

**NIPISSING UNIVERSITY**  
**BOARD OF GOVERNORS MEETING**

**OPEN SESSION**

September 26, 2024

The Open Session of the regular Board of Governors meeting was held on Thursday, September 24, 2024, at 5:30 p.m. in the President's Boardroom and via Zoom Remote Conferencing.

**Members Present:** Dave Smits, Board Chair

Patti Carr  
Fran Couchie  
John D'Agostino  
Matt DeVuono  
Stacie Fiddler  
Judy Koziol  
Jamie Lowery  
Alisher Mansurov  
Jessica McMillan  
Laurel Muldoon  
Jonathan Muterera  
Doris Olmstead  
Harikesh Panchal  
Joe Sinicrope  
Judy Smith  
Janet Stockton  
Maurice Switzer  
Scott Russell  
Ravil Veli  
Kevin Wamsley  
Kathy Wilcox  
Sarah Winters

**Regrets:** Anahit Armenakyan  
Marianne Berube  
Scott Russell

**Invited Guests:** Ann-Barbara Graff (PVPA)  
Renee Hacquard (VPFA)  
Abby Blaszczyk (University Secretary)  
Barbi Law  
Graydon Raymer  
Patricia Lupton  
Cheryl Zimba

**Official Observers:**

**# of Observers: 3**

**Recording Secretary:** Abby Blaszczyk, University Secretary

### 1. Call to Order/Land Acknowledgment

The meeting was called to order at 5:30 p.m. The Board Chair offered a traditional land acknowledgement.

### 2. Declaration of Conflict of Interest

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

### 3. Use of Recording and/or Broadcasting Devices

The Board Chair reminded everyone that only pre-approved methods of recording and/or broadcasting devices may be used during the meeting. Disseminating any information during the meeting is prohibited.

### 4. Consent Agenda

The following items were included on the consent agenda:

- i. For Adoption
  - (a) Minutes of the June 24, 2024, Board of Governors Meeting (Open Session);
- ii. For Information Only
  - a) Minutes from Meetings of the Board's Standing Committee:
    1. Audit & Finance Committee - Minutes from September 9, 2024;
  - b) Reports from Other Committees/Bodies
    1. Nipissing University Alumni Advisory Board;
    2. Nipissing University Indigenous Council on Education (NUICE); and
    3. Academic Senate.

**Resolution 2024-09.1-01: *That the items included "for adoption" on the September 26, 2024, consent agenda for the Open Session of the Board of Governors meeting be approved as circulated, while the items included on the consent agenda "for information only" be received.***

*Moved by Ravil Veli; seconded by Stacie Fiddler.  
Carried.*

## 5. Adoption of the Regular Agenda

Resolution 2024-09.1-02: ***That the Board of Governors adopt the September 26, 2024, Open Session regular agenda as circulated.***

*Moved by Janet Stockton; seconded by Stacie Fiddler.  
Carried.*

## 6. Chair's Remarks

The Board Chair welcomed new and returning members to a new academic year and reminded members of upcoming events, including a campus-wide Orange T-Shirt Day, a day to create awareness of the individual, family and community intergenerational impacts of Residential Schools, as well as the Board Retreat to take place on October 4, 2024.

## 7. Presentation of Draft Audited Financial Statements

At the September 9, 2024, meeting of the Audit & Finance Committee, the Draft Audited Financial Statements and Audit Findings report for the year ended April 30, 2024, were reviewed in detail. The Vice-President, Finance and Administration presented a high-level review of the financial statements circulated with the meeting agenda and she noted that KPMG has provided an unqualified and clean opinion of the financial statements. She highlighted various areas within the statement, including liabilities owed, investments and short- and long-term debts.

Questions were welcomed and clarification around the deficit within the Extended Learning portfolio was sought, with the VPFA noting that the area continues to grow, however there are fixed costs that are not covered by revenues. Following discussion, a resolution was made:

Resolution 2024-09.1-03: ***That the Board of Governors accept the recommendation of the Audit & Finance Committee that the Consolidated Audited Financial Statements for the year ended April 30, 2024, be approved as presented.***

*Moved by Ravil Velj; seconded by Kathy Wilcox.  
Carried.*

## 8. Chancellor's Remarks

No remarks.

## 9. President's Remarks

The President provided a report on recent and upcoming activities on campus and in the community. The report, which is appended to these minutes, highlighted the challenges that Nipissing, along with all other universities, are facing with the limitations placed on international student recruitment, paired with the weight of no tuition increases and no changes to government

grant funding and, because of these challenges, it is expected that many universities will post significant deficits this year. Following a \$3.5 million surplus in 2023-24, Nipissing University continues to project a balanced budget this year, and the President will continue to focus a significant amount of attention toward advocacy efforts with the Government.

The President concluded his remarks by speaking to the success of Homecoming Weekend, recognizing the Alumni and Advancement Teams, and Laurel Muldoon, President of the Alumni Board, for their contributions in an excellent slate of events.

Questions were welcomed, and the President addressed an inquiry about the Efficiency and Accountability Funding. He reiterated that funding will be put toward a third party for an efficiencies review and a report will come to the board with recommendations for approval.

- President's Goals and Priorities

As per the Annual Review of the President's Goals and Priorities Policy, the President presented his proposed goals and priorities for 2024/25. These goals include:

- Through persistent, strategic advocacy, obtain additional Provincial funding to offset inflationary costs, tuition freezes, grant freezes, the additional costs of providing post secondary education in northern communities, and to mitigate the Canadian reputational crisis for international students due to the consequences of federal legislation.
- To promote and support research at Nipissing University, on a project basis through fundraising and securing significant donations for the purpose of successfully carrying out the university's academic mission and enhancing the university's national reputation.
- To complete the operational framework for the *Pathways* strategic plan and to operationalize aspects of the plan for 2024-25 in the service of realizing short and long term organizational changes, including policy reforms, the development of shared and co-dependent, strategic workflow practices, then development of new and integrated academic programs, an improved workplace culture, continued steps toward Reconciliation, equity, and accessibility, and good governance.

Following the presentation of goals, a resolution was made:

Resolution 2024-09.1-04:      ***That the Board of Governors accept the recommendation of the Executive Committee to approve the President's Goals and Priorities for 2024/25 as presented.***

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

## **10. Academic and Operational Planning (APOP)**

The Provost presented the Academic and Operational Plan (APOP), emphasizing its action-oriented nature and alignment with the strategic plan, describing the plan as one of optimism and opportunity.

The plan is divided into three phases focused on efficiency, understanding barriers to success, and establishing measurable outcomes, and central to the plan is a holistic student support model, which addresses student needs from inquiry through to alumni status. APOP includes 73 action items, with phase one aiming for a 6% increase in domestic enrolment and a 30% increase in the Research Support Fund by 2028. Other action items include a focus equity, diversity and inclusion, and on improving workplace culture and enhancing communication strategies.

