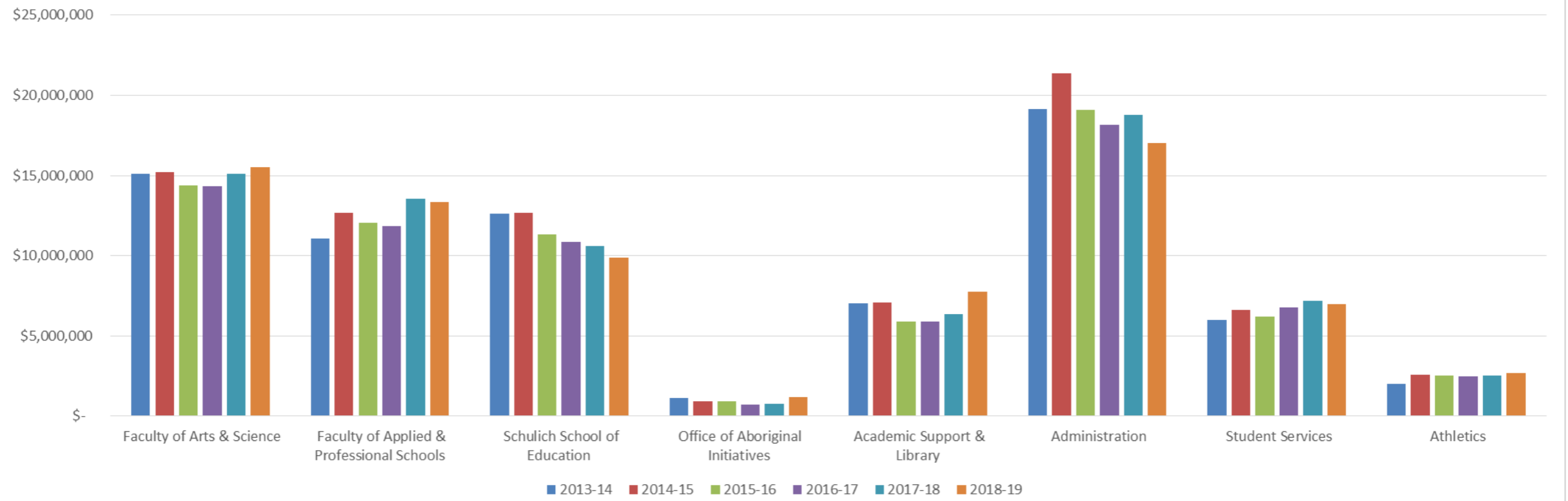
#1 - rolled into Basic Operating Grant

#2 - rolled into Basic Operating Grant and Teacher Education Stabilization Grant

#3- rolled into Performance Student Success

TUITION				
Department	2018-2019 Budget	2017-2018 Budget	Variance	% Variance
Arts and Science : Administration	\$ 9,343,781	\$ 9,334,129	\$ 9,652	0%
Collaborative Nursing : Nursing Collaborative Program	\$ 2,301,268	\$ 2,280,720	\$ 20,548	1%
Bridging/SPP : Administration	\$ 5,011,964	\$ 3,512,057	\$ 1,499,907	43%
Business : Administration	\$ 1,777,558	\$ 2,651,763	\$ (874,205)	-33%
College Partnership : Administration	\$ 1,243,759	\$ 1,214,570	\$ 29,189	2%
BComm Distance : Administration	\$ 890,708	\$ 642,870	\$ 247,838	39%
BEd Consecutive : Administration	\$ 3,066,629	\$ 2,527,547	\$ 539,082	21%
NB ConEd : Administration	\$ 49,325	\$ 357,120	\$ (307,795)	-86%
Aboriginal Classroom Assistant Program	\$ 86,000	\$ 53,766	\$ 32,234	60%
Brantford : Administration	\$ -	\$ 536,000	\$ (536,000)	-100%
ATCP : Aboriginal Teacher Cert	\$ 191,272	\$ 142,848	\$ 48,424	34%
Teacher Anish. 2nd L : Aboriginal Teacher Cert	\$ 29,426	\$ 28,570	\$ 856	3%
BPHE : Administration	\$ 1,908,484	\$ 1,993,643	\$ (85,159)	-4%
AQ / ABQ/ PQP : Fac of ED - ABQ - HS	\$ 470,000	\$ 503,161	\$ (33,161)	-7%
Masters Programs : Administration	\$ 928,899	\$ 987,008	\$ (58,109)	-6%
PhD : Administration	\$ 269,847	\$ 209,509	\$ 60,338	29%
Sub Total	\$ 27,568,920	\$ 26,975,281	\$ 593,639	2%
Less:				
Canadore Share of Collaborative Nursing	\$ 1,279,134	\$ 1,215,422	\$ 63,712	5%
Tuition Exemption	\$ 346,424	\$ 332,000	\$ 14,424	4%
Total Tuition	\$ 25,943,362	\$ 25,427,859	\$ 515,503	2%

Budgeted Expenditures



TOTAL EXPENDITURES				
Department	2018-2019 Budget	2017-2018 Budget	Variance	% Variance
Faculty of Arts & Science	\$ 15,540,305	\$ 15,082,848	\$ (457,457)	-3%
Faculty of Applied & Professional Schools	\$ 13,343,439	\$ 13,538,707	\$ 195,268	1%
Schulich School of Education	\$ 9,867,568	\$ 10,584,957	\$ 717,389	7%
Office of Indigenous Initiatives	\$ 1,177,481	\$ 790,884	\$ (386,597)	-49%
Academic Support & Library	\$ 7,729,743	\$ 6,378,184	\$ (1,351,559)	-21%
Administration	\$ 17,035,543	\$ 18,779,832	\$ 1,744,289	9%
Student Services	\$ 6,985,235	\$ 7,208,380	\$ 223,145	3%
Athletics	\$ 2,697,977	\$ 2,537,343	\$ (160,634)	-6%
Total Expenditures	\$ 74,377,291	\$ 74,901,134	\$ 523,843	1%
Less Anticipated Savings	\$ (400,000)	\$ (400,000)	\$ -	0%
Transfer from Other Funds	\$ (1,893,288)	\$ (2,279,627)	\$ (386,339)	17%
Total	\$ 72,084,003	\$ 72,221,507	\$ 137,504	0%

Transfer to Internally Restricted (PER/PD/Research Allowance) included in above departments

TOTAL SALARIES				
Departments	2018-2019 Budget	2017-2018 Budget	Variance	% Variance
Faculty of Arts & Science	\$ 15,025,760	\$ 14,445,403	\$ (580,357)	-4%
Faculty of Applied & Professional Studies	\$ 12,046,939	\$ 12,037,732	\$ (9,207)	0%
Schulich School of Education	\$ 9,395,068	\$ 9,644,344	\$ 249,276	3%
Office of Indigenous Initiatives	\$ 809,301	\$ 602,814	\$ (206,487)	-34%
Academic Support/Library	\$ 4,525,250	\$ 4,272,137	\$ (253,113)	-6%
Total Academic	\$ 41,802,318	\$ 41,002,429	\$ (799,889)	-2%
Administration	\$ 7,432,681	\$ 7,528,271	\$ 95,590	1%
Student Services	\$ 3,526,056	\$ 3,054,244	\$ (471,812)	-15%
Athletics	\$ 1,362,402	\$ 1,179,655	\$ (182,747)	-15%
Total Other	\$ 12,321,139	\$ 11,762,170	\$ (558,969)	-5%
Grand Total	\$ 54,123,457	\$ 52,764,599	\$ (1,358,858)	-3%

OPERATING EXPENDITURES				
Department	2018/19 Budget	2017/18 Budget	Variance	% Variance
Faculty of Arts & Science	\$ 514,545	\$ 637,445	\$ 122,900	19%
Faculty of Applied & Professional Studies	\$ 1,296,500	\$ 1,500,975	\$ 204,475	14%
Schulich School of Education	\$ 472,500	\$ 940,613	\$ 468,113	50%
Office of Indigenous Initiatives	\$ 368,180	\$ 188,070	\$ (180,110)	-96%
Academic Support/Library	\$ 3,204,493	\$ 2,106,047	\$ (1,098,446)	-52%
Total Academic	\$ 5,856,218	\$ 5,373,150	\$ (483,068)	-9%
Administration	\$ 9,602,860	\$ 11,251,560	\$ 1,648,700	15%
Student Services	\$ 3,459,179	\$ 4,154,136	\$ 694,957	17%
Athletics	\$ 1,335,575	\$ 1,357,688	\$ 22,113	2%
Anticipated Operating Savings	\$ (400,000)	\$ (400,000)	\$ -	0%
Total Others	\$ 13,997,614	\$ 16,363,384	\$ 2,365,770	14%
Total Academic & Others	\$ 19,853,832	\$ 21,736,534	\$ 1,882,702	9%
Less				
Transfers from Other Accounts	\$ (1,893,288)	\$ (2,279,626)	\$ (386,338)	17%
Grand Total	\$ 17,960,544	\$ 19,456,908	\$ 1,496,364	8%

Transfers to PER/PD/Research Allowances included in above departments

FACULTY OF ARTS & SCIENCE										
	SALARIES			OPERATING			TOTAL BUDGET			
	2018-2019	2017-2018	Variance	2018-2019	2017-2018	Variance	2018-2019	2017-2018	Variance	% Variance
Dean's Office	\$ 1,910,140	\$ 1,643,082	\$ (267,058)	\$ 146,650	\$ 113,600	\$ (33,050)	\$ 2,056,790	\$ 1,756,682	\$ (300,108)	-17%
Biology/Science/Chemistry	\$ 1,839,163	\$ 1,845,364	\$ 6,201	\$ 106,300	\$ 137,300	\$ 31,000	\$ 1,945,463	\$ 1,982,664	\$ 37,201	2%
Computer Science/Mathematics	\$ 1,363,851	\$ 1,308,435	\$ (55,416)	\$ 33,450	\$ 50,750	\$ 17,300	\$ 1,397,301	\$ 1,359,185	\$ (38,116)	-3%
Geography/Geology	\$ 1,382,270	\$ 1,437,781	\$ 55,512	\$ 63,400	\$ 79,000	\$ 15,600	\$ 1,445,670	\$ 1,516,781	\$ 71,112	5%
Psychology	\$ 1,482,642	\$ 1,413,723	\$ (68,919)	\$ 31,000	\$ 40,900	\$ 9,900	\$ 1,513,642	\$ 1,454,623	\$ (59,019)	-4%
English	\$ 1,497,973	\$ 1,407,238	\$ (90,735)	\$ 21,100	\$ 31,125	\$ 10,025	\$ 1,519,073	\$ 1,438,363	\$ (80,710)	-6%
History	\$ 1,140,804	\$ 1,202,689	\$ 61,885	\$ 28,150	\$ 42,050	\$ 13,900	\$ 1,168,954	\$ 1,244,739	\$ 75,785	6%
Political Sci/Economics/Philosophy	\$ 1,117,511	\$ 1,093,017	\$ (24,494)	\$ 19,250	\$ 29,700	\$ 10,450	\$ 1,136,761	\$ 1,122,717	\$ (14,044)	-1%
Classics	\$ 274,642	\$ 245,481	\$ (29,161)	\$ 4,700	\$ 4,770	\$ 70	\$ 279,342	\$ 250,251	\$ (29,091)	-12%
Religion & Culture	\$ 542,605	\$ 479,410	\$ (63,195)	\$ 8,775	\$ 19,800	\$ 11,025	\$ 551,380	\$ 499,210	\$ (52,170)	-10%
GESJ	\$ 538,268	\$ 456,237	\$ (82,031)	\$ 10,350	\$ 21,775	\$ 11,425	\$ 548,618	\$ 478,012	\$ (70,606)	-15%
Fine & Performing Arts	\$ 779,685	\$ 733,420	\$ (46,265)	\$ 15,920	\$ 30,550	\$ 14,630	\$ 795,605	\$ 763,970	\$ (31,635)	-4%
Sociology	\$ 1,039,086	\$ 961,478	\$ (77,608)	\$ 20,000	\$ 30,800	\$ 10,800	\$ 1,059,086	\$ 992,278	\$ (66,808)	-7%
Native Studies	\$ 117,120	\$ 218,047	\$ 100,927	\$ 5,500	\$ 5,325	\$ (175)	\$ 122,620	\$ 223,372	\$ 100,752	45%
Total	\$15,025,760	\$ 14,445,403	\$ (580,356)	\$ 514,545	\$ 637,445	\$ 122,900	\$15,540,305	\$15,082,848	\$ (457,456)	-3%

Transfers from other accounts have been factored in the above figures

APPLIED AND PROFESSIONAL SCHOOLS										
	SALARIES			OPERATING			TOTAL BUDGET			
	2018-2019	2017-2018	Variance	2018-2019	2017-2018	Variance	2018-2019	2017-2018	Variance	% Variance
Dean's Office	\$ 514,779	\$ 508,774	\$ (6,006)	\$ 37,250	\$ 81,750	\$ 44,500	\$ 552,029	\$ 590,524	\$ 38,494	7%
Business	\$ 2,677,222	\$ 3,063,126	\$ 385,904	\$ 621,900	\$ 678,175	\$ 56,275	\$ 3,299,122	\$ 3,741,301	\$ 442,179	12%
Nursing	\$ 6,302,086	\$ 6,160,031	\$ (142,055)	\$ 586,650	\$ 625,925	\$ 39,275	\$ 6,888,736	\$ 6,785,956	\$ (102,780)	-2%
Criminal Justice	\$ 970,880	\$ 905,125	\$ (65,756)	\$ 16,100	\$ 27,775	\$ 11,675	\$ 986,980	\$ 932,900	\$ (54,081)	-6%
Social Welfare/Social Work	\$ 1,204,089	\$ 1,012,065	\$ (192,024)	\$ 27,000	\$ 68,550	\$ 41,550	\$ 1,231,089	\$ 1,080,615	\$ (150,474)	-14%
Child & Family Studies	\$ 377,881	\$ 388,611	\$ 10,730	\$ 7,600	\$ 18,800	\$ 11,200	\$ 385,481	\$ 407,411	\$ 21,930	5%
Total	\$ 12,046,939	\$ 12,037,732	\$ (9,207)	\$ 1,296,500	\$ 1,500,975	\$ 204,475	\$ 13,343,439	\$ 13,538,707	\$ 195,268	1%