Discussion was welcomed, and a question was raised about Indigenous participation within the roll out of the plan, and the Provost spoke to engagement with the Nipissing University indigenous Council on Education (NUICE) as well as the broader community. Additional questions were raised, including how to align programming with future job market needs, and the Provost indicated that, while universities do not graduate students for a labour market, data and trends are utilized for program planning.

Following discussion, a resolution was made:

Resolution 2024-09.1-05: ***That the Board of Governors approve the Academic and Operational Plan (APOP) as presented.***

*Moved by Janet Stockton; seconded by John D'Agostino.  
Carried. Unanimous.*

## 11. Vice-Presidents' Remarks

### **The Provost and Vice-President, Academic (PVPA)**

In addition to the submitted report, the Provost highlighted a shift to more stable academic leadership with some remaining interim positions. Dr. Graff also spoke to the one-time funding grant for STEM programming, and noted that over the next year, program design review will be underway and how to maximize recruitment in those STEM areas to ensure Nipissing University remains competitive.

In response to a question regarding Nipissing University's reputation with STEM programs, the PVPA indicated that 2025/26 timeline to define the mission, vision and value of our STEM program offerings to differentiate us from other universities has been set. This timeline remains consistent with SMA4, though negotiations with the government are still ongoing regarding corridor funding.

### **The Vice-President, Finance & Administration (VPFA)**

The VPFA provided a brief update on financials, indicating an overall balanced projection for budget to actuals, as work continues on the Spring/Summer semester close.

## 12. Board Committee Reports

### Audit and Finance Committee

Nothing further to report.

## 13. Board Representatives on Other Committees/Bodies

### Nipissing University Student Union

The President of the Student Union provided a report highlighting recent and upcoming activities, including a successful Orientation Welcome Learning Social (OWLS) week to welcome first-year students, the upcoming Academic Week, which features information booths to showcase different departments across campus, and Director-at-Large and Senator Elections.

The Student Union provided a statement on the recent closure of the student-led Equity Centre, calling for more safe and equitable spaces on campus.

## 14. Question Period

A request was made for presentations to the Board of Governors from members of the faculty to showcase the exciting work being done at the research level.

Further conversation took place regarding the closure of the Equity Centre, and Dr. Wamsley emphasized the importance of, and need for, support services and safe environments for students.

## 15. Other Business

There was no other business.

## 16. Next Meeting/Adjournment

The next Committee Day is October 21, 2024, and will include all standing committees.

The next Board meeting is November 28, 2024.

Resolution 2024-09.1-06: ***That the Open Session of the Board of Governors' regular meeting now adjourn.***

*Moved by Ravil Velj; seconded by Kathy Wilcox.  
Carried.*

Open session adjourned at 7:53 p.m.

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President & Vice-Chancellor/Secretary of the Board

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Board Chair



President Report

September 2024

## Board of Governors Report

Welcome to the 2024-25 academic year fellow Board members. Nipissing University has had an excellent start. Our residences are full, classes and labs are underway, we had an excellent season of orientation for our students and the term is off to a good start. As our Provost will report, we are flat on domestic enrolment, like all other universities we are having significant challenges with the limits placed upon international students but this year we find ourselves with a very large returning class based on last year's recruiting successes. The weight of no tuition increases and no changes to government grant funding is heavy on universities facing increasing costs and inflation and devastating barriers raised against international students. Many universities will post significant deficits this year totalling tens of millions of dollars. We will continue to project a balanced budget this year utilized one-time funding gained through advocacy against our tuition deficits. Our advocacy efforts will require significant attention throughout this academic year. As will be noted in our Audit and Finance report, we posted a \$3.5m surplus in 2023-24 due to very good recruiting, good results with our government advocacy, and careful budgeting and planning.

Our general focus this year is to carry out the action plans for operations and academic planning according to our Pathways document. (You will be hearing more about this shortly from the Provost and VP Finance). We will be pushing hard on the recruitment of as many domestic students we can and international students for whom Nipissing University can serve in their career and developmental aspirations. In all likelihood, it will be a highly competitive year among the universities. I will speak more to my priorities in our next agenda item.

When the provincial government provides any one-time funding, there are always reporting structures and accountabilities attached. This year we are required to hire a third party to carry out an efficiencies framework exercise – sometime that we exceedingly familiar with in the past decade and with the Treasury Board and Auditor General's reviews of the past five years. The cost is \$500,000 paid for by the government – and in fact our good governance retreat session on October 4 falls under this efficiencies framework mandate.

We are pleased to report that Facilities Director Dave Drenth and his team are carrying out \$2.6m in facilities renewal thanks to an increased allotment from the province. I am pleased to report that this week we conducted a small ceremony on the land for the





## President Report September 2024

outdoor classroom so we will be beginning the RFP process shortly with a September 2025 date in mind.

I am pleased to report that 28 firms bid on our Equity Audit process. Our entire Task Force has scored these submissions and will be meeting soon to start interviews.

Our thanks to Bridgette Perron in Alumni Relations, to our Advancement team, and to Laurel Muldoon, President of NUAAB all contributing to a very successful Homecoming Weekend. Events were impeccably organized, the weather was perfect, and all events were well attended. Thank you to our Board members for joining in and you may now hold the date for Homecoming 2025 September 19-21.

The weather was also perfect for our welcome back Pow Wow. It was a terrific day partnering with Canadore College, a great level of participation and a great welcome for our students. Specific thank you to First People's Centre and our own OII for their work in organizing.

Many of you attended the Installation of the new Chancellor which was a very well attended event – thanks to the home team for organizing – I believe our new Chancellor enjoyed the experience.





## Meeting Book - Board of Governors Meeting

### Open Session

<hr/> <b>1. Call to Order/Land Acknowledgement</b> <i>As we begin this meeting, I would like to acknowledge that we are in the territory of the Robinson-Huron Territory of 1850 and that the land on which we gather is Nipissing First Nation Traditional Territory and the traditional territory of the Anishinabek. We respect and are grateful to be on these lands with all our relations.</i>		Dave Smits
<hr/> <b>2. Declaration of Conflict of Interest</b>		Dave Smits
<hr/> <b>3. Use of Recording and/or Broadcasting Devices</b> <i>Only pre-approved methods of recording and/or broadcasting may be used. Disseminating any information during the meeting is prohibited.</i>		Dave Smits
<hr/> <b>4. Consent Agenda</b> <i>That the items included "for adoption" on the September 26, 2024, consent agenda for the Open Session of the Board of Governors meeting be approved as circulated, while the items on the consent agenda "for information only" be received.</i>	<b>Resolution</b>	Dave Smits
i. i) For Adoption		
a. a) Minutes of Previous Board of Governors Meeting(s) - Open Session		
2024-06-24 - Open Session Minutes.pdf		
ii. ii) For Information		
a. a) Minutes from Meetings of the Board's Standing Committees		
2024-09-09 Audit and Finance Minutes.pdf		
b. b) Reports from Other Committees/Bodies		
24-09 - NUAAB Report to BoG.pdf		
NUICE BoG Report - Sept 2024.pdf		
Senate BoG Report Sept 2024		
<hr/> <b>5. Adoption of Regular Agenda</b> <i>That the Board of Governors adopt the September 26, 2024, Open Session regular agenda as circulated.</i>	<b>Resolution</b>	Dave Smits
<hr/> <b>6. Chair's Remarks</b>		Dave Smits
<hr/> <b>7. Presentation of Draft Audited Financial Statements</b> <i>That the Board of Governors accept the recommendation of the Audit &amp; Finance Committee that the Consolidated Audited Financial Statements for the year ended April 30, 2024, be approved as presented.</i>	<b>Resolution</b>	
i. Nipissing University - Audit Findings Report 2024.pdf		
ii. 2024-04-30 Nipissing University-FS Draft (003).pdf		
<hr/> <b>8. Chancellor's Remarks</b>		Dr. Scott Russell (D.Litt)

9. President's Remarks

Dr. Kevin  
Wamsley

i. President's Goals and Priorities

*That the Board of Governors accept the recommendation of the Executive Committee to approve the President's Goals and Priorities for 2024/25 as presented.*

**Resolution**

a. President's Objectives 2024-25 (1).docx

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10. Academic and Operational Planning (APOP)

Ann-Barbara  
Graff/Renee  
Hacquard

i. APOP Final -- Approved by Senate 13 September 2024

ii. APOP Presentation

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11. Vice-President's Remarks

i. Provost and Vice-President, Academic

Dr. Ann-  
Barbara Graff

a. PVPA September 2024 Report

ii. Vice-President, Finance & Administration

Renee  
Hacquard

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12. Board Committee Reports

i. Audit & Finance Committee

Marianne  
Berube

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13. Board Representatives on Other Committees/Bodies

i. Nipissing University Student Union (NUSU)

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14. Question Period

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15. Other Business

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16. Next Meeting Dates/Adjournment

*That the Open Session of the Board of Governors' regular meeting now adjourn.*

**Resolution**

17. Adjournment

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

**Resolution**

Dave Smits

NIPISSING UNIVERSITY BOARD OF GOVERNORS

**AUDIT & FINANCE COMMITTEE MEETING**

**OPEN SESSION**

September 9, 2024

The Audit and Finance Committee met on Monday, September 9, 2024, at 10:30 a.m. in the President's Boardroom (F303) and Zoom remote conferencing.

Members Present: Marianne Berube, Committee Chair  
Patti Carr  
John D'Agostino  
Sarah Winters  
Jessica McMillan  
Kevin Wamsley  
Dave Smits  
Renee Hacquard (VP, Finance & Administration – non-voting)  
Ann-Barbara Graff (Provost – non-voting)  
Abby Blaszczyk (University Secretary – non-voting)

Regrets: Janet Stockton  
Matt Devuono  
Scott Russell

Guests: Tiffany Cecchetto (KPMG)  
Patricia Lupton  
Karen Charles

Recording Secretary: Abby Blaszczyk (University Secretary)

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**1. Welcoming Remarks/Land Acknowledgement**

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

**2. Conflict of Interest**

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

**3. 2023-24 Budget to Actuals Financials Review**

The Vice-President, Finance and Administration provided a detailed presentation on the 2023-24 actuals compared to budget for the Operating and Ancillary funds, consolidated results, and capital budget for last fiscal year, and a review of the Unrestricted and Restricted cash balances. She highlighted a \$3.5 million surplus within the Operating fund, which exceeded the projected results

reported at the April 15, 2024, meeting of the Committee. She spoke to important differences to note, including an increase in interest and investment income due to higher levels of cash and investments, salary and benefits being better than projected due to adjustment allocations to outside sources of funding, and higher than projected government grants, specifically in grants related to nursing.

In reviewing enrolment and tuition figures, the VPFA noted a \$280,000 surplus in Domestic tuition revenue, due to higher enrolment in business courses, where tuition is higher than the weighted average used for budgeting purposes. International tuition budgeted for 283 Full-time Equivalents (FTE), with an actual FTE count of 328.

Salaries and Benefits were approximately \$976,000 better than budget, with salary recoveries variances as a result of the allocation of more salary and benefits to other non-operational sources of funding. Non-staff expenses were over budget, with the three largest variances being higher international agent commissions due to higher student enrolment, bad debt expenses due to an increase in allowance for doubtful accounts, and an overage in athletics costs due to changes in budget assumption, such as travel and accommodation needs.

The Ancillary Fund budget to actual result was reviewed. The VPFA highlighted the fact that while ancillary revenues were better than budget, there was an overall budget shortfall due to investments made in repairs & maintenance in residence buildings, as had previously been reported to Audit & Finance.

The capital budget to actual was reviewed. The VPFA highlighted the fact that variances from funding sources correspond to variances on the expenditure side of the capital project listing. The projects themselves have been reviewed and discussed at the Plant & Property Committee during the year.

In summary, the initial consolidated budget was approved with a \$7,435 surplus, while the actual year-end results show a \$3,519,515 surplus, a more favorable result compared to the projections of \$3.2 million shared at the April Audit & Finance committee meeting.

When reviewing the Financial Health Indicators as determined by the Provincial Government, the Vice-President was pleased to report an anticipated change in overall risk rating from 'medium risk' to 'low'. This is a result of Primary reserve and viability ratios moving from the high-risk category to the medium risk, and the working capital ratio moving to low risk. These ratios have improved due to the increase in net spendable reserves, as a result of the consolidated surplus. A 'low' action category would require the University to continue to provide annual status reports until all categories reach a 'no action' zone.

#### **4. 2024-25 Year to Date**

When comparing actual Year to Date to budget, variances are tracking well at approximately 25% of total budget, which is within the targeted percentages. Included in the projected year-end is the additional amount in the Northern Grant. Other funds that were previously announced by the Government have not been confirmed, but it is anticipated Transfer Payment Agreements will follow shortly.

International tuition projections are currently tracking lower than budget due to the restrictions faced across the sector. Expenses are on track to be close to budget. Reconciliations for the August 31, 2024, semester close are underway and more financial information will be available at the October Audit & Finance Committee meeting.

#### **5. Discussion of Audit Process**

The Auditor reviewed the audit process, and the Audit Findings report, noting there have been no significant changes regarding the audit as previously communicated to the Committee in the Audit Planning Report.

#### **6. Draft Audited Financial Statement for Year Ending April 30, 2024**

The financial statements for the year ended April 30, 2024, which are appended to these minutes, were reviewed in detail.

It was noted that KPMG is providing an unqualified and unbiased opinion of the financial statements. The Auditor highlighted various areas of the financial statements, focusing on areas of variance compared to the prior year. They highlighted various areas of the Statement of Financial Position such as Cash and investments, liabilities owed and short- and long-term debt. The Auditor also highlighted various areas of the Statement of Operations, highlighting the increase of revenues and increase in expenses compared to the prior year. Discussion followed and clarifying questions were addressed.