SCHULICH SCHOOL OF EDUCATION										
	SALARIES			OPERATING			TOTAL BUDGET			
	2018-2019	2017-2018	Variance	2018-2019	2017-2018	Variance	2018-2019	2017-2018	Variance	% Variance
Dean's Office	\$ 595,327	\$ 584,075	\$ (11,252)	\$ 41,950	\$ 65,700	\$ 23,750	\$ 637,277	\$ 649,775	\$ 12,498	2%
Education	\$ 6,138,221	\$ 6,442,276	\$ 304,055	\$ 162,700	\$ 531,570	\$ 368,870	\$ 6,300,921	\$ 6,973,846	\$ 672,925	10%
Practice Teaching	\$ 303,264	\$ 300,043	\$ (3,221)	\$ 133,500	\$ 177,443	\$ 43,943	\$ 436,764	\$ 477,486	\$ 40,722	9%
BPHE	\$ 1,698,359	\$ 1,634,149	\$ (64,210)	\$ 86,750	\$ 97,350	\$ 10,600	\$ 1,785,109	\$ 1,731,499	\$ (53,610)	-3%
Additional Qualifications	\$ 366,551	\$ 369,907	\$ 3,356	\$ 4,300	\$ 16,350	\$ 12,050	\$ 370,851	\$ 386,257	\$ 15,406	4%
Aboriginal	\$ 293,345	\$ 313,894	\$ 20,548	\$ 43,300	\$ 52,200	\$ 8,900	\$ 336,645	\$ 366,094	\$ 29,448	8%
Total	\$ 9,395,068	\$ 9,644,344	\$ 249,276	\$ 472,500	\$ 940,613	\$ 468,113	\$ 9,867,568	\$ 10,584,957	\$ 717,389	7%

OFFICE OF INDEGINOUS INITIATIVES										
	SALARIES			OPERATING			TOTAL BUDGET			
	2018-2019	2017-2018	Variance	2018-2019	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Indigenous Initiatives	\$ 809,301	\$ 602,814	\$ (206,487)	\$ 368,180	\$ 188,070	\$ (180,110)	\$ 1,177,481	\$ 790,884	\$ (386,597)	-49%
Total	\$ 809,301	\$ 602,814	\$ (206,487)	\$ 368,180	\$ 188,070	\$ (180,110)	\$ 1,177,481	\$ 790,884	\$ (386,597)	-49%

Transfers from other accounts have been factored in the above figures

STUDENT SERVICES										
	SALARIES			OPERATING			TOTAL BUDGET			
	2018-2019	2017-2018	Variance	2018-2019	2017-2018	Variance	2018-2019	2017-2018	Variance	% Variance
Student Services	\$ 1,717,593	\$ 1,392,516	\$ (325,077)	\$ 301,322	\$ 170,441	\$ (130,881)	\$ 2,018,915	\$ 1,562,957	\$ (455,958)	-23%
International	\$ 75,712	\$ 85,320	\$ 9,608	\$ 26,000	\$ 63,300	\$ 37,300	\$ 101,712	\$ 148,620	\$ 46,908	46%
Financial Aid	\$ 615,896	\$ 251,913	\$ (363,983)	\$ 3,051,582	\$ 3,860,660	\$ 809,078	\$ 3,667,478	\$ 4,112,573	\$ 445,095	12%
Accessibility Services	\$ 621,600	\$ 724,953	\$ 103,353	\$ 77,000	\$ 54,460	\$ (22,540)	\$ 698,600	\$ 779,413	\$ 80,813	12%
Academic Advising	\$ 495,256	\$ 599,542	\$ 104,286	\$ 3,275	\$ 5,275	\$ 2,000	\$ 498,531	\$ 604,817	\$ 106,286	21%
Total	\$ 3,526,056	\$ 3,054,244	\$ (471,813)	\$ 3,459,179	\$ 4,154,136	\$ 694,957	\$ 6,985,235	\$ 7,208,380	\$ 223,144	3%

ATHLETICS										
	SALARIES			OPERATING			TOTAL BUDGET			
	2018-2019	2017-2018	Variance	2018-2019	2017-2018	Variance	2018-2019	2017-2018	Variance	% Variance
Basketball	\$ 224,673	\$ 194,036	\$ (30,637)	\$ 187,800	\$ 201,538	\$ 13,738	\$ 412,473	\$ 395,574	\$ (16,899)	-4%
Hockey	\$ 287,038	\$ 273,994	\$ (13,044)	\$ 298,775	\$ 329,520	\$ 30,745	\$ 585,813	\$ 603,514	\$ 17,701	3%
Soccer	\$ 84,960	\$ 84,960	\$ -	\$ 85,150	\$ 91,100	\$ 5,950	\$ 170,110	\$ 176,060	\$ 5,950	3%
Volleyball	\$ 231,664	\$ 223,481	\$ (8,183)	\$ 108,220	\$ 125,200	\$ 16,980	\$ 339,884	\$ 348,681	\$ 8,797	3%
Others	\$ 534,066	\$ 403,184	\$ (130,883)	\$ 238,630	\$ 225,330	\$ (13,300)	\$ 772,696	\$ 628,514	\$ (144,183)	-19%
Athletic Scholarships	0	0	\$ -	\$ 417,000	\$ 385,000	\$ (32,000)	\$ 417,000	\$ 385,000	\$ (32,000)	-8%
Total	\$ 1,362,402	\$ 1,179,655	\$ (182,747)	\$ 1,335,575	\$ 1,357,688	\$ 22,113	\$ 2,697,977	\$ 2,537,343	\$ (160,634)	-6%

Transfers from other accounts have been factored in the above figures

ACADEMIC SUPPORT AND LIBRARY										
	SALARIES			OPERATING			TOTA BUDGET			
	2018-2019	2017-2018	Variance	2018-2019	2017-2018	Variance	2018-2019	2017-18	Variance	% Variance
VP Academic & Research	\$ 564,012	\$ 441,571	\$ (122,441)	\$ 507,505	\$ 176,800	\$ (330,705)	\$ 1,071,517	\$ 618,371	\$ (453,146)	-73%
Research & Graduate Studies	\$ 910,588	\$ 908,155	\$ (2,434)	\$ 1,297,275	\$ 462,650	\$ (834,625)	\$ 2,207,863	\$ 1,370,805	\$ (837,059)	-38%
Faculty & Administrative Support	\$ 532,468	\$ 525,745	\$ (6,723)	\$ 1,240	\$ 54,240	\$ 53,000	\$ 533,708	\$ 579,985	\$ 46,277	9%
Library	\$ 1,366,543	\$ 1,369,578	\$ 3,035	\$ 1,206,850	\$ 1,226,857	\$ 20,007	\$ 2,573,393	\$ 2,596,435	\$ 23,042	1%
Registrar	\$ 1,151,639	\$ 1,027,089	\$ (124,550)	\$ 191,623	\$ 185,500	\$ (6,123)	\$ 1,343,262	\$ 1,212,589	\$ (130,673)	-10%
Total	\$ 4,525,250	\$ 4,272,137	\$ (253,113)	\$ 3,204,493	\$ 2,106,047	\$ (1,098,446)	\$ 7,729,743	\$ 6,378,184	\$ (1,351,559)	-21%

ADMINISTRATION										
	SALARIES			OPERATING			TOTAL BUDGET			
	2018-2019	2017-2018	Variance	2018-2019	2017-2018	Variance	2018-2019	2017-2018	Variance	% Variance
President's Office	\$ 479,504	\$ 482,573	\$ 3,069	\$ 126,950	\$ 115,450	\$ (11,500)	\$ 606,454	\$ 598,023	\$ (8,431)	-1%
Board of Governors	\$ 99,589	\$ 98,117	\$ (1,472)	\$ 32,450	\$ 41,250	\$ 8,800	\$ 132,039	\$ 139,367	\$ 7,328	5%
Institutional Research & Analysis	\$ 252,526	\$ 212,801	\$ (39,725)	\$ 11,700	\$ 22,500	\$ 10,800	\$ 264,226	\$ 235,301	\$ (28,925)	-12%
Finance	\$ 918,781	\$ 1,002,220	\$ 83,439	\$ 80,450	\$ 114,300	\$ 33,850	\$ 999,231	\$ 1,116,520	\$ 117,289	11%
General Administration	\$ -	\$ -	\$ -	\$ 1,331,822	\$ 2,004,730	\$ 672,908	\$ 1,331,822	\$ 2,004,730	\$ 672,908	34%
VP Finance	\$ 312,431	\$ 311,419	\$ (1,012)	\$ 24,900	\$ 28,250	\$ 3,350	\$ 337,331	\$ 339,669	\$ 2,338	1%
Human Resources	\$ 711,268	\$ 842,235	\$ 130,967	\$ 108,000	\$ 192,912	\$ 84,912	\$ 819,268	\$ 1,035,147	\$ 215,879	21%
External Relations	\$ 1,444,817	\$ 1,255,862	\$ (188,955)	\$ 654,750	\$ 1,027,500	\$ 372,750	\$ 2,099,567	\$ 2,283,362	\$ 183,795	8%
Computer Services	\$ 2,091,616	\$ 2,298,065	\$ 206,449	\$ 2,005,645	\$ 2,083,064	\$ 77,419	\$ 4,097,261	\$ 4,381,129	\$ 283,868	6%
Facilities	\$ 1,122,148	\$ 1,024,980	\$ (97,168)	\$ 5,226,195	\$ 5,621,604	\$ 395,409	\$ 6,348,343	\$ 6,646,584	\$ 298,241	4%
Total	\$ 7,432,681	\$ 7,528,272	\$ 95,591	\$ 9,602,862	\$ 11,251,560	\$ 1,648,698	\$ 17,035,543	\$ 18,779,832	\$ 1,744,289	9%

Transfers to PD/PER/Research Allowance included in above amounts

NIPISSING UNIVERSITY

Ancillary Budget

Draft



2018-2019

Presented to:
Board of Governors
May 31, 2018

**NIPISSING UNIVERSITY
DRAFT ANCILLARY BUDGET**

	2018-2019 Budget	2017-2018 Budget	Variance
REVENUE			
Accommodation Fees, Conference Services and other revenue	\$ 6,184,806	\$ 6,296,203	\$ (111,397)
TOTAL REVENUE	\$ 6,184,806	\$ 6,296,203	\$ (111,397)
EXPENSES			
Salaries and Benefits	\$ 2,125,719	\$ 1,957,838	\$ (167,881)
Operating	\$ 1,859,034	\$ 1,748,994	\$ (110,040)
Principal & Interest on LTD	\$ 1,135,740	\$ 1,515,258	\$ 379,518
TOTAL EXPENSES	\$ 5,120,493	\$ 5,222,090	\$ 101,597
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUE) BEFORE THE UNDERNOTED	\$ 1,064,313	\$ 1,074,113	\$ (9,800)
Transfer from (to) operating fund	\$ 1,064,313	\$ 1,074,113	\$ (9,800)
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUE) FOR THE YEAR	\$ -	\$ -	-

ANCILLARY SERVICES

	Revenue			SALARIES			OPERATING			TOTAL BUDGET			
	2018-2019	2017-2018	Variance	2018-2019	2017-2018	Variance	2018-2019	2017-2018	Variance	2018-2019	2017-2018	Variance	% Variance
Residence - General	\$ 438,505	\$ 477,834	\$ (39,329)	\$ 792,275	\$ 956,441	\$ 164,166	\$ 1,425,497	\$ 1,387,965	\$ (37,532)	\$ (1,779,267)	\$ (1,866,572)	\$ 87,305	-5%
Chancellor's House	\$ 2,215,650	\$ 2,327,820	\$ (112,170)	\$ 31,548	\$ 29,571	\$ (1,977)	\$ 659,971	\$ 790,038	\$ 130,067	\$ 1,524,131	\$ 1,508,211	\$ 15,920	1%
Founder's House	\$ 1,120,975	\$ 1,176,955	\$ (55,980)	\$ 42,064	\$ 39,345	\$ (2,719)	\$ 168,106	\$ 291,807	\$ 123,701	\$ 910,805	\$ 845,803	\$ 65,002	8%
Townhouses	\$ 708,864	\$ 706,264	\$ 2,600	\$ 42,064	\$ 39,428	\$ (2,636)	\$ 50,380	\$ 46,065	\$ (4,315)	\$ 616,420	\$ 620,771	\$ (4,351)	-1%
Governor's House	\$ 1,341,680	\$ 1,330,580	\$ 11,100	\$ 31,548	\$ 29,571	\$ (1,977)	\$ 493,228	\$ 598,634	\$ 105,406	\$ 816,904	\$ 702,375	\$ 114,529	16%
Residence Programming	\$ 500		\$ 500	\$ 13,090	\$ 12,949	\$ (141)	\$ 41,663	\$ 42,007	\$ 344	\$ (54,253)	\$ (54,956)	\$ 703	-1%
Residence - Don's			\$ -	\$ 385,000	\$ 273,095	\$ (111,905)	\$ 25,776	\$ 26,084	\$ 308	\$ (410,776)	\$ (299,179)	\$ (111,597)	37%
Off-Campus Living	\$ 1,800	\$ 7,000	\$ (5,200)	\$ 13,090	\$ 11,134	\$ (1,956)	\$ 1,100	\$ 800	\$ (300)	\$ (12,390)	\$ (4,934)	\$ (7,456)	151%
Residence - Maintenance	\$ 25,500	\$ 26,000	\$ (500)	\$ 549,267	\$ 554,966	\$ 5,699	\$ 1,049,875	\$ 1,007,825	\$ (42,050)	\$ (1,573,642)	\$ (1,536,791)	\$ (36,851)	2%
Athletic Centre Store	\$ 34,434	\$ 33,000	\$ 1,434	\$ 8,870	\$ 6,050	\$ (2,820)	\$ 25,000	\$ 25,500	\$ 500	\$ 564	\$ 1,450	\$ (886)	-61%
Athletic Centre Bar	\$ 8,139	\$ 1,750	\$ 6,389	\$ 5,044	\$ 5,288	\$ 244	\$ 5,027	\$ 2,600	\$ (2,427)	\$ (1,932)	\$ (6,138)	\$ 4,206	-69%
Conference Services	\$ 288,759	\$ 209,000	\$ 79,759	\$ 211,858	\$ -	\$ (211,858)	\$ 113,465	\$ 119,040	\$ 5,575	\$ (36,564)	\$ 89,960	\$ (126,524)	-141%
Total	\$ 6,184,806	\$ 6,296,203	\$ (111,397)	\$ 2,125,718	\$ 1,957,838	\$ (167,880)	\$ 4,059,088	\$ 4,338,365	\$ 279,277	\$ -	\$ -	\$ -	