#### **7. In-Camera meeting between Board members and auditors**

Administrators and non-voting members were excused from the meeting to allow committee members an opportunity to have a frank conversation with the auditor. A brief discussion took place, and following the conversation, a motion was put forward:

Motion:     ***That the Audit and Finance Committee recommend to the Board of Governors that the Consolidated Audited Financial Statements for the year ended April 30, 2024, be approved as presented.***

*Moved by Dave Smits; seconded by John D'Agostino.  
Carried. Unanimous.*

#### **8. Election of Committee Vice-Chair**

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

#### **9. Review of Annual Work Plan**

The draft Annual Work Plan was reviewed in brief.

#### **10. Other Business**

There was no further business.

The meeting adjourned at 11:37 a.m.

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Recording Secretary

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Committee Chair

# NIPISSING

U N I V E R S I T Y

## Audit & Finance Committee 2023-2024 Year end review

September 9, 2024





# Overview

- 1) Actual vs. Budget review – Operating
- 2) Actual vs. Budget review – Ancillary
- 3) Actual vs. Budget review – Consolidated
- 4) Actual vs. Budget review – Capital Budget
- 5) Cash Reconciliation
- 6) Spendable Reserves
- 7) Ministry Financial Accountability Ratios
- 8) Capital Debt Ratios



# Actual Vs. Budget – Operating Fund - as of April 30, 2024

	Actuals	Budget	Variance \$	% variance
<b>Revenue</b>				
Government Grants	\$ 38,216,075	\$35,515,526	\$ 2,700,549	8%
Regulated Tuition	\$ 27,133,000	\$26,853,274	\$ 279,726	1%
Non-regulated Tuition	\$ 7,626,769	\$ 6,447,952	\$ 1,178,817	18%
Student Fees - Ancillary & Other	\$ 3,569,651	\$ 3,539,868	\$ 29,783	1%
Other	\$ 3,061,237	\$ 2,088,838	\$ 972,399	47%
<b>Revenue Total</b>	<b>\$ 79,606,732</b>	<b>\$74,445,458</b>	<b>\$ 5,161,274</b>	<b>7%</b>
<b>Expenses</b>				
Instructional Staff	\$ 29,541,596	\$29,796,696	\$ (255,100)	-1%
Non-Instructional Staff	\$ 18,512,345	\$18,551,470	\$ (39,125)	0%
Benefits	\$ 9,329,298	\$ 9,765,991	\$ (436,693)	-4%
Salary recoveries	\$ (1,383,273)	\$ (1,137,558)	\$ (245,715)	22%
<b>Total salaries &amp; benefits</b>	<b>\$ 55,999,966</b>	<b>\$56,976,599</b>	<b>\$ (976,633)</b>	<b>-2%</b>
Non-staff expense	\$ 16,561,026	\$14,224,750	\$ 2,336,276	16%
Scholarships and Bursaries	\$ 3,748,427	\$ 3,282,385	\$ 466,042	14%
<b>Expenses Total</b>	<b>\$ 76,309,419</b>	<b>\$74,483,734</b>	<b>\$ 1,825,685</b>	<b>2%</b>
<b>Surplus (Deficit) Before Undernoted</b>	<b>\$ 3,297,313</b>	<b>\$ (38,276)</b>	<b>\$ 3,335,589</b>	
<b>Transfers</b>				
Transfers (to) from other funds	\$ 188,674	\$ (370,982)	\$ 559,656	-151%
<b>Transfers Total</b>	<b>\$ 188,674</b>	<b>\$ (370,982)</b>	<b>\$ 370,982</b>	<b>-151%</b>
<b>Total Operating Surplus (Deficit)</b>	<b>\$ 3,485,987</b>	<b>\$ (409,258)</b>	<b>\$ 3,895,245</b>	

Projections presented in April were a surplus of \$2.6M in the operating fund compared to final surplus of \$3.5M. Difference made up of:

- Higher market returns
- Salary & Benefit adjustments
- Higher Government Grants