Transfer to other funds included in above figures

NORTH BAY

	# of Beds	# of Beds Budgeted	2017/18 Bed Rate	Proposed 2018/19 Bed Rate
Chancellors House	406	350	6,475	6,525
Founders House	205	185	6,475	6,525
Townhouses	138	132	5,767	5,817
Governors House	226	218	6,475	6,525
TOTAL	997	885		

Included Fees:

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

AGENDA

BOARD OF GOVERNORS

UNIVERSITY GOVERNANCE COMMITTEE MEETING

OPEN SESSION

The University Governance Committee met on Monday, May 14, 2018, at 10:30 am in the Nipissing University Board Room (F303)

Members present: Gary Jodouin, Committee Chair
Mike DeGagné
Gord Durnan
Sean Feretycki (Skype)
Blaine Hatt
Ryan Hehn
Tyrel Somerville
Janet Zimbalatti
Cheryl Sutton (non-voting)
Arja Vainio-Mattila (non-voting)
Christine Dowdall, University Secretary (non-voting)

Regrets: Paul Cook
Tom Curry
Colleen Miller

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

1. Welcome/Call for Conflicts of Interest

The meeting was called to order at 10:35 a.m. The Committee Chair called for any conflicts of interest; no such declarations were made.

2. Board Recruitment Update

The Committee Chair explained that three of the four individuals pre-approved by the Board at a special meeting in December have accepted our invitation to sit on the Board. As there will be new vacancies beginning July 1, the Chair and Vice-Chair of the committee met with the fourth individual in an attempt to gauge his interest. A question was raised by the potential applicant as to whether or not his employer's relationship with the University would result in a conflict of interest on his part. Following open discussion around the table, it was determined that no such conflict of interest was present.

The Committee Chair has been forwarded another application that will be brought forward for discussion at the next Governance Committee meeting.

The University has been advised that, due to the pending Provincial election, the two LGIC nominations that were forwarded to the Public Appointment Secretariat in December are on hold. The government is in a care-taker role and no such appointments or reappointments will be made until the new government is in office.

3. Board Evaluation

A copy of the evaluation survey that was used last year was included with the agenda. Eleven responses were received last year, which was an improvement over previous years. While no major issues were identified, there was a series of responses that strongly deviated from the majority of the group. As a result, Board members were invited to contact the Board Chair directly at any time if they had any concerns.

Significant discussion on the survey followed, with many committee members agreeing that the evaluation in its present form is difficult for individuals to complete and does not necessarily gather the information required to assist the Board and its operations. Accordingly, it was agreed that the President and the University Secretary will work together over the summer months to come up with an improved evaluation that is understandable and actionable. They will bring something to the fall meeting of the Governance Committee for consideration and discussion.

4. Update – Joint Board Senate Committee on Governance

The Committee Chair reported there is a meeting of the Joint Board/Senate Committee on Governance scheduled for May 24, 2018. He explained that one of the topics expected to be on the agenda is the alignment of the Senate bylaws with University policy regarding Senate involvement in the hiring of senior academic and non-academic administrators for which Board approval is sought. In response to the Committee Chair's quest for clarification, it was confirmed that the University's current policies dictate that Senate is represented on the hiring committees of all positions for which Board approval is sought.

It was noted that the Search/Appointment/Reappointment of Senior Academic Administrative Officers policy was up for review in February of 2018. Human Resources is the department responsible for this policy, and the Director, HR has already started looking at it. The VPFA confirmed that any recommended changes to the policy will be brought to the Governance Committee in September.

5. Freedom of Expression on Campus – Preliminary Discussion

The topic of Freedom of Expression on Campus was brought up at the last Board meeting, with a suggestion that this committee discuss it further. The importance of developing a policy for the University was highlighted, and it was suggested that the Joint Board/Senate Committee on Governance might be the best fit for taking the lead on the project.

Several ideas about how to get this off the ground were presented, with the President pointing out that there are several resources available to get started, including some from Universities Canada, Wilfrid Laurier, McMaster, etc. He confirmed that he would arrange for staff in his office to assemble some background documents for the Joint Committee to consider.

Once the background information is compiled and forwarded to the Joint Committee, they can determine how to proceed from there: for example, it was suggested that they may determine a more fulsome committee be struck that would report their findings to the Joint Committee.

6. Community Recreational Facility – Preliminary Discussion

The President spoke about the proposed creation of a casino located on Highway 17 across from the Nipissing residences at the bottom of College Drive. The proposal includes an arena space, and a developer has approached Nipissing University to see if we would be interested in partnering with them to be the primary tenant of the space.

There was a lengthy discussion on the pros and cons of being associated with a casino, including significant concerns expressed about the potential impact the location will have on our students. Following the discussion, the President suggested that administration could reach out to other universities across the country to determine if they have dealt with this same issue before and, if so, what the outcome was. The results of that research can be brought back to the first Governance Committee in the fall for continued discussion.

7. Other Business

It was reported that Senate approved the revision to the membership of the Joint Board/Senate Committee on Governance so that all representatives on the committee who are elected by Senate will be faculty Senators. This was a recommendation that came out of the April meeting of this committee.

The meeting adjourned at 12:00 p.m.

Recording Secretary

Chair of Governance

NIPISSING UNIVERSITY BOARD OF GOVERNORS

COMMUNITY RELATIONS COMMITTEE MEETING

OPEN SESSION

May 14, 2018

The Community Relations Committee of the Board of Governors met on Monday, May 14, 2018, at 1:30 p.m. in the Nipissing University Board Room (F303).

Members Present: Gord Durnan, Board Chair
Karl Neubert, Committee Chair
Janet Zimbalatti
Kristen Ferguson
Ryan Hehn
Daniel Goulard
Sean Feretycki (via Skype)
Rose Jawbone
Mike DeGagné
Andrew Wood (non-voting)
Arja Vainio-Mattila (non-voting)
Cheryl Sutton (non-voting)
Christine Dowdall, University Secretary (non-voting)

Regrets: Derek Shogren
Paul Cook

Guests: Casey Phillips
Kelly Brown
Judy Smith

Recording Secretary: Melinda DeBenedet, Secretary, Marketing & Communications

1. Welcome/Call for Conflicts of Interest – Committee Chair, Karl Neubert

Chair Karl Neubert welcomed everyone to the meeting and briefly went through the agenda for the day's meeting. A call for conflicts of interest was made; none were brought forward.

2. KPMG Economic Impact Study – Cheryl Sutton, VPFA/Kelly Brown, Manager, Marketing & Communications

The Vice-President, Finance & Administration (VPFA) briefly went through the premise for the KPMG study that was recently completed and explained that the Marketing department was asked to impart from the report the ways in which Nipissing has impacted the community, the province, etc., and to create a series of infographics to help display the information.

The Manager of Marketing & Communications gave a presentation entitled, "Economic Impact Study in Pictures." (The presentation is attached to the PDF version of these minutes.) She spoke about the study and the communication plan that was developed following the completion of the report. She went on to show the committee the infographics that were created by Marketing to help convey the study's information to the

community/province/etc. The infographics will be made available online and people will be able to easily incorporate them into print materials/presentations/etc., in order to illustrate the story they want to tell.

Following the presentation, committee members asked questions. The importance of getting this information out into the community was a common theme.

It was suggested that for the next meeting, consideration be given to how best combine the information from the report with the partnership list that was created earlier in the year. It was also suggested that a website be created to house both.

In the meantime, anyone who would like infographics sent to them should contact the Manager of Marketing and Communications.

3. Other Business

The President informed the committee that a request was received from a North Bay developer seeking Nipissing's interest in becoming a partner on an ice pad that is expected to be attached to a casino property in the city. The question was raised as to whether having Nipissing University's name associated with a casino might be harmful to the institution's reputation, even though it might mean economic benefits/better ice-time/etc. The Board's Governance Committee is looking at this issue as well, and the University will contact other universities that are located close to casinos to inquire what impact the casino has had (if any) on their institution.

The meeting was adjourned at 2:40 p.m.

Recording Secretary

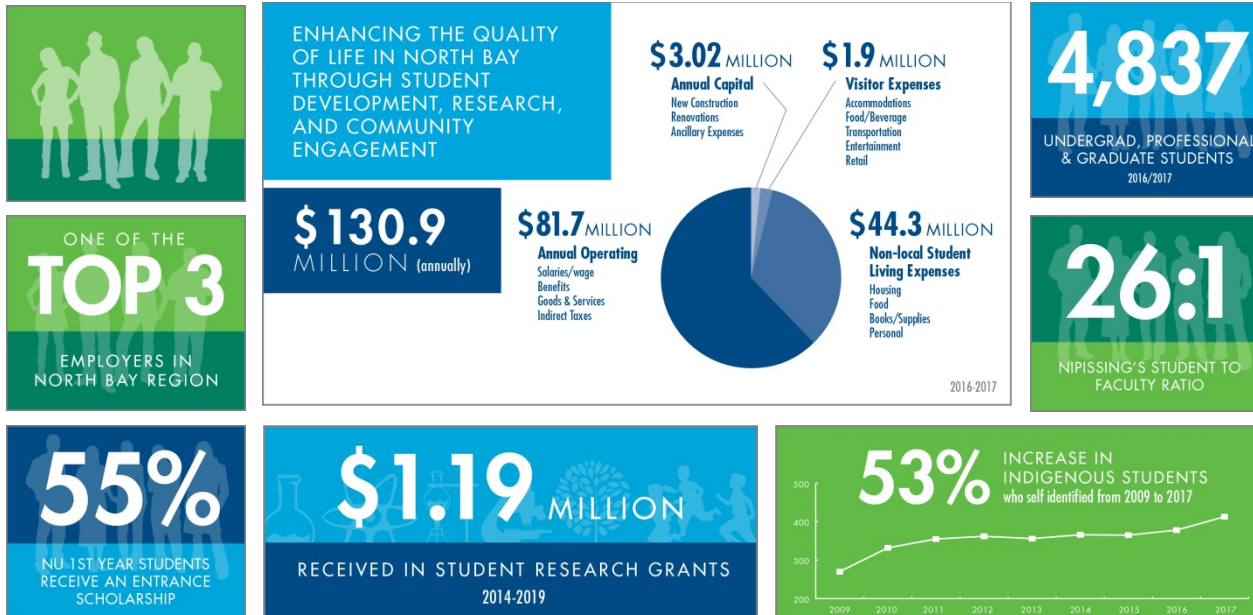
Committee Chair

NIPISSING

UNIVERSITY



Economic Impact Study in Pictures



May 2017 KPMG was engaged to:

1) Undertake a study of the quantitative and qualitative economic impacts of Nipissing University on:

- North Bay and the communities we serve;
- Ontario;
- Canada.

2) Measure economic impact through expenditures (direct, indirect, and induced).

3) Conduct a socioeconomic impact analysis (intellectual capital, research, and employment).

Communications Plan

- The full report received from KPMG January 2018;
- Marketing & Communications (MarCom) to repackage full report into easily digestible infographics/stories;
- Presented to BOG Community Engagement Committee May 14 for review, feedback and edits;
- MarCom to implement feedback for presentation to full BOG on May 31;
- MarCom to develop website to host full report & infographics;
- NU to host on-campus event to publicly launch Economic Impact Study – date TBD (MPP, MP, Mayor of North Bay and surrounding communities, Chief McLeod, Union of Ontario Indians, BOG, NUACE Committee, City Council, Invest North Bay, Chamber of Commerce, etc.);
- Press release immediately following on-campus event;
- Ongoing Social Media Presence;
- Other channels to consider: hosting Chamber After House Event; President’s Breakfast; Service Club Circuit, etc.
- How do we engage all NU ambassadors (e.g. BOG, Alumni, Current Students)?

Feedback welcome...

4 out of 3 People
Struggle with
Mathematics

Visual tools help to tell Nipissing stories

- Infographics should help to illustrate a story and be easily incorporated into presentations. Dissection of a story is as follows:
 - Strong Introductory theme/message;
 - Facts and Figures to back up theme;
 - Short story to elaborate;
 - Imagery to enhance the story;
 - University branded.
- In addition to creating self contained stories, we've also developed interchangeable “sound bites” that will help to customize additional narratives and presentations.