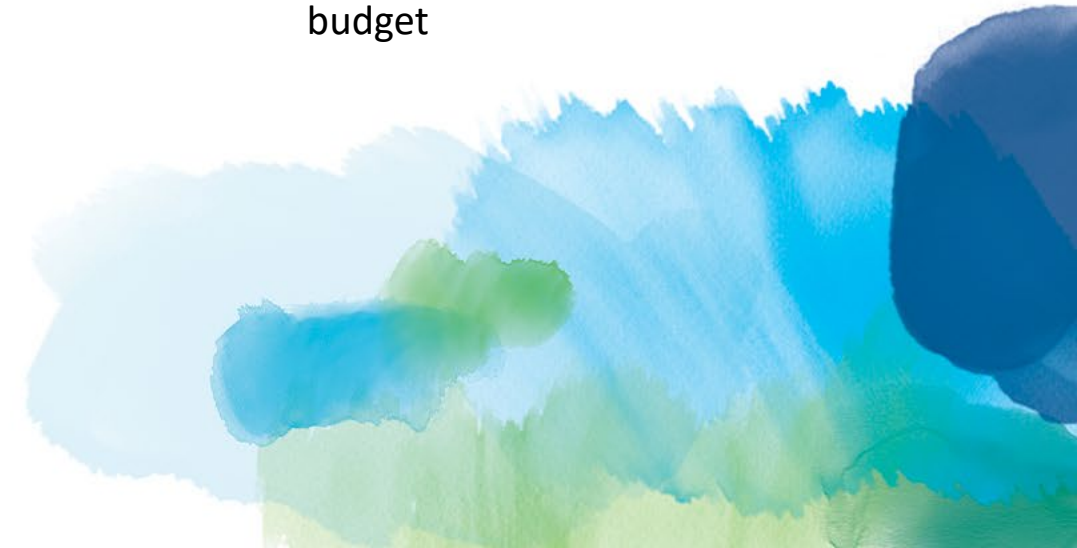


# Actual Vs. Budget – Operating Fund – as of April 30, 2024

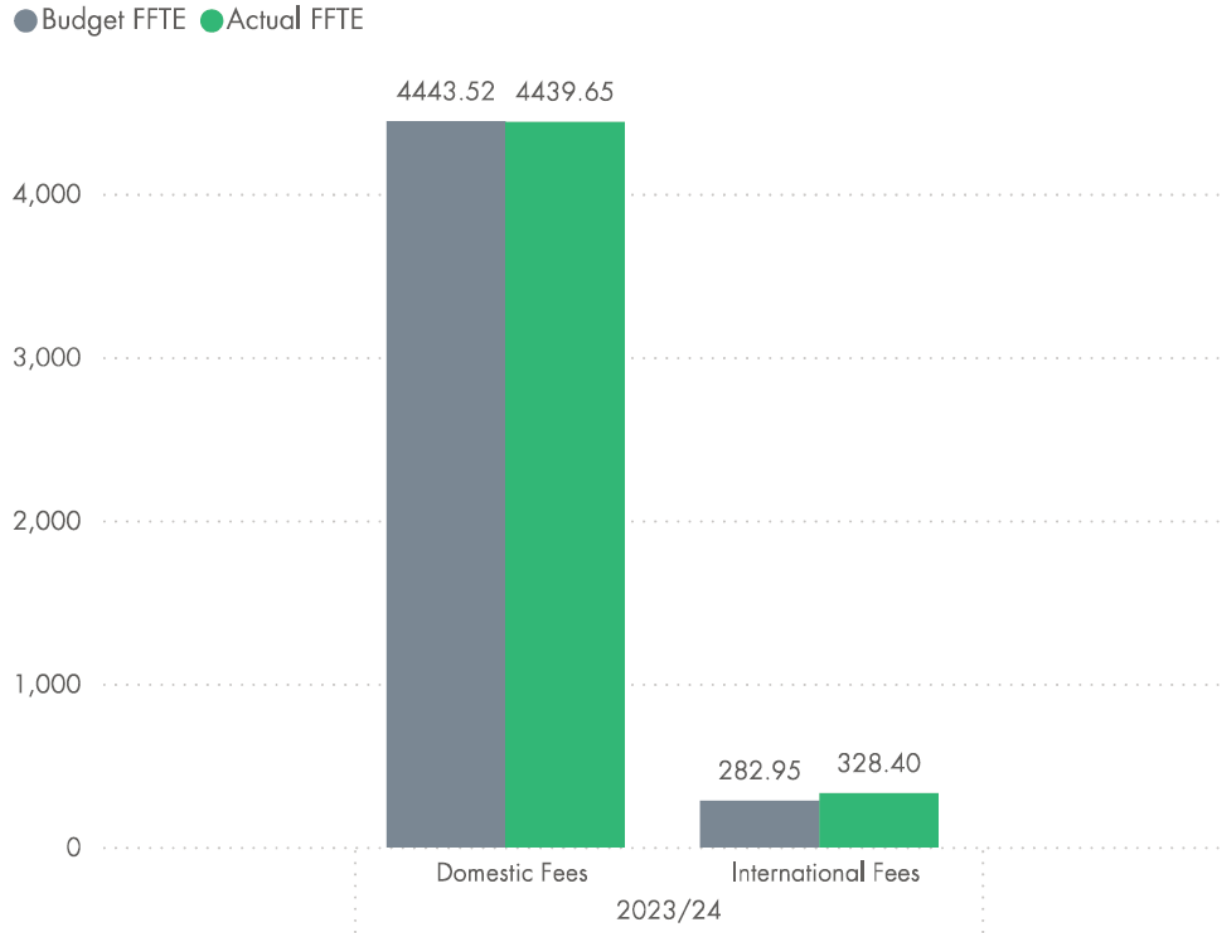
	Actuals	Budget	Variance \$	% variance
<b>Revenue</b>				
Government Grants	\$ 38,216,075	\$ 35,515,526	\$ 2,700,549	8%
Regulated Tuition	\$ 27,133,000	\$ 26,853,274	\$ 279,726	1%
Non-regulated Tuition	\$ 7,626,769	\$ 6,447,952	\$ 1,178,817	18%
Student Fees - Ancillary & Other	\$ 3,569,651	\$ 3,539,868	\$ 29,783	1%
Other	\$ 3,061,236	\$ 2,088,838	\$ 972,398	47%
<b>Revenue Total</b>	<b>\$ 79,606,731</b>	<b>\$ 74,445,458</b>	<b>\$ 5,161,273</b>	<b>7%</b>

## Revenue variance explanations:

- \$1.2 million one-time STEM grant, \$2.0 million increase in grants related to Nursing, \$500,000 shortfall in various other grants.
- Tuition variances overall due to higher number of students in international
- Other revenue – Interest and investment income \$906k more than budget



# 2023/2024 FFTE - Budget to Actuals



4 domestic Fiscal Full-time Equivalent (FFTE) shortfall

45 International Fiscal Full-time Equivalent (FFTE) surplus

Enrolment figures were within a 0.5% of budget.

# Actual Vs. Budget – Operating Fund – as of April 30, 2024

Instructional Staff	\$ 29,541,596	\$29,796,696	\$ (255,100)	-1%
Non-Instructional Staff	\$ 18,512,345	\$18,551,470	\$ (39,125)	0%
Benefits	\$ 9,329,298	\$ 9,765,991	\$ (436,693)	-4%
Salary recoveries	\$ (1,383,273)	\$ (1,137,558)	\$ (245,715)	22%
Total salaries & benefits	\$ 55,999,966	\$56,976,599	\$ (976,633)	-2%

## Salary & Benefits variance explanations:

- Instructional and non-instructional staff variances due to vacancies and changes in budget assumptions during the year.
- Benefit costs savings tied to vacancies and variances from budget assumptions
- Salary recoveries variance due to higher external recovery

# Actual Vs. Budget – Operating Fund – as of April 30, 2024

	Actuals	Budget	Variance \$	% variance
Non-staff expense	\$ 16,561,026	\$14,224,750	\$ 2,336,276	16%
Scholarships and Bursaries	\$ 3,748,427	\$ 3,282,385	\$ 466,042	14%

## Non-staff expense & Scholarships variance explanations:

- \$1 million over budget in international agent commissions (due to higher international students)
- \$400,000 in Bad debt expense due to increasing our allowance for doubtful accounts
- \$303,000 in athletics expenses (nets to \$175k with transfers from fundraising)
- Other variances include increased spending in areas such as shared services (including security), utilities, travel, software licenses, and supplies
- Increase in student bursaries as compared to budget



# Actual Vs. Budget – Ancillary Fund – as of April 30, 2024

	Extended Learning		Ancillary provided by 3rd parties (Food Services, Bookstore, Parking, etc..)		Other Ancillary (Lakers Shop, Varsity concessions, etc..)		Residences		Conference Services & Summer accommodations		Total			YTD Actual as a % of Annual Budget
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actuals	Budget	Variance \$	
<b>Revenue</b>														
Sales and Service revenues	\$ 69,320	\$ 40,000	\$ 97,802	\$ 6,994	\$ 46,955	\$ 47,000	\$ 6,738,332	\$ 6,448,243	\$ 321,794	\$ 365,075	\$ 7,274,203	\$ 6,907,312	\$ 366,891	5%
Revenue Total	\$ 69,320	\$ 40,000	\$ 97,802	\$ 6,994	\$ 46,955	\$ 47,000	\$ 6,738,332	\$ 6,448,243	\$ 321,794	\$ 365,075	\$ 7,274,203	\$ 6,907,312	\$ 366,891	5%
<b>Expenses</b>														
Salaries and Benefits	\$ 214,059	\$ 165,575	\$ 123,687	\$ 115,008	\$ 2,412	\$ 6,600	\$ 1,663,707	\$ 1,786,746	\$ 205,419	\$ 180,255	\$ 2,209,284	\$ 2,254,184	\$ (44,900)	-2%
Operating	\$ 5,953	\$ 7,850	\$ 44,816	\$ -	\$ 46,184	\$ 29,115	\$ 1,907,463	\$ 1,421,883	\$ 63,224	\$ 50,418	\$ 2,067,640	\$ 1,509,266	\$ 558,374	37%
Long term debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,183,718	\$ 1,174,728	\$ -	\$ -	\$ 1,183,718	\$ 1,174,728	\$ 8,990	1%
Expenses Total	\$ 220,012	\$ 173,425	\$ 168,503	\$ 115,008	\$ 48,596	\$ 35,715	\$ 4,754,888	\$ 4,383,357	\$ 268,643	\$ 230,673	\$ 5,460,642	\$ 4,938,178	\$ 522,464	11%
<b>Total Surplus / (Deficit)</b>	\$ (150,692)	\$ (133,425)	\$ (70,701)	\$ (108,014)	\$ (1,641)	\$ 11,285	\$ 1,983,444	\$ 2,064,886	\$ 53,151	\$ 134,402	\$ 1,813,561	\$ 1,969,134	\$ (155,573)	-8%
<b>Transfers</b>														
Transfers to (from) other funds	\$ -	\$ -	\$ (42,470)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (42,470)	\$ -	\$ (42,470)	
Transfers Total	\$ -	\$ -	\$ (42,470)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (42,470)	\$ -	\$ (42,470)	0%
<b>Total</b>	\$ (150,692)	\$ (133,425)	\$ (28,231)	\$ (108,014)	\$ (1,641)	\$ 11,285	\$ 1,983,444	\$ 2,064,886	\$ 53,151	\$ 134,402	\$ 1,856,031	\$ 1,969,134	\$ (113,103)	-6%