Organizing themes

Infographics are aligned with the Strategic Plan categories:

- Community Engagement
- Student Experience
- Academics and Research

Example of a Community Engagement Story

ENHANCING THE QUALITY OF LIFE IN NORTH BAY THROUGH STUDENT DEVELOPMENT, RESEARCH, AND COMMUNITY ENGAGEMENT

\$130.9
MILLION

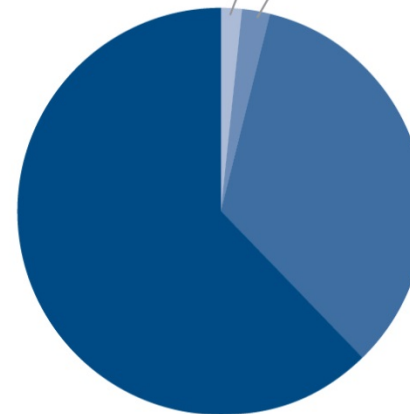
Annual Economic Impact on the North Bay Region

2016-2017

\$81.7 MILLION
Annual Operating
Salaries/wage
Benefits
Goods & Services
Indirect Taxes

\$3.02 MILLION
Annual Capital
New Construction
Renovations
Ancillary Expenses

\$1.9 MILLION
Visitor Expenses
Accommodations
Food/Beverage
Transportation
Entertainment
Retail



\$44.3 MILLION
Non-local Student Living Expenses
Housing
Food
Books/Supplies
Personal

NIPISSING
UNIVERSITY

Example of a Community Engagement Story

BUILDING
STRONG
COMMUNITIES
IN THE
NORTH BAY
REGION

\$130.9

MILLION

Nipissing's annual expenditures
in North Bay

\$81.7

MILLION

NU's operating expenses per year on
salaries, wages, benefits, goods and
services, and indirect costs

1,229

FULL-TIME JOBS
CREATED IN 16/17
as a result of spending related to Nipissing



ONE OF THE **TOP 3** EMPLOYERS IN THE
NORTH BAY REGION

The university is committed to advancing the North Bay region's economic growth, and makes significant contribution to the social and cultural capital of our region through guest speakers, events, athletics, and performances as well as engaging in local committees, executive boards and working groups that help our region's people.

NIPISSING
UNIVERSITY

Example of a Community Engagement Story

COMMITTED
TO ADVANCING
ECONOMIC,
SOCIAL AND
CULTURAL
DEVELOPMENT
IN ONTARIO
AND CANADA

\$163

MILLION

NU contributes to Canada's GDP
over 1 year of operating expenses

\$15.7

MILLION

NU's impact on Canada's GDP over
5 years of capital expenditures

38,000

NU ALUMNI
WORLDWIDE
IN 54 COUNTRIES

89% of Nipissing alumni choose to stay in
Ontario, making significant contributions to the
Provincial, Canadian, and global economies



NIPISSING
UNIVERSITY

Example of a Student Experience Story

DEVELOPING
HUMAN
CAPITAL
LOCALLY,
DOMESTICALLY,
AND GLOBALLY



THE NIPISSING PROMISE

If students can't find a job in their field after graduating, Nipissing invites them to return, tuition free, for another year!

NIPISSING ABOVE THE PROVINCIAL AVERAGE

90.8%

of Nipissing Students find employment within 6 months of graduating

compared to the Ontario university average of 86.98%

95.7%

of Nipissing Students find employment within 2 years of graduating

compared to the Ontario university average of 93.56%

Based on the 2016 Ontario University Graduate Survey

NIPISSING
UNIVERSITY



Example of a Student Experience Story

A DESTINATION
FOR STUDENT
RESEARCH AND
COLLABORATION

\$172K

2014–2015

\$323K

2018–2019

NIPISSING STUDENT
EXTERNAL GRANT FUNDING

47%

INCREASE IN FUNDING
over 5 years

UNDERGRADUATE RESEARCH CONFERENCE

Nipissing showcases the work of the next generation of scientists, scholars and researchers at the Undergraduate Research Conference, now entering its 12th year. It provides opportunity for students to gain valuable presentation and discussion skills in a collaborative and supportive environment.



NIPISSING
UNIVERSITY

Example of an Academic and Research Story

IMPROVING
LIVES THROUGH
RESEARCH

\$1.46

MILLION
2011–2012

\$2+

MILLION
2016–2017

40%

INCREASE IN
RESEARCH FUNDING
OVER 5-YEARS
from public and philanthropic sources



Social Science researchers contribute to a better understanding of our communities and ourselves, examining Nipissing First Nation's history, Indigenous Peoples, children's physical activity, and how Northern Canadians acquire and maintain skills.

NIPISSING
UNIVERSITY

Example of an Academic and Research Story

MEETING
GLOBAL
CHALLENGES

\$1.46

MILLION

2011–2012

\$2+

MILLION

2016–2017

40%

INCREASE IN
RESEARCH FUNDING
OVER 5-YEARS
from public and philanthropic sources



Environmental scientists at Nipissing are working to help us understand our physical world, its fragilities, strengths and vast interconnectedness with research on watersheds, geopolitics and environmental history, forest resources, and water management by Indigenous communities.

NIPISSING
UNIVERSITY

Example of an Academic and Research Story

SUPPORTING
NEW
KNOWLEDGE
AND
INNOVATIVE
RESEARCH

\$1.46
MILLION
2011–2012

\$2+
MILLION
2016–2017

40%
INCREASE IN
RESEARCH FUNDING
OVER 5-YEARS
from public and philanthropic sources



Human science researchers help unlock secrets of our minds and bodies, studying the effects of cannabis, the role of testosterone in behaviour, developing new pharmaceuticals, the biomechanics of the hand, and exercise physiology.

NIPISSING
UNIVERSITY

Example of a Student Experience/Community Engagement Story

EDUCATING
LEADERS



38,000

NU ALUMNI
WORLDWIDE
in 54 countries

33,746

NU ALUMNI
LIVE AND WORK
IN ONTARIO

89%

NU ALUMNI
STAY IN ONTARIO
and contribute to
the provincial economy



Nipissing University is a recognized leader in quality teaching, student satisfaction, and for its ability to prepare graduates for successful futures.

NIPISSING
UNIVERSITY

Example of a Student Experience/Community Engagement Story

PREPARING
GRADUATES
WITH
KNOWLEDGE,
PRACTICAL
EXPERIENCE
AND SKILLS

4,837

STUDENTS
in 2016/2017

\$44.3

MILLION
spent in North Bay by
non-local students annually

\$1.9

MILLION
spent annually from visitors to NU for
accommodation, food, transportation,
entertainment and retail

Nipissing University is committed to enhancing the region's capacity as an engine of economic, social, and cultural growth.



NIPISSING
UNIVERSITY

Example of a Community Engagement Story

EMBRACING THE
COMMUNITIES
WE SERVE AND
DEVELOPING
MEANINGFUL
PARTNERSHIPS

- AFOA Canada
- Biomass North Development Centre
- Canadian Marketing Association
- Centre for Addiction and Mental Health
- Chartered Professional Accountants
- Children's Aid Society
- Correctional Services Canada
- Human Resources
- Nipissing First Nation Health Services
- North Bay Police
- Ministry of Community Safety and Correctional Services
- University Health Network



Nipissing has formed partnerships with organizations across Ontario to help diversify and increase undergraduate, applied, and professional experiential learning programs.

NIPISSING
UNIVERSITY

Example of a Student Experience Story

IMPROVING THE
STUDENT EXPERIENCE
BY DEVELOPING
COLLEGE PARTNERSHIP
PROGRAMS TO SUPPORT
KNOWLEDGE/
SKILL SHARING AND
STUDENT DEVELOPMENT

Algonquin College
Canadore College
Centennial College
Lambton College
Niagara College
St. Clair College

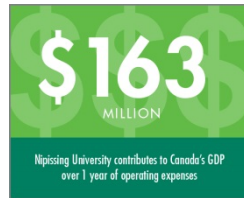
- Business Administration
- Commerce
- Criminal Justice
- Environmental Biology and Technology
- Social Welfare and Development



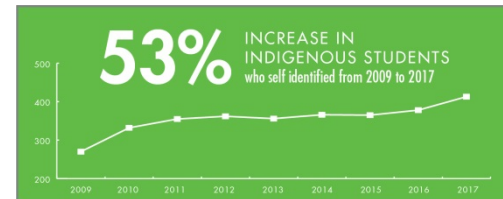
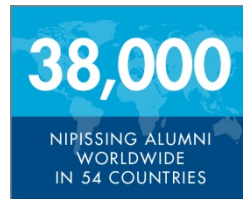
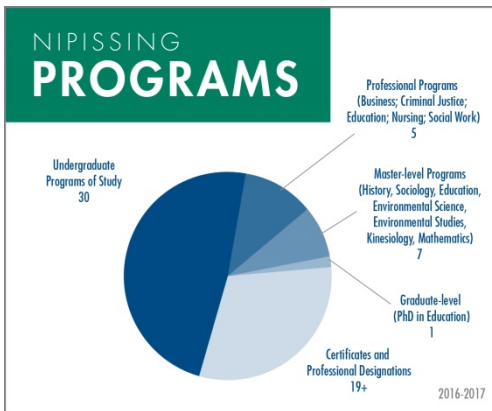
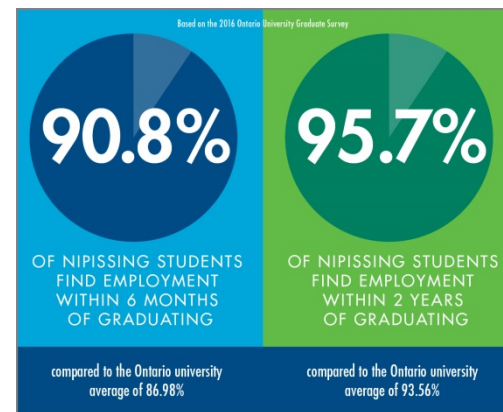
Partnership Programs allow students to earn a
University Bachelor's Degree as well as a College Diploma.

NIPISSING
UNIVERSITY

Sample of individual “sound bite” graphics – Community Engagement



Sample of individual “sound bite” graphics – Student Experience



Sample of individual “sound bite” graphics – Academics and Research

FACULTY RESEARCH AT NIPISSING CONTRIBUTES TO A BETTER UNDERSTANDING OF OUR COMMUNITIES AND OURSELVES.



ENVIRONMENTAL SCIENTISTS OFFER INSIGHTS

that help us understand our physical world, its fragilities, strengths, and vast interconnectedness.

- How water moves through our watersheds
- The effects of geopolitics and environmental history
- Ecological inventory of forest resources
- Water management by Indigenous communities



SOCIAL SCIENCE RESEARCHERS EXAMINE:

- Nipissing First Nation's history and how Indigenous Peoples experience wellness
- How to better engage children in physical activity
- How Northern Canadians acquire and maintain skills

HUMAN SCIENCE RESEARCHERS

help unlock secrets of our minds and bodies. Faculty investigate topics such as the effects of cannabis on developing minds, the role of testosterone in aggression and how we select mates, to developing new pharmaceuticals, the biomechanics of the hand and exercise physiology.



4

CANADA RESEARCH CHAIRS

- LIFE COURSE TRANSITIONS IN NORTHERN AND RURAL COMMUNITIES
- YOUTH DEVELOPMENT THROUGH SPORT AND PHYSICAL ACTIVITY
- WATERSHED ANALYSIS AND MODELING
- GLOBAL ENVIRONMENTAL HISTORIES AND GEOGRAPHIES

PROGRAMS AND ENROLMENT

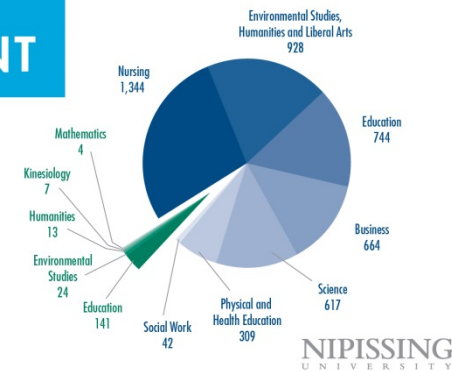
UNDERGRAD STUDENTS

4,648

GRADUATE STUDENTS

189

2016-2017



40%

INCREASE IN RESEARCH FUNDING OVER 5-YEAR PERIOD from public and philanthropic sources

\$1.46

MILLION

2011-2012

\$2+

MILLION

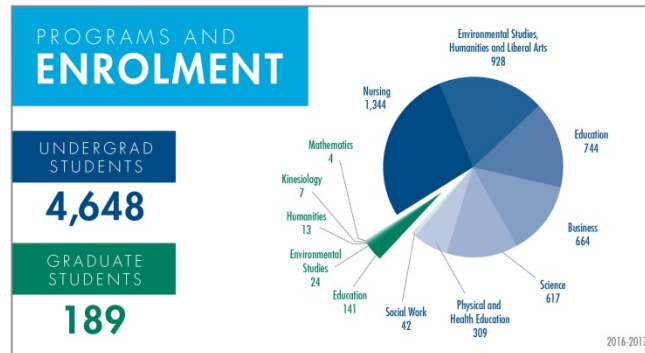
2016-2017

NIPISSING
UNIVERSITY

Sample customized Presentation – Community Engagement



Sample customized presentation – Academics and Research



CANADA RESEARCH CHAIRS

4

- LIFE COURSE TRANSITIONS IN NORTHERN AND RURAL COMMUNITIES
- YOUTH DEVELOPMENT THROUGH SPORT AND PHYSICAL ACTIVITY
- WATERSHED ANALYSIS AND MODELING
- GLOBAL ENVIRONMENTAL HISTORIES AND GEOGRAPHIES

FACULTY RESEARCH AT NIPISSING CONTRIBUTES TO A BETTER UNDERSTANDING OF OUR COMMUNITIES AND OURSELVES.