**Revenues:** Better than budget due to higher occupancy compared to budgeted in residences (98% compared to budgeted 94%)

**Expenses:** Over budget due to Residence maintenance, renovations and alterations

# Consolidated Statement reconciled to audited Financial Statements

	Operating Fund 10	Internally Restricted 11	Ancillary Fund 15	Capital Fund 40	Trust Fund (Non- Endowed) 50	Research Fund 60	Agency Fund 70	Endowed Funds 51,80	Employee Related	Total Consolidated Results
<b>REVENUE</b>										
Government Grants	38,216,075			183,000		2,594,797	2,867,237			43,861,109
Student Fees	38,329,420						16,875			38,346,295
Ancillary fees (Accommodation Fees, Conference Services, etc...)	-		6,693,447				-			6,693,447
Other	1,835,213.00		580,756		17,969	114,371	406,682			2,954,991
Amortization of Deferred Capital Contributions				1,662,752						1,662,752
Investment	1,223,524				502,403	-		381,341		2,107,268
Donations (new)	2,500			(763,535)	846,559		1,000			86,524
<b>TOTAL REVENUE</b>	<b>79,606,732</b>	<b>-</b>	<b>7,274,203</b>	<b>1,082,217</b>	<b>1,366,931</b>	<b>2,709,168</b>	<b>3,291,794</b>	<b>381,341</b>	<b>-</b>	<b>95,712,386</b>
<b>EXPENSES</b>										
Salaries and Benefits	55,999,966	31,161	2,209,284		-	1,386,806	1,052,618		794,962	61,474,797
Operating and Research	11,813,975	532,517	2,067,640		159,830	1,543,681	489,104	6,007		16,612,754
Occupancy Costs	3,929,809			-			1,661,576			5,591,385
Amortization of Capital Assets	-			3,409,333						3,409,333
Scholarships and Bursaries	3,748,427				343,600		25,000	260,175		4,377,202
Principal and Interest on Long Term Debt	817,242		1,183,718	(1,273,560)						727,400
<b>TOTAL EXPENSES</b>	<b>76,309,419</b>	<b>563,678</b>	<b>5,460,642</b>	<b>2,135,773</b>	<b>503,430</b>	<b>2,930,487</b>	<b>3,228,298</b>	<b>266,182</b>	<b>794,962</b>	<b>92,192,871</b>
<b>EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUE) BEFORE THE UNDERNOTED</b>	<b>3,297,313</b>	<b>(563,678)</b>	<b>1,813,561</b>	<b>(1,053,556)</b>	<b>863,501</b>	<b>(221,319)</b>	<b>63,496</b>	<b>115,159</b>	<b>(794,962)</b>	<b>3,519,515</b>
<b>TRANSFERS</b>										
Transfer from (to) other funds in-year	188,674	25,727	42,470	580,535	(796,477)	221,319	(147,089)	(115,159)		-
<b>TOTAL EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b>	<b>3,485,987</b>	<b>(537,951)</b>	<b>1,856,031</b>	<b>(473,021)</b>	<b>67,024</b>	<b>-</b>	<b>(83,593)</b>	<b>-</b>	<b>(794,962)</b>	<b>3,519,515</b>
<b>TRANSFERS TO/(FROM) INTERNALLY RESTRICTED</b>	<b>(554,520)</b>	<b>537,951</b>		<b>-</b>	<b>(67,024)</b>		<b>83,593</b>			<b>-</b>
<b>TOTAL EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES AFTER TRANSFERS</b>	<b>2,931,467</b>	<b>-</b>	<b>1,856,031</b>	<b>(473,021)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(794,962)</b>	<b>3,519,515</b>



# Actual Vs. Budget – Capital Budget – as of April 30, 2024

	Actuals	Budget	Variance \$	% variance
<b>Funding Sources</b>				
Facilities Renewal	\$2,125,000	\$2,344,600	\$(219,600)	-9%
Campus Safety Grant	\$50,000	\$50,000	\$-	0%
Ancillary	\$370,009	\$160,000	\$210,009	131%
NUSU Funds in Trust	\$-	\$150,000	\$(150,000)	-100%
Donations and/or Government Grants	\$763,535	\$500,000	\$263,535	53%
Research Funding	\$569,867	\$250,000	\$319,867	128%
<b>Total Funding</b>	<b>\$3,878,411</b>	<b>\$3,454,600</b>	<b>\$423,811</b>	<b>12%</b>
<b>Expenditures</b>				
<b>Campus Infrastructure</b>				
Fire Annunciator Panel	\$539,554	\$540,000	\$(446)	0%
Pedestrian Walkway	\$82,056	\$62,000	\$20,056	32%
Overhead Electrical Feed	\$71,475	\$75,000	\$(3,525)	-5%
Roof Repairs	\$828,656	\$967,600	\$(138,944)	-14%
Outdoor Lights	\$50,000	\$50,000	\$-	0%
NUSU Parking Lot Expansion	\$-	\$150,000	\$(150,000)	-100%
New Parking Lot Residence	\$-	\$60,000	\$(60,000)	-100%
Residence Building Repairs	\$370,009	\$100,000	\$270,009	270%
Elevator Repairs	\$121,552	\$-	\$121,552	0%
<b>Renovation</b>				
Classroom Renovations	\$215,907	\$250,000	\$(34,093)	-14%
Other Renovation Projects	\$265,800	\$450,000	\$(184,200)	-41%
<b>Equipment</b>				
Research Related Equipment	\$569,867	\$250,000	\$319,867	128%
Nursing SIM lab equipment	\$763,535	\$500,000	\$263,535	53%
<b>Total Expenditures</b>	<b>\$3,878,411</b>	<b>\$3,454,600</b>	<b>\$423,811</b>	<b>12%</b>



# Actual Vs. Budget – Consolidated – as of April 30, 2024

	Actuals	Budget	Variance \$
Total Operating Surplus (Deficit)	\$ 3,485,987	\$ (409,258)	\$ 3,895,245
Total Ancillary Surplus	\$ 1,856,031	\$ 1,969,134	\$ (113,103)
Total Accounting & other adjustments	\$ (1,822,503)	\$ (1,552,441)	\$ (270,062)
Net Results	\$ 3,519,515	\$ 7,435	\$ 3,512,080

**Operating Fund:** \$5 million more in revenues (STEM and nursing grants, international tuition), less \$1.1 million additional expenses net of transfers (international agent commissions, shared services, etc..)

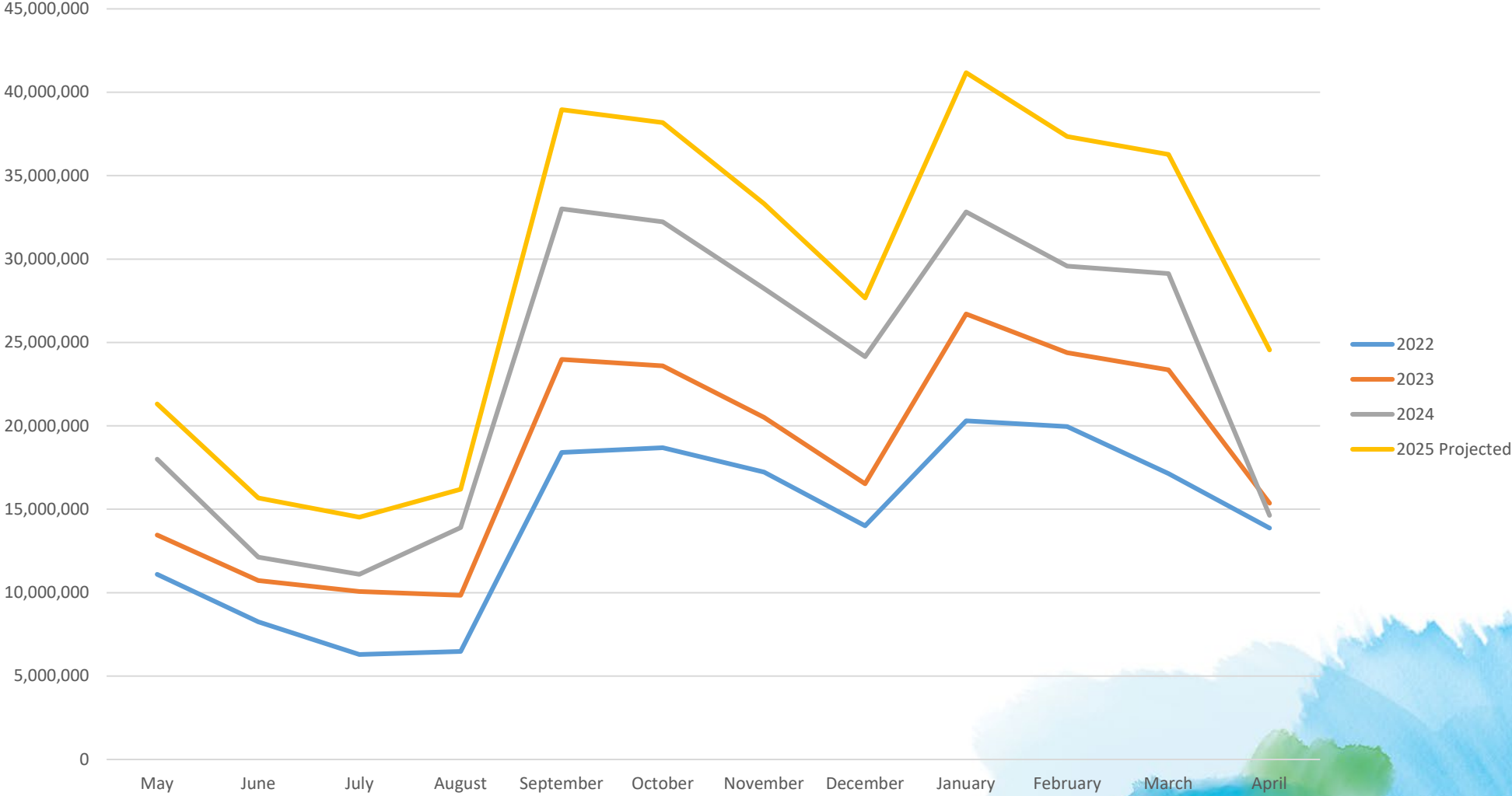
**Ancillary Fund:** Shortfall due to increased repairs & maintenance for residence buildings

**Accounting adjustments:** Vacation accrual higher than budget

# Unrestricted & Restricted Cash reconciliation

	30-Apr-21	30-Apr-22	30-Apr-23	30-Apr-24
Cash	\$ 13,296	\$ 13,866	\$ 15,360	\$ 14,635
Short-term investments	\$ 4,776	\$ 1,211	\$ 4,439	\$ 8,884
Restricted investments	\$ 26,118	\$ 25,167	\$ 25,862	\$ 26,645
<b>Total</b>	<b>\$ 44,190</b>	<b>\$ 40,244</b>	<b>\$ 45,661</b>	<b>\$ 50,164</b>
Deferred Revenue	\$ 6,273	\$ 6,441	\$ 4,134	\$ 6,457
Deferred Contributions	\$ 13,246	\$ 11,784	\$ 12,881	\$ 13,001
Internally restricted net assets (excluding investment in capital assets)	\$ 8,371	\$ 7,903	\$ 7,710	\$ 7,478
Endowments	\$ 12,133	\$ 12,326	\$ 12,702	\$ 12,859
<b>Total</b>	<b>\$ 40,023</b>	<b>\$ 38,454</b>	<b>\$ 37,427</b>	<b>\$ 39,795</b>
Working capital differential (Accounts receivable less accounts payable)	\$ (3,585)	\$ (4,082)	\$ (3,211)	\$ (5,456)
<b>Net cash position</b>	<b>\$ 582</b>	<b>\$ (2,292)</b>	<b>\$ 5,023</b>	<b>\$ 4,913</b>

# Cash Flows



# NIPISSING UNIVERSITY

## Statement of Changes in Net Assets (Deficiency)

Year ended April 30, 2024, with comparative information for 2023  
(thousands of dollars)