40%
INCREASE IN RESEARCH FUNDING OVER 5-YEAR PERIOD
from public and philanthropic sources

\$1.46
MILLION
2011-2012

\$2+
MILLION
2016-2017

Sample customized presentation – Student Experience





Discussion

- Questions
- Concerns
- Comments

NIPISSING UNIVERSITY BOARD OF GOVERNORS

PLANT & PROPERTY COMMITTEE MEETING

OPEN SESSION

May 14, 2018

The Plant & Property Committee met on Monday, May 14, 2018, at 3:00 p.m. in the Nipissing University Board Room (F303).

Members present: Karen Barnes, Committee Chair
Gord Durnan
Daniel Goulard
Rose Jawbone
Toivo Koivukoski
Joanne Laplante
Tom Palangio
Stephen Tedesco
Arja Vainio-Mattila (non-voting)
Cheryl Sutton (non-voting)
Christine Dowdall, University Secretary (non-voting)

Regrets: Colleen Miller
Paul Cook
Mike DeGagné

Guests: David Drenth
Casey Philips

Recording Secretary: Melissa Busschaert-Daigle, Administrative Assistant, Facilities

1. Opening Remarks

Committee Chair, Karen Barnes, welcomed everyone to the meeting.

2. Facilities Update

The Director of Facilities provided an update that included such items as the annual electrical shutdown, ongoing capital projects, the continuing HVAC and roofing projects and the upcoming closure of the Brantford Campus. The presentation is appended to the PDF version of these minutes.

In response to a question that was raised about the Academic Space Plan, the Director indicated that the University has been working with the Space Consultant to gather more information on classroom usage to develop a strategy to move forward. There is now a frame work that can be implemented, and a communication strategy will be developed. It was noted that this initiative will move forward this summer.

A question was raised concerning the maintenance expenses for the shared gym. The Director explained the shared gym is considered “shared space” that is utilized equally by both Canadore and Nipissing; therefore, the associated maintenance costs are shared. This does not include items that are only beneficial for Canadore College (e.g. new score board).

There was an enquiry as to whether or not any efforts were being made to divide or allocate shared areas on campus. The Director advised that conversations are on-going and that there has been progress in allocating shared spaces to one institution or the other in the past (e.g. former Library space). The Vice-President, Finance & Administration indicated that Nipissing is highly motivated to work out shared space arrangements as the two institutions have different priorities.

3. City Construction

The Director of Facilities provided an update on the city construction project on College Drive/Larocque and the impact the project is having on the campus. The site supervisor for the project has confirmed that access to the campus will be functional in time for convocation.

4. Student Centre Construction Update

The Director of Facilities explained that it was necessary to post an addendum to the RFP for the Student Centre construction project. As a result, the tender submission deadline has been extended to May 22, 2018.

5. Other Business

No other business was discussed.

The meeting was adjourned at 3:39 p.m.

Recorded by: _____
Administrative Assistant, Facilities

Approved by: _____
Committee Chair

Nipissing University Policy on Animal Use and Care

Office of Accountability:	Provost and Vice President, Academic and Research
Office of Administrative Responsibility:	Office of Graduate Studies and Research Services – University Veterinarian
Approver:	Board of Governors
Scope:	Compliance with University policy extends to all members of the University community that use animals for research and teaching
Approval Date:	February 2011
Last Reviewed:	February 2014
Renewal Date:	February 2018 June 2023
Policy Number:	NU-RES-2011.01

Introduction

Nipissing University is committed to the ~~ethical use and responsible care of animals used~~[ethical care and use of animals in science in research and teaching](#). At Nipissing University, animals are used only for research that has been verified as having high scientific merit, important relevance, and exemplary animal-use standards. In teaching, animals are used for the purpose of scientific and technical education. Nipissing University is committed to ensuring the highest possible standards in the care, well-being and quality of life for all of our animal subjects.

Applicability

This policy applies to all university personnel and students who use animals in their research and teaching. The purpose of this policy is to ensure that university personnel and students using animals for research and teaching know and understand the expectations of Nipissing University.

Essential Ethical Principles of Animal Care and Use

1. Animals used in research and teaching at Nipissing University must be cared for and maintained in accordance with the:
 - a. [Canadian Council on Animal Care \(CCAC\) Guidelines](#);

- b. Tri-Council (NSERC, SSHRC and CIHR) requirements of the Memorandum of Understanding (MOU) on the Roles and Responsibilities in the Management of Federal Grants and Awards;
 - c. Regulations of the Province of Ontario under the Animals for Research Act (1990).
2. Nipissing University upholds the Russell-Burch “3R” tenet of Replacement, Reduction and Refinement in the design and review of animal use protocols.

Animal Care and Use Committee

1. Nipissing University’s Animal Care Committee (ACC) is responsible for ensuring the ethical ~~and responsible use and care of animals used in research and teaching~~ care and use of animals in science.
2. ACC and the University Veterinarian have the authority, on behalf of the Provost and Vice President, Academic and Research of Nipissing University to enforce the CCAC guidelines (required for compliance and awarding of grants) and the regulations of the Province of Ontario (required for maintaining an animal facility) and if necessary to:
 - a. stop any objectionable procedure if it considers that unnecessary pain or distress is being experienced by the animal;
 - b. terminate immediately any use of animals that deviates from the approved protocol;
 - c. humanely euthanize an animal if pain and distress caused to the animal cannot be alleviated;
 - d. order the closure of the animal care facility if CCAC standards, Provincial regulations are not met and/or the well being of the animals housed in the facility are being endangered.
3. ACC will review and manage all animal use applications. All research and researchers will operate under the jurisdiction of the ACC.

Ethics Review for Animal Use

1. All projects involving the use of animals for the purpose of research and teaching must receive written approval from ACC in accordance with the regulations of the Province of Ontario Animals for Research Act (1990) and the guidelines of the Canadian Council on Animal Care.
2. If Nipissing University is the host institution for shared animal research protocols, the “CCAC Guidelines for Animal-Based Projects Involving Two or More Institutions (2003)” shall apply.
3. Animals will only be used when credible scientific merit for research use and/or pedagogical value for teaching has been established for the animals to be used and when alternative procedures are not feasible.
4. ACC will ensure that species are selected to ensure the most effective use of animals, that the least invasive techniques possible will be employed, and

that the minimum number of animals required to achieve the objectives of the research and/or teaching programs will be used.

5. The alleviation/reduction of pain and distress will be the primary concern during and following procedures.

Accountability and Transparency

1. All persons caring for and using animals will be trained to an appropriate level of competence to ensure maximum benefit to the animals.
2. Every effort shall be made to cooperate with local and provincial animal welfare agencies, the news media, and the public regarding the use of animals in research and teaching.

Procurement of Animals

1. Laboratory animals must be ordered from an approved animal facility.
2. Wild animals, essential for environmental research, will be studied in the field or brought back to the University for study under controlled conditions, having secured all required permissions from government agencies that regulate the use of wild animals (i.e. Ontario Ministry of Natural Resources).

Maintenance of Animals

1. All animals maintained at Nipissing University and the facilities in which they are housed will be subject to periodic inspection, post approval monitoring by the University Veterinarian, government agencies, ACC and/or the Associate Vice President, Research and Academic.
2. All animals will be cared for according to current veterinary standards.

Non-Compliance

1. Conducting animal research that has not been reviewed and approved by ACC will constitute non-compliance.
2. Animal use that contravenes this policy will constitute non-compliance.
3. Non-compliance may be grounds for research misconduct.

PUBLISHED PROCEDURES OF THIS POLICY

Animal Care Committee Terms of Reference
Animal Care Committee Scientific and Pedagogic Merit Review Procedure
Animal Care Protocol Review Procedure

Policy on Post Approval Monitoring (PAM)

Office of Accountability:	Provost and Vice-President, Academic and Research
Office of Administrative Responsibility:	Provost and Vice-President, Academic and Research and the Office of Graduate Studies and Research Services
Approver:	Board of Governors
Scope:	Ensure procedural animal care compliance
Approval Date:	August 2011
Last Reviewed:	August 2014
Renewal Date:	August 2018 August 2023
Policy Number:	NU-RES-2011.13

Purpose

All research and teaching projects involving live vertebrate animals at Nipissing University must follow guidelines and policies of this institution and the Canadian Council on Animal Care (CCAC). It is therefore essential to have a comprehensive and instructive program in place that will ensure the ethical use of animals, while providing the investigators with the best tools to achieve their objectives.

The PAM program will work in collaboration with, and in support of, research and teaching staff members as a collegial approach to achieving regulatory compliance.

Membership

The PAM Sub-committee will be comprised of Animal Care Committee (ACC) members who participate in turn to include:

- i. One animal-health expert (i.e. Consulting Veterinarian)
- ii. One scientist (animal user)
- iii. One non-animal user
- iv. PAM ~~Administrator~~ [Coordinator](#) (Animal Care ~~Administrator~~ [Coordinator](#))

Responsibilities of PAM Sub-Committee

- i. To ensure that all laboratories and facilities are visited on at least an annual basis. Not all protocols require PAM visits; this will be dependent on the risk assessment:
 - a. All protocols with a category of invasiveness of D and E will require PAM visits;
 - b. All protocols with a category of invasiveness of A, B and C will be assessed to determine if PAM is required.

- ii. To ensure animal welfare through review and observation of animal procedures, post procedure monitoring of animal condition, review of record keeping, confirmation of agreement between procedures performed with procedures proposed in the approved protocol.
- iii. To ensure compliance with Nipissing University and CCAC regulations, policies and guidelines. In the case where a severe non-compliance issue is suspected, the ACC Chair will be immediately informed.
- iv. To identify educational and training needs.
- v. To identify strengths and needs for refinement within Nipissing's Animal Care and Use Program.
- vi. To document all communications and observations in the PAM process to ensure accountability.

Meetings and Process

The ACC/PAM ~~Administrator~~Coordinator will provide administrative support to the Sub-committee to include scheduling of meetings, record keeping and other related needs.

The PAM Sub-committee will report to the Animal Care Committee (ACC) at regular meetings.

DRAFT

Policy on Use of Animals for Educational Purpose

Office of Accountability:	Provost and Vice-President, Academic and Research
Office of Administrative Responsibility:	Provost and Vice-President, Academic and Research and Office of Graduate Studies and Research Services
Approver:	Board of Governors
Scope:	Ensure procedural animal care compliance with animals used in teaching
Approval Date:	August 2011
Last Reviewed:	August 2014
Renewal Date:	August 2018 August 2023
Policy Number:	NU-RES-2011.14

Purpose

All protocols which involve the use of animals for educational purposes must be submitted and approved by the Animal Care Committee.

Principles

The use of animals for educational purposes is markedly different in its objectives than the use of animals in research or testing. Animals used for educational purposes are not being used to discover, prove or develop new ideas or techniques, but rather to demonstrate principles which are already well-known or to learn manual skills and techniques.

The repetitive use of animals in this manner should be based on sound ethical justification and proven educational objectives. There should be justification provided for the use of animals over the use of alternatives such as models, videos, computer simulations and emulations, etc.

The level and type of training of the students (graduate/postgraduate, specialized/non-specialized) are important considerations in ascertaining the need to use animals.

Teaching protocols are subject to the relevant aforementioned review considerations, as well as to the factors of student inexperience and "group" projects. Thus, the description should include the number of students per animal, and the student/teacher ratio.

The level of experience and competence of the instructors and/or teaching assistants must be adequate to assure successful preparations and procedures.

The disposition of the animals at the end of the teaching session must be clearly described. Painful experiments or multiple invasive procedures on an individual animal, conducted solely for the instruction of students in the classroom, or for the demonstration of established scientific knowledge, cannot be justified and will not be allowed.

The Canadian Council on Animal Care's Three R's Microsite <http://threers.ccac.ca/en/alternatives/index.html> is an excellent resource to assist in finding up-to-date information on possible replacements, reductions and refinements to the use of animals.

DRAFT



**Nipissing University Terms of Reference
for the Animal Care Committee**

Office of Accountability:	Provost and Vice President, Academic and Research
Office of Administrative Responsibility:	Office of the Provost and Vice-President, Academic and Research; Office of Research and Graduate Studies
Approver:	Board of Governors
Scope:	Compliance with University policy extends to all members of the University community that use animals for research and teaching in science .
Approval Date:	June 2012
Renewal Date:	June 20 23 ¹⁵
Policy Number:	NU-RES-2011.03

PURPOSE

Nipissing University has a responsibility to ensure that effective control is exercised in the [ethical](#) care and use of ~~experimental~~ animals [in science](#). All animals (live, non-human vertebrates) are protected by the Province of Ontario under the *Animals for Research Act (1990)*. In addition to this provincial legislation, the National Science and Engineering Research Council (NSERC) and the Canadian Institutes for Health Research (CIHR) require adherence to the policies and guidelines of the *Canadian Council on Animal Care (CCAC)*.

The Animal Care Committee (ACC) is responsible directly to the [Provost and](#) Vice-President, Academic and Research. Its purpose is to fulfill the legal and ethical responsibilities concerning the [use-care](#) of animals at the University and, specifically to review and regulate all animal use. These Terms of Reference are implemented by the Nipissing University ACC, and its operation is governed by these Terms of Reference.

The ACC provides ethical review and approval for all peer reviewed (*refer to NU-RES-2012.17 Policy on the Peer Review Process for Research and Teaching Involving Animals*) research or teaching projects involving the



use of living vertebrate animals in order to ensure that current appropriate ethical guidelines are met and acceptable procedures are followed.

The ACC has jurisdiction over all research involving animal use undertaken by faculty, including visiting and part-time researchers, as well as all use of animals (live, non-human vertebrates) for teaching and/or student purposes.

MEMBERSHIP

ACC members are appointed by the [Provost and Vice-President, Academic and Research](#) for terms of no less than two (2) years and no more than four (4) years, renewable only up to a maximum of eight (8) consecutive years of service. This does not apply to the ACC members who must be part of the ACC because of their role within the institution [to satisfy the composition requirements](#) (i.e.: ex-officio members, the ACC ~~Coordinator~~[Coordinator](#), Consulting Veterinarian, ~~—~~hereinafter called the Veterinarian).

The ACC will ensure that all members and animal users have the opportunity to become familiar with [institutional requirements](#), the CCAC ~~G~~[guidelines and all other CCAC guidelines](#) and policy statements, [as well as](#) federal, provincial or municipal statutes that may apply, as well as institutional requirements.

Animal Care Committee composition must include:

1. a Veterinarian with experience/training with regard to the species being used and the experiments being conducted.
2. one (1) faculty representative from each department ~~that uses live animals in research and/or teaching, recommended by the Dean/Department Chair~~[involved in animal ethics and care in science](#).
3. one (1) faculty member whose normal activities, past or present, do not depend on or involve animal ~~use for research and/or teaching, recommended by the Dean/Department Chair~~[ethics and care in science](#).
4. ~~at least one (1) community representative who has no affiliation with the institution and who has not been involved in animal~~ [ethics and care in science](#)
4. ~~use for research and/or teaching~~
5. one (1) Animal Care Technician from each department who is actively involved in the ~~care and use of animals~~ [ethics and care in science](#) ~~in research and/or teaching~~ within the institution.

6. one (1) student representative from each department who is actively involved in ~~the care and use of animals in research and/or teaching ethics and care in science~~ within the institution appointed by the Department Chair.
7. the Manager of Environmental Health and Safety or designate;
8. the ACC ~~Coordinator~~ Coordinator who is responsible for the ~~coordination~~ administration of animal care related activities and provides administrative support to the ACC.
9. ~~the Dean, Graduate Studies and Research, ex officio/non-voting, or designate the Assistant, Vice President, Research and Graduate Studies, (ex officio/non-voting),~~ _____ who is a representative of senior administration.

The Chair shall be elected from the membership of the ACC for a three-year (3) term renewable once. It is important that the Chair does not have any conflict of interest or appearance of conflict of interest in his/her role, and therefore should not:

- o be involved in a large proportion of protocols within the institution;
- o be involved in the management of the institutional animal facilities;
- o be a health or veterinary personnel member charged with ensuring compliance with CCAC guidelines.

In order to avoid any conflicts of interest that could be faced by the Chair, a Vice-Chair shall be elected and shall be chosen from the membership of the ACC.

AUTHORITY

The ACC and the Veterinarian have the authority, on behalf of the Provost and Vice President, Academic and Research, to enforce the CCAC guidelines (required for compliance and awarding of grants) and the regulations of the Province of Ontario (required for maintaining an animal facility) and if necessary to:

- a. reject, propose modifications to, or terminate any proposed or on-going research that does not meet the required standards;
- b. stop any objectionable procedures that appear to involve unnecessary pain or distress being experienced by the animal;
- c. terminate immediately any use of animals that deviates from an approved protocol;



- d. humanely euthanize an animal if pain and distress caused to the animal cannot be alleviated;
- e. order the closure of the animal care facility if CCAC standards or Provincial regulations are not met and/or if the well being of the animals housed in the facility is endangered.

The Chair and the Veterinarian must have access at all times to all areas where animals are being housed or used.

The Veterinarian has the authority to treat, remove from a study or euthanize, if necessary, any animal according to the Veterinarian's professional judgment. A written report will be completed by the Veterinarian and provided to the animal user and to the ACC following any such event.

The Veterinarian and animal care staff must work in a collegial manner with animal users and attempt to correct deficiencies collaboratively.

Post Approval Monitoring (PAM):

The [PAM](#) Program consists of scheduled visits to assist *animal users in remaining compliant with approved Animal Utilization Protocols (AUP) and institutional and CCAC standards*. The main goals of the PAM program are to ensure procedural animal care compliance, to identify and promote 'best practices' with respect to animal care, to ensure that animal users are comfortable handling animals and carrying out procedures successfully and that they are able to do so in appropriate conditions, and to ensure that endpoints are applied to approved AUPs to avoid unnecessary distress to the animals. PAM visits will be conducted by a subcommittee that is comprised of three rotating ACC members: one health expert, one scientist and one non-animal user. This monitoring aims to prevent and/or quickly and properly address unanticipated distress. Refer to [NU-RES.2011.13 Policy on Post Approval Monitoring \(PAM\)](#)

Breaches of Compliance:

The ACC is the body responsible for determining breaches of compliance or threats to the health and safety of personnel and animals, and will work to correct any deviations from approved AUPs and SOPs. Breaches of compliance that cannot be corrected by the ACC working with the concerned animal users and Veterinarian/animal care staff will be referred to the [Provost and Vice-President, Academic and Research](#).

Persistent breaches of compliance, or threats to the health and safety of personnel or animals, will be reported to the Chair who must promptly address the issues through communication with the animal user(s), through meetings and site visits, and eventually through communications with the [Provost and Vice-President, Academic and Research](#), as necessary.

Appeal of ACC Decisions:

Appeals of an unfavorable decision may be made through the following procedure:

1. the principal investigator/author of the AUP may request to attend a meeting of the ACC to discuss the ruling. The discussion may result in clarifications acceptable to the ACC in which case a change in the status of the protocol may result.;
2. if the results of the above meeting are still unfavorable, the principal investigator/author of the AUP may choose to further appeal the decision.;
3. appeals will be directed to the [Provost and Vice-President, Academic and Research](#). The [Provost and Vice-President, Academic and Research](#) will resolve the appeal ~~in a timely manner~~[within thirty \(30\) days](#) by ensuring a separate, fair and impartial process which may include expertise from appropriate institutions.;
4. the CCAC may be called upon for information but appeals cannot be directed to the CCAC.

RESPONSIBILITIES

It is the responsibility of the ACC to:

1. ~~E~~nsure that adequate administrative procedures are in place to ensure proper and humane treatment of all vertebrate animals used for research and teaching. Humane treatment will include the provision of appropriate space and facilities as defined by the CCAC guidelines.



2. Ensure that no research and/or teaching program (including field studies) involving vertebrate animals be commenced without prior ACC approval of an AUP.
3. ensure that no vertebrate animal be acquired or used without prior approval of an AUP.
4. Ensure that no vertebrate animals be held for display or breeding purposes, or for eventual use in research or teaching projects, without prior ACC approval of an AUP, except where current CCAC guidelines provide for exemptions. The ACC must also be made aware of any other vertebrate-animal-based activities, including commercial or recreational activities, within the institution, and will work with the persons responsible for these activities to ensure that animal ethics and care and use is is undertaken according to appropriate procedures.
5. Require that all users of vertebrate animals complete an AUP form in the online system (Romeo), and ensure that the information therein is clearly presented in a form that all members of the ACC can readily understand (supplemental information can be found in the CCAC guidelines on: *Animal Use Protocol Review, 1997 and NU-RES-2011.07: Animal Utilization Protocols – Procedure for Review and Approval*). To facilitate the work of both protocol authors and ACC members, appropriate Standard Operating Procedures (SOPs) should be referred to as much as possible. Approved AUPs and SOPs must be readily available in the areas where work with vertebrate animals is taking place.
6. The ACC may delegate, in urgent situations, the responsibility of interim approval to the ACC Executive Team, which is comprised of the Veterinarian, one community representative and the Chair. Such interim approvals will be used infrequently, and the interim review process, including exchanges between the ACC Executive Team and the protocol authors, must be documented and must then be subject to discussion and final approval at a full meeting of the committee.
7. ensure that animal users update their protocols with any amendments or modifications they intend to make, and approve any modifications to a protocol in the online system (Romeo) before they are implemented. There are two (2) amendments – minor and major. In accordance with requirements:

Formatted: Font color: Black

- Minor amendment: includes adding a small number of animals less than 10% more study animals (less than 20% for fish), animal users added or removed.
- Major amendment: a new protocol must be submitted for any major amendment. Major amendments include an increase of more than 10% of the approved number of animals required (20% increase for fish), a change of species, a change in category of invasiveness, use of more invasive or more frequent procedures, significant changes in the use of anesthetics/analgesics and/or use of entirely new procedures.

Formatted: Bulleted + Level: 1 + Aligned at: 0.5" + Indent at: 0.75"

Formatted: Font color: Black

~~7.~~ ~~or modifications may require the submission of a new AUP.~~
~~8.~~

Formatted: Indent: Left: 0.25", No bullets or numbering

~~9-8.~~ eEnsure that animal users report any unanticipated problems or complications and the steps taken to address the problem(s).

~~10-9.~~ Review all protocols annually within a year of commencement of the project. A new protocol is required after three (3) consecutive renewals.

~~11-10.~~ eEnsure appropriate care of animals in all stages of their lives and in all experimental situations.

~~12-11.~~ eEnsure that Standard Operating Procedures (SOPs) are revised when necessary, and reviewed every three (3) years.

~~13-12.~~ Ensure adequate animal care and management of the animal facilities.

~~14-13.~~ eEnsure that animal users, animal care personnel and the Veterinarian receive training and qualifications in their field according to the CCAC guidelines on: *Institutional Animal User Training, 1999 Training of personnel working with animals in science (2015);*

~~15-14.~~ eEnsure that a Crisis Management Plan for animal housing facilities is operational. Specifically the ACC shall work with senior administration and the various employee groups to develop and approve procedures related to proper care of animals housed within University facilities when planned or unforeseen events occur, such as



scheduled building closures, power outages (short and prolonged), work stoppages, fires, natural disasters, large chemical spills and other similar crises. The Crisis Management Plan will include a communications plan for addressing public and media inquiries on concerns related to animal use.

~~16-15.~~ Submit by the 1st of October an annual report to the [Provost and Vice-President, Academic and Research](#) who will in turn present the report to the Board of Governors. The report will include the number of AUPs reviewed, a generic description of animal-care issues/concerns that have been addressed in the past year and, if necessary, recommendations concerning changes to policies or to procedures involved with animal care.

MEETINGS

The ACC will meet a minimum of four (4) times a year and more frequently if necessary to fulfill the Terms of Reference and be satisfied that all animal use within their jurisdiction is in compliance with institutional, municipal, federal and provincial regulations, and CCAC guidelines.

Face-to-face meetings are essential for adequate discussion of AUPs and for continued education of the ACC members. ACC meetings will take place no later than two (2) weeks after submission of AUPs.

Regular attendance by ACC members at meetings is important, and frequent unexplained absences will be construed as a notice of resignation. The ACC will operate by consensus. A quorum will consist of 50% of the members, and must always include the Veterinarian and one (1) community representative.

The full ACC will have the opportunity to visit all animal care facilities and areas in which animals are used at least once per academic year, in order to better understand the work being conducted within the institution, to meet with those working in the animal care facilities and animal use areas and discuss their needs, to monitor animal-based work according to approved AUPs and SOPs, to assess any weaknesses in the facilities and to forward any recommendations or commendations to the [Provost and Vice-President, Academic and Research](#). All visits to the animal care facilities will be documented through minutes or written reports.



Minutes of all meetings will be prepared and maintained by the ACC ~~Coordinator~~[Coordinator](#). In order to assist internal and external audits or research monitoring, and to facilitate reconsideration or appeals, the minutes will clearly document the ACC decisions and any dissents, and the reasons for them.

The proceedings and deliberations of the ACC are strictly confidential.

GENERAL

The Animal Care Committee will:

- a. regularly review (at least every three (3) years):
 - i) the Terms of Reference to comply with new CCAC guidelines or policies and to address changing needs within the institution, the scientific community, the animal welfare community and society as a whole.
 - ii) the security of the animals and the animal care facilities.
 - iii) SOPs and institutional animal [ethics and care](#) ~~and use~~ policies.
 - iv) policies and procedures for monitoring animal care and experimental procedures within the institution.
- b. maintain liaison with the CCAC Secretariat, and inform the Secretariat of:
 - i) any changes to the research program, to the [Provost and Vice-President](#), Academic and Research, to the Chair of ~~the ACC~~, or to the ~~—~~ Veterinarian or senior animal care ~~personnel~~;
 - ii) ~~submit complete~~ [and](#) ~~and~~ accurate annual animal use ~~agee~~ [information](#) in the CCAC Animal Use Data Form (AUDF) by March 31 of the following year, and also in pre-assessment documents;
- c. submit complete ~~and~~ accurate annual animal use ~~information~~ [age](#) to the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) by ~~March 1~~ [February 28](#) of the following year.
- d. sponsor seminars or workshops on the use of animals in science and the ethics of animals in experimentation, and encourage as many animal users, students, ACC members and other interested parties to attend.

Related Policies & Documents

CCAC *Policy Statement on: Ethics of Animal Investigation*
CCAC *guidelines on: Animal Use Protocol Review*

Page 9 of 10



CCAC policy statement on: ~~the Importance of Independent Peer Review of the Scientific Merit and Ethics Review~~ of Animal-based Research Projects, ~~2000~~

CCAC guidelines on: ~~Institutional Animal User Training, 1999~~ Training of personnel working with animals in science (2015)

Crisis Management Plan for the Animal Care Facilities

NU-RES-2011.07 – Animal Utilization Protocols – Procedure for Review and Approval

NU-RES.2011.13 Policy on Post Approval Monitoring (PAM)

NU-RES-2012.17 – Policy on the Scientific Merit and Pedagogical Peer Review Process
~~Policy on the Peer Review Process for Research and Teaching Involving Animals~~

DRAFT

Nipissing University
Animal Utilization Protocol Procedures

Office of Accountability:	Provost and Vice President, Academic and Research
Office of Administrative Responsibility:	Office of the Provost and Vice-President, Academic and Research; Office of Graduate Studies and Research Services
Approver:	Board of Governors
Scope:	Compliance with University policy extends to all members of the University community that use animals for research and teaching
Approval Date:	August 2011
Last Reviewed:	August 2014
Renewal Date:	August 2018 – August 2023
Policy Number:	NU-RES-2011.07

PURPOSE

The Nipissing University Animal Care Committee has an ethical, scientific and social responsibility (refer to NU-RES-2011.03 - *Nipissing University Animal Care Terms of Reference*) to apply protocol review and approval criteria in a fair, equitable and consistent manner. This requires the provision of complete and appropriate information by the principal investigator. Protocols involving physical and/or psychological distress (pain, fear) must be fully reviewed and require strong scientific justification that is clearly supported by current knowledge.

GENERAL PRINCIPLES

All aspects of the review process, including protocol approval status, amendments, clarifications, modifications, and renewals must be documented, regardless of the category of invasiveness.

Each protocol must be reviewed annually and must take into consideration changes in standards and guidelines, and developments in the replacement, reduction, and refinement of experimental animal use.

In accordance with the Canadian Council on Animal Care ([CCAC](#)) and Nipissing University (NU), all research projects involving the use of animals must be peer reviewed for scientific merit. Similarly, all teaching protocols involving the use of animals must be peer reviewed for pedagogical merit. In both cases, It is necessary for the Animal Care Committee to receive peer review from two (2) independent experts. Research projects funded by major granting

agencies (Tri-Council reviews) are considered to be peer reviewed for scientific merit as part of the granting process, though in some cases, may require additional peer review.

All persons wishing to use animals (live, non-human vertebrates) in research and/or teaching are required to complete an Animal Utilization Protocol (AUP). The AUP includes the following points, which must be clearly presented in a form that all ACC members can readily understand.

1. Descriptive project title in lay terminology;
2. Proposed start date and proposed end date. ACC approval is granted for one (1) year, protocols requiring more than one year are required to submit an annual renewal.
3. Principal investigators/technical staff/co-investigators (all personnel) who will handle animals, along with their training and qualifications with respect to animal handling. All investigators must complete the Nipissing University Animal User Training (NUAUT) prior to animal use;
4. *For research projects*, funding source and status of funding approval;
5. *For research projects*, an indication whether the project has received peer review for scientific merit;
6. *For teaching programs*, a course number and an indication of whether the course has been reviewed with respect to pedagogical merit;
7. Description of the procedures to be conducted on the animals;
8. Category of invasiveness as defined in the *CCAC policy statement on: Categories of Invasiveness in Animal Experiments*;
9. List of all animals involved;
10. Source of supplier(s), (i.e. purchased, wild animal, in-house breeding);
11. Potential hazards to personnel and animals (biohazard risk);
12. Justification of animal use (replacement, reduction and refinement alternatives);
13. Description of the endpoint(s) of the experimentation;
14. The method(s) of euthanasia;
15. Disposal of animals/tissues;
16. A list of relevant Standard Operating Procedures (SOP's);
17. Signature of principal investigator.

All Animal Use Protocol forms are located on the Romeo site at https://nipissing.researchservicesoffice.com/Romeo.Researcher/Login.aspx?ReturnUrl=%2fromeo_researcher%2fdefault.aspx

ACC REVIEW AND APPROVAL PROCESS

The ACC reviews and assesses all AUP's, with emphasis on the *CCAC's Guide to the Care and Use of Experimental Animals, Ethics of Animal Investigation, Animal Use Protocol Review, and Terms of Reference for Animal Care Committees*.

Each AUP, renewal or amendment is reviewed as follows:

1. All complete AUP's, renewals or amendments are forwarded to the ACC [Administrator Coordinator](#) at least ten (10) days prior to an ACC meeting.
- ~~2. The ACC Administrator assigns a protocol number.~~
- ~~3.2.~~ An electronic version of each AUP, renewal or amendment is forwarded to each member of the committee for review [through the Romeo system](#). AUP's, renewals or amendments are considered at a subsequent ACC meeting.

- 4.3. The researcher/principal investigator presents his/her AUP and is invited to answer specific questions to help clarify aspects of the AUP but is not present during the final discussion and voting to avoid conflicts of interest. Committee members do not participate in the review of their own AUP's, renewals or amendments.
- 5.4. Approvals are obtained by consensus. If a protocol is not accepted unanimously, discussions of the concerns focus upon solutions.
- 6.5. When an AUP, renewal, or amendment is approved, it is signed by the Chair and the Veterinarian. A Letter of Certification is completed by the ~~Administrator~~[Coordinator](#), signed by the Chair and forwarded to the principal investigator for posting in the perspective laboratory for the period of the protocol.
- 7.6. The ~~Administrator~~[Coordinator](#) maintains all protocol files and correspondence pertaining to same.

RELATED POLICIES

NU-RES-2011.03 – Nipissing University Animal Care Terms of Reference
CCAC's Guide to the Care and Use of Experimental Animals
CCAC's Ethics of Animal Investigation
CCAC's Animal Use Protocol Review
CCAC's Terms of Reference for Animal Care Committees

Policy on the [Scientific Merit and Pedagogical Peer Review Process](#)

Office of Accountability:	Provost and Vice-President, Academic and Research
Office of Administrative Responsibility:	Provost and Vice-President, Academic and Research and the Office of Graduate Studies and Research Services
Approver:	Board of Governors
Scope:	Compliance with University policy extends to all members of the University community that use vertebrate animals for research and teaching
Approval Date:	June 2012
Last Reviewed:	June 2014
Renewal Date:	June 2018 June 2023
Policy Number:	NU-RES-2012.17

Purpose

All research and teaching projects involving live vertebrate animals at Nipissing University must follow guidelines and policies of this institution and the Canadian Council on Animal Care (CCAC). All research projects involving use of live vertebrate animals must be peer reviewed for scientific/pedagogical merit. Projects funded by external granting agencies often are peer reviewed for merit as part of the granting process. If peer review is not part of the granting process then independent peer review will be obtained by the Office of [Graduate Studies and Research Services](#).

[Scientific Merit](#) Process

Two (2) independent experts, at arm's length from the researcher, will be solicited by the Office of [Graduate Studies and Research Services](#) to review the objectives, hypotheses, methods and contributions of the research program/project. Reviewers will be selected based on expertise in their field and the nature of the research program/project to be reviewed. The decision of the reviewer(s) will be: acceptable, indeterminate, or unacceptable. In all cases, the reviewer comments will be made anonymous and communicated to the researcher.

When one or more assessments is unacceptable, the researcher will be given the opportunity to address the concerns of the reviewer by modifying the proposed research and resubmitting to the reviewer. If the reviewer is subsequently satisfied, then the proposed research will be deemed to have merit. If the reviewer is still not satisfied, the researcher may appeal to the Provost and Vice-President, Research and Academic. Appeals directed to the Provost and Vice-President, Academic and Research, will be resolved in a timely manner by ensuring a separate, fair and impartial process which may include expertise from appropriate institutions. The CCAC may be called upon for information but appeals cannot be directed to the CCAC. Two full acceptances are required prior to consideration by the Animal Care Committee (ACC).

Where the research of graduate students and/or honours students is not an intrinsic part of an already approved research program/project, assessment of scientific merit will follow the same process as described above. When a graduate student's and/or honours student's project is closely related to, or covered under an approved research program/project, scientific merit assessment is not required. However, the Animal Utilization Protocol (AUP) must clearly indicate,

without uncertainty, how the project is explicitly linked to the approved research program/project.

Pedagogical Merit Process

Two (2) knowledgeable faculty, at arm's length from the researcher, will be solicited by the Office of Graduate Studies and Research to review the educational objectives and positive benefit to students. Reviewers will be selected based on expertise in that field and who are not collaborators in the proposed protocol. The decision of the reviewer(s) will be: has merit or does not have merit. In all cases, the reviewer comments will be made anonymous and communicated to the researcher.

When one or more assessments is deemed 'does not have merit', the researcher will be given the opportunity to address the concerns of the reviewer by modifying the proposed research and resubmitting to the reviewer. If the reviewer is subsequently satisfied, then the proposed program/project will be deemed to have merit. If the reviewer is still not satisfied, the researcher may appeal to the Provost and Vice-President, Research and Academic. Appeals directed to the Provost and Vice-President, Academic and Research, will be resolved in a timely manner by ensuring a separate, fair and impartial process which may include expertise from appropriate institutions. The CCAC may be called upon for information but appeals cannot be directed to the CCAC. Two full acceptances are required prior to consideration by the Animal Care Committee (ACC).

DRAFT

NIPISSING UNIVERSITY BOARD OF GOVERNORS

EXECUTIVE COMMITTEE ANNUAL REPORT – MAY 2018

The Executive Committee of the Board of Governors met eight times over the 2017-18 to deal with University matters and to make recommendations both to the Board of Governors and Administration as issues developed.

The following is a summary of those meetings:

- Draft restructuring of the University debt was approved with significant savings to the operating budget in the coming years anticipated;
- Appointment of three representatives of the Board of Governors to the new Joint Board /Senate Governance Committee;
- Approved the appointment of the new Associate Dean of the Schulich School of Education;
- The Chair and the President commented on the excellent response to the Ontario University Fair and thanked the staff, faculty and students involved;
- The Director of Human Resources discussed the details provided by the Province on their Executive Compensation Framework and explained will be required by the University to move this through the system to ultimate approval;
- The plans for the Nipissing University 25th Anniversary celebrations were discussed;
- The mandate for the bargaining team responsible for the upcoming OPSEU new collective agreement was discussed;
- The terms of the five year contract renewal for the President and Vice-Chancellor was discussed; the committee understood that the compensation details of the renewal will have to await for the Province's approval of our Executive Compensation Program;
- Approval of the three year tentative collective agreement negotiated with OPSEU, Local 680 for the full time Support Staff Employees ending April 30, 2020;
- Approved on behalf of the Board the new proposal for Sun Life to provide the group benefits coverage as recommended by the Pension and Benefits Advisory Committee;
- Discussed the process for conducting the President's annual review and delegated the responsibility to the Chair and Vice-Chair to conduct the review and report to the Board of Governors;
- Recommended to the Board that the draft Executive Compensation Program be posted on the website as directed by the Province;
- Approved on behalf of the Board the tentative collective agreement with OPSEU Local 680 for Part-time Support staff employees;
- Approved the awarding of tenure to a faculty member following the ruling of a University Review Appeals Board;
- Discussed succession planning for the Chair and Vice-Chair of the Board for the year beginning July 1, 2018, pending agreement of the Governance Committee and the Board of Governors at the annual meeting on May 3, 2018.

A special thanks to all Committee Chairs and members for their thoughtful deliberations, wise counsel and advice to the Chair this past year.

Gord Durnan
Board Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

AUDIT & FINANCE COMMITTEE ANNUAL REPORT – MAY 2018

The Audit & Finance Committee of the Nipissing University Board of Governors met seven times during the 2017-18 year. The following is a summary of the items dealt with by the committee:

September 11, 2017

- An overview of the results of the 2016/17 operating fund was provided.
- A representative from KPMG, Nipissing's auditors, reviewed the financial statements for the year ended April 30, 2017, and noted that the recommendations in the audit finding report will assist in further enhancing current controls.
- The annual work plan was reviewed.
- A projected enrollment overview was provided.
- Several items regarding the 2017/18 budget were highlighted, with revenues tracking as expected and salaries tracking well.
- The committee was advised that a court order agreeing to the dissolution of the trust fund for the Student Centre was received and that work could take place as early as December.
- The University's debt of \$39M will be restructured, resulting in significant yearly savings in debt servicing costs.

October 23, 2017

- Committee members were provided with an update on the potential sale of the Bracebridge Campus.
- An enrollment update was provided.
- The Operating Fund results as at September 30, 2017, were reviewed.
- The Director, Finance reviewed the proposed 2018 budget schedule.
- The NUSU representative provided an update on the current status of the student centre.
- Representatives from PH&N Investment Counsel provided an overview of our investments and the current status of the market.

December 12, 2017

- The VPFA updated the committee on the sale of the Bracebridge Campus.
- The Registrar provided an enrolment update as of the November 1 audit date. The fall FTE count is down slightly compared to last year.
- The 2017/18 budget as at October 31, 2017, was presented by the VPFA. Revenues are up by approximately \$2.1M which is mainly attributed to increased grants and tuition increases.

January 9, 2018 – SPECIAL MEETING

- The purpose of the meeting was to provide an opportunity for further discussion regarding the student union's (NUSU's) request for the University to guarantee the loan required to fund the construction of the new student center.
- The University approved the loan of up to \$5 million for the project.

February 26, 2018

- The VPFA reviewed the operating financials as at January 31, 2018. All is tracking well with positive increases in revenue due to unexpected government grants and higher budgeted tuition.
- The lease for the Student Centre has been reviewed by KPMG. Final signing is expected next week.
- Credit Rating: The rating of “BBB high with a stable trend” remains the same.
- A brief overview of the ongoing infrastructure upgrades was provided. SIF funding will allow for roof replacement, HVAC unit replacement and HVAC controls.

April 19, 2018

- KPMG reviewed the audit plan for the 2017/18 audit.
- The AVP Students reviewed the updated Ancillary Protocol Statement and Guidelines, the proposed NUSU ancillary fees and the Nipissing Ancillary fees.
- Enrolment Update: Acceptances are up significantly over the same period last year.
- The VPFA reviewed the operating financials as at March 31, 2018. It is expected that the deficit will be lower than projected.
- The VPFA reviewed the projected cash flow. Our cash position is considerably better owing to the sale of the Bracebridge Campus and the additional debt acquired when the debt was restructured.

May 14, 2018

- The VPFA reviewed the projected year-end operating financials as at April 30, 2018. The projections include a positive variance in revenue both in grants and tuition.
- The salary budget has increased due to negotiated salary increases and progression through the ranks.
- Operating expenses have been reduced over the 2017/18 budget as we continue to achieve savings and efficiencies. Occupancy costs have decreased due to the closure of the Bracebridge Campus and the upcoming closure of the Brantford Campus.
- Two motions were carried: 1. The 2018/19 Operating budget was approved; and 2. The 2018/19 Ancillary Budget was approved.
- Committee members were provided with a document outlining research grant totals received during the period April 1, 2013, to March 31, 2018.
- The meeting moved into closed session at 9:35 a.m.

It's been a busy and productive year for the Audit & Finance Committee and I'd like to thank the Board members, staff and faculty for all their hard work, time and co-operation to achieve these results.

Respectfully submitted,
Tom Palangio
Chair, Audit & Finance

NIPISSING UNIVERSITY BOARD OF GOVERNORS

UNIVERSITY GOVERNANCE COMMITTEE ANNUAL REPORT – MAY, 2018

During the fiscal year, the Governance Committee of the Board of Governors met a total of eight times (five Open Session meetings and three Closed Session meetings). The following is a summary of the items dealt with by the Committee:

September 11, 2017

- Janet Zimbalatti was nominated as Vice-Chair of the Governance Committee.
- The Committee's mandate and terms of reference were reviewed.
- The work plan for the year was reviewed.
- The Board by-laws (Section XI- Committees of the Board) were revised re: membership of the Community Relations and Fundraising Committees
- Discussions ensued with regard to the Board Appointment Protocol Policy, last revised in 2001. This item was added to the Committee workplan for the 2017/18 year.
- A review of the Board Election Protocol was also added to the workplan for the current year.

October 23, 2017

- Discussions continued with regard to Board Recruitment/Advertising/Personal Contact for potential non-constituent Board members.
- A Motion was presented and passed recommending that the Board of Governors accept the proposed changes to the Board Appointment Protocol Policy.
- Discussions were held regarding Nipissing First Nation representation (NFN) on the Board of Governors. It was suggested that there should be equity between the representative of the City of North Bay and the representative of Nipissing First Nation. On a go-forward basis, the Committee agreed to follow the same protocol for both the Mayor of the City of North Bay (and his/her designate) and the Chief of NFN (and his/her designate).
- Discussions ensued regarding a review of the Election Protocol. A recommendation will be brought forward at a future meeting.

February 26, 2018

- It was reported that three individual have agreed to sit as non-constituent members on the Board of Governors. Two of the three are LGIC appointments; the remaining individual will be joining the Board in May, 2018, as a full voting member.
- A Motion was presented and passed recommending the Board of Governors accept a proposed change in the by-laws to include an established position on the Board for the Chief of Nipissing First Nation (or a member of Nipissing First Nation designated by the Chief) in the same manner as the Mayor of North Bay.

April 19, 2018

- It was reported that Judy Smith is the newest non-constituent member of the Board. Welcome Judy. We are still awaiting Provincial approval for the two LGIC nominees.
- A Motion was presented and passed recommending the Board of Governors adopts the Election of Board Officers Policy.
- A Motion was presented and passed recommending that the Terms of Reference as proposed by the Joint Board/Senate Committee on Governance be sent back to the Joint Board/Senate Committee for discussion, considering specifically that all representatives on the committee elected by Senate should be faculty Senators.
- Discussions ensued regarding a Statement of Collegiality that will serve as an introduction to the Terms of Reference noted above; some suggestions were made to best re-word the statement so that it better reflects a shared collegial approach and shared responsibilities.

May 14, 2018

- Discussions ensued regarding the fourth of the pre-approved individuals to be named to the Board. There was a question regarding a potential conflict of interest. Following open discussion around the table, it was determined that no such conflict of interest was present.
- The Board self-evaluation survey tool used in the prior year was reviewed and discussed. Many of the committee members agreed that the present form is difficult for individuals to complete and does not necessarily gather the information required to assist the Board and its operations. An improved evaluation form that is understandable and actionable will be worked on over the summer months.
- An update on meetings of the Joint Board/Senate Committee on Governance was presented to the Committee.
- The Committee commenced preliminary discussions on the subject of Freedom of Expression on campus. It was suggested that the Joint Board/Senate Committee on Governance might be the best fit for taking the lead on this project. The University offered to undertake the assembly of some background documents for the Joint Committee to consider.
- The President spoke about the proposed creation of a casino located on Highway 17, across from the Nipissing Residence at the bottom of College Drive. A developer has approached the University to see if it would be interested in partnering with them to be the primary tenant of an arena space. Discussions were held regarding the potential impact the location will have on our students. The President will reach out to other universities across the country to determine if they have dealt with this same issue before, and if so, what the outcome was. He will report back to the first Governance Committee meeting in the fall.
- It was reported that Senate approved the revision to the membership of the Joint Board/Senate Committee on Governance so that all representatives on the committee who are elected by Senate will be faculty Senators.

My special thanks to all members of the Governance Committee and the Joint Board/Senate Committee on Governance and the staff for their ongoing dedication, patience and assistance this past year.

Gary Jodouin
Chair, Governance

NIPISSING UNIVERSITY BOARD OF GOVERNORS

COMMUNITY RELATIONS COMMITTEE ANNUAL REPORT 2017-18

The Community Relations Committee was started in 2017. The committee is responsible to the Board for setting policy that will guide the administration in the areas of public relations, community affairs, alumni liaisons, communication strategies, intergovernmental affairs, media relations, and reputational matters. The committee met four times from September to May. Gord Durnan was the inaugural chair and he was succeeded at the beginning of 2018 by Karl Neubert.

September 11/17

The committee's inaugural meeting was held. Terms of reference for the committee were reviewed during the meeting and a work plan was developed.

October 23/17

The committee received an update from Cheryl Sutton, VPFA on the status of the economic impact study and was presented by Kelly Brown, manager – marketing and communications with an extensive list of current outreach initiatives by the university.

February 26/18

The Committee received another update from Cheryl Sutton, VPFA on the status of the economic impact study. Wendy McCann, Senior Director, Communications, Council of Ontario Universities gave a presentation on communicating Ontario's universities' value. She stressed that Nipissing University must ensure that the community recognizes the importance of the institution to the city of North Bay, to the region, and to the province. It was suggested that some thought be given to the ways in which the previously presented list of outreach initiatives can be easily kept up-to-date and how to make the list accessible/useful to people outside of the university.

May 14/18

The highlights of the economic impact study were presented by Cheryl Sutton, VPFA. Kelly Brown, Manager, Marketing & Communications took key points of the study as they relate to different stakeholders/audiences and presented them using info-graphics. She spoke about the study and the communication plan that was developed for it. Following the presentation, committee members asked questions and commented on the importance of getting this information out into the community. In other business, The President informed the committee that a request was received from a developer seeking the university's interest in becoming a partner on an ice pad that is expected to be attached to a casino property in the city. The question was raised as to whether having Nipissing University's name associated with a casino might be harmful to the institution's reputation, even though

it might mean economic benefits/better ice-time/etc. The Board's Governance Committee is looking at this issue as well, and the University will contact other universities that are located close to casinos to inquire what impact the casino has had (if any) on their institution.

I wish to thank the members of the committee for their time and commitment as well as the university administration and staff for their ongoing assistance to the Board. In particular, I would like to thank Cheryl Sutton and her team for their attention to detail as they relate to community relations.

Karl Neubert
Committee Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

FUNDRAISING COMMITTEE ANNUAL REPORT – MAY 2018

This past year, the new Fundraising Committee of the Board of Governors held five meetings that encouraged dialogue with the members about finalizing the Case for Support for Nipissing's Comprehensive Campaign to raise \$40 million dollars. This "Learners and Leaders Campaign" will set the stage for engaging alumni, faculty, staff, students and the community to bring a much greater emphasis on philanthropy to benefit the future of the students and the University. We can all be proud of the articulation of the multi-faceted academic needs expressed in this campaign case for support.

The Board's annual giving campaign was highly successful with 100% of the Board members expressing their trust in our future by making a special gift. Thank you for your leadership.

Two very important policies that will guide the campaign were researched, debated and rewritten, enabling the University to adopt excellent revisions to the guidelines for the Gift Acceptance and Naming of Campus Assets policies. Committee members contributed to making many improvements to guide our future.

The Advancement Team, with the help of student telephone solicitors, called 12,835 alumni members raising \$17,300.08 in cash and pledges for the Nipissing Annual Fund. The total raised over the course of the year, including gifts in kind, was \$361,034.40, an increase of \$236,000 from last year. The Advancement Team also organized the most successful reception with scholarship donors and recipients ever, with more than 120 donors and students exchanging stories of success. A memo of understanding was completed with the Nipissing University Alumni Advisory Board which will help build a better relationship between the University and the Alumni Advisory Board and set the structure for a great partnership.

The campaign is moving forward with a very focused strategy on engaging a couple of dozen major donor prospects so that we can move these important connections to make campaign gifts and pledges of \$250,000.00 or more in the coming months and years as we earn their trust.

The future of philanthropic support for Nipissing University has never looked more promising.

Respectfully submitted,
Gord Durnan, Chair

NIPISSING UNIVERSITY BOARD OF GOVERNORS

PLANT & PROPERTY COMMITTEE ANNUAL REPORT – MAY 2018

The Plant and Property Committee met four times from September 2017 to May 2018.

September 11, 2017

- Karen Barnes was introduced as the new chair of the Plant and Properties Committee
- The committee reviewed the terms of reference for the Plant and Property Committee as stated in the Board Bylaws.
- The draft of the annual work plan for the Plant and Properties was reviewed and no changes were made.
- The Director of Facilities provided an update on capital and construction projects. There was a discussion regarding the campus pond. It was reported that there is an ongoing discussion about the status and plans for the pond.
- The status of the NUSU student center project was reported.

October 23, 2017

- The chair announced that Tom Palangio agreed to allow his name to stand as committee vice-chair.
- The Director of Facilities provided an update on capital and construction projects.
- The Director of Facilities provided an update on the draft academic space plan.

February 26, 2018

- The Director of Facilities, provided an update on capital and construction projects.
 - Toivo Koivukoski added comments regarding the funding that provided for two new ski trails and a new trail groomer.
- The Director of Facilities confirmed the lease for the new Student Centre was being finalized and design drawings completed.

May 14, 2018

- The Director of Facilities provided an update on capital and construction projects. Topics of discussion included the academic space plan and expenses for shared spaces between Nipissing and Canadore.
- The Director of Facilities provided an update on city construction on College Drive and Larocque
- The Director of Facilities provided an update on the proposed Student Center. Tenders have been sent out and the deadline for submissions has been extended to May 22, 2018.

Thank you to all the members of the committee for their time and commitment as well as the University administration and staff for their assistance to the Board. A special thank you to David Drenth, the Director of Facilities, for his leadership, expertise and integrity with respect to the management and implementation of matters pertaining to the campus facility and property.

Karen Barnes
Committee Chair

NIPISSING UNIVERSITY MEETING DATES

BOARD & COMMITTEES

2018-19

- Board meetings:** **September 20**
 November 8
 January 10
 March 21
 May 2
 June 6
- Committee meetings:** **September 17**
 October 15
 December 17
 February 25
 April 15
 May 13
- Executive Only:** **May 27 (if required)**

Additional committee meetings may be called as necessary.

-
- Other important dates:** **September 14, 2018 – Board Orientation**
 November 9-10, 2018 – Board Retreat
 June 11-14, 2019 – Convocation

- Academic Senate:** **September 14**
 October 19
 November 9
 December 14
 January 11
 February 8
 March 8
 April 12
 May 10
 May 24

NIPISSING UNIVERSITY BOARD OF GOVERNORS

2018 - 2019

Jul-18

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Aug-18

S	M	T	W	T	F	S
				1	2	3
	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Sep-18

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Oct-18

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Nov-18

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Dec-18

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Jan-19

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Feb-19

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

Mar-19

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Apr-19










S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

May-19

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Jun-19

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

-  Board Meeting
-  Committee Meetings (Including Executive Committee)
-  HOLD - Executive Committee Only
-  Convocation (dates TBD)
-  Senate Meetings
-  Stat Holiday
-  Joint Orientation/First Senate meeting of the year (Sep 14)
-  Senate meeting in the afternoon/ Board Retreat follows (Nov 9)
-  Annual Retreat (Nov 9/10)

Nipissing University Board of Governors

Committee Preferences

Name: _____

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

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

_____ **Audit and Finance Committee** is responsible to the Board for developing and presenting general policies and recommendations on all financial matters. (Mondays, 8:30 a.m.)

_____ **University Governance Committee** is responsible to the Board for general governance issues, including Board evaluation, selection of new members and committee membership. (Mondays, 10:30 a.m.)

_____ **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. (Mondays, 1:30 p.m.)

_____ **Fundraising Committee** is responsible to the Board for developing plans and policies that will foster and support a philanthropic culture at the Board, across the University and throughout the community that will help to produce fund raising success. (Mondays, 2:30 p.m.)

_____ **Plant and Property Committee** is responsible to the Board for developing and recommending policies and making other recommendations related to campus plant and property. (Mondays, 3:30 p.m.)

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

_____ **Academic Senate**

_____ **Academic Quality Assurance and Planning Committee (Senate sub-committee)**

_____ **Honorary Degrees (Senate sub-committee)**

_____ **Alumni Advisory Board**

_____ **Harassment & Discrimination**

_____ **Teacher Education Advisory Committee**

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

_____ **Joint Board/Senate Committee on Governance**

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