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	Unrestricted		Internally Restricted (note 1)	Endowments	2024	2023
	Operating	Employee Related				
Net assets (deficiency) beginning of year	\$ 188	(8,805)	12,145	12,702	16,230	14,472
Excess (deficiency) of revenue over expenses	6,131	(794)	(1,816)	-	3,521	1,678
Transfer of internally restricted funds	(1,284)	-	1,284	-	-	-
Endowment contributions	-	-	-	157	157	376
Employee future benefits remeasurements and other items (note 10(b))	-	508	-	-	508	(296)
<b>Net assets (deficiency), end of year</b>	<b>\$ 5,035</b>	<b>(9,091)</b>	<b>11,613</b>	<b>12,859</b>	<b>20,416</b>	<b>16,230</b>

Note 1: Internally restricted net assets:

***Could be unrestricted:***

Infrastructure upgrades	\$ 1,358
Scholarship funds	\$ 1,697
Ancillary operations	\$ 2,410

***Restricted use:***

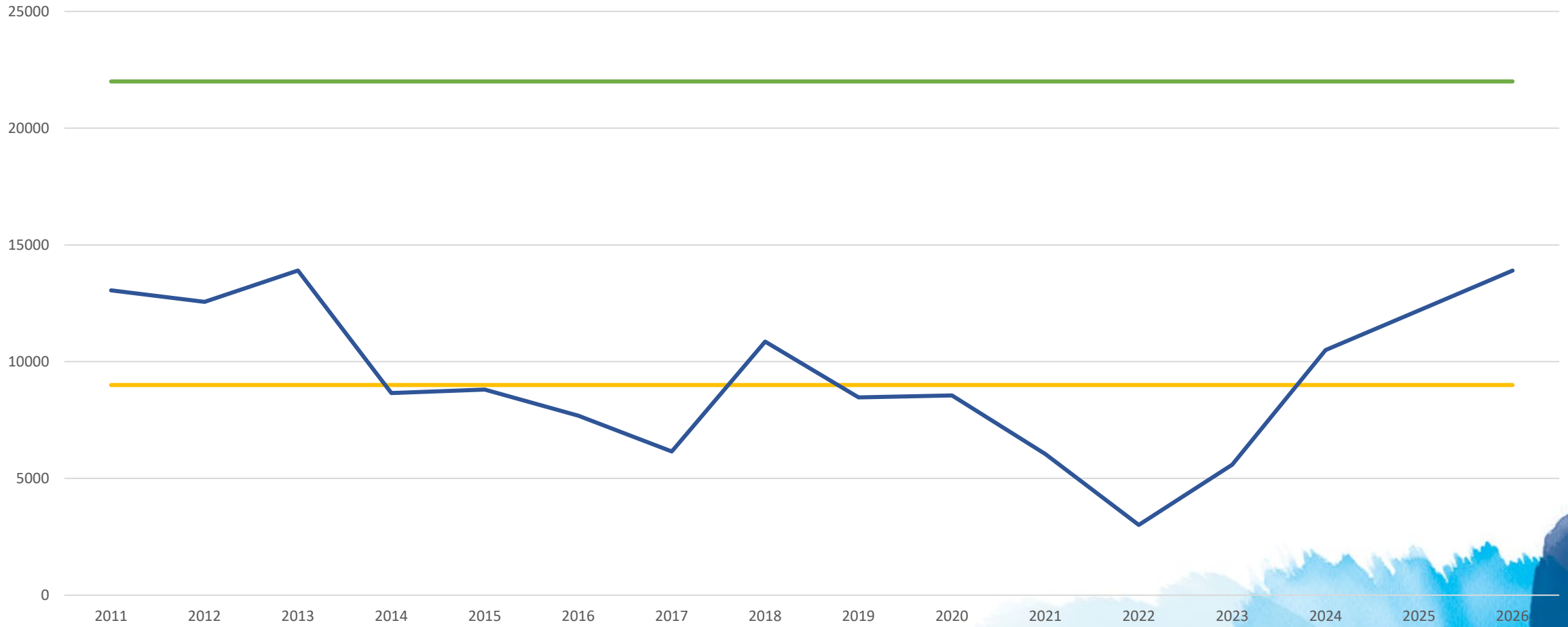
Investment in capital assets	\$ 4,135
Commitments to employees	\$ 1,333
Future budget provision	\$ 680
	<u>\$ 11,613</u>

Spendable net assets \$ 10,500

# Ministry Financial Accountability Ratios

		Thresholds			2024			2023 Confirmed			What is required (based on 2024) to get to:		
		Medium-risk	High-risk	Weight	Ratio calculation	Rating	Overall Category rating	Ratio calculation	Rating	Overall Category rating	Medium-risk	No risk	
<b>Liquidity Ratios:</b>													
	Primary reserve (days):	< 90	< 30	50%	41.57	1	0.5	23.42	2	1.5	n/a	\$13 million	Additional spendable reserves
	Working Capital	< 1.25	< 1	50%	1.50	-		1.25	1		n/a	n/a	
<b>Sustainability Ratios</b>													
	Viability ratio	< 60%	< 30%	25%	35%	1	0.8	18%	2	1.0	n/a	\$8 million	Additional spendable reserves
	Debt ratio	> 35%	> 55%	25%	56%	2		59%	2		\$7 million	\$82 million	Additional assets
	Debt to revenue ratio	> 35%	> 50%	25%	32%	-		35%	-		n/a	n/a	Additional revenues
	Interest burden ratio	> 2%	> 4%	25%	1%	-		1%	-		n/a	n/a	
<b>Performance</b>													
	Net income / (loss) ratio	< 1.5%	< 0%	50%	4%	-	0.5	2%	-	-	n/a	n/a	Additional revenues
	Net operating revenue ratios	< 7%	< 2%	50%	6%	1		8%	-		n/a	n/a	
<b>Credit rating</b>													
	Third party credit rating				BBB Stable	1	1	BBB Stable	1	1			
<b>Overall Risk Score Action Plan</b>					Low Action			Medium Action					

# Spendable net assets



# Capital Debt Policy – ratios

	<b>30-Apr-22</b>	<b>30-Apr-23</b>	<b>30-Apr-24</b>
Interest burden ratio ( <i>Target: lower than 2%</i> )	1.22%	1.23%	0.82%
Debt per student FTE ( <i>Target less than \$8,500 per student</i> )	\$ 7,575.32	\$ 7,293.27	\$ 6,495.53
Ratio of Debt to Total Revenues ( <i>Target: less than 48%</i> )	42%	36%	32%







## **Nipissing University Alumni Advisory Board report to Board of Governors September 2024**

### **Welcome Back**

The Nipissing University Alumni Advisory Board welcomes new and returning Lakers to the 2024/2025 academic year! Best of luck on your educational journeys. We look forward to engaging with you during your time as a Laker and when you join the Alumni family.

### **New Members**

NUAAB welcomed three new members to our board over the summer. Please join us in welcoming Roxanne Martin-Pitchenese, BEd '15; Riley McEntee, BA (Honours) '24; and Sean Menzie, BComm '19!

### **Blue Jays University & College Night**

For the third year in a row, NUAAB sent GTA-based alumni to the Toronto Blue Jays University & College Night. This event continues to be an exciting opportunity for former Lakers to connect and cheer on the Jays! Forty alumni and their guests were able to attend. 131 alumni signing up for tickets, which were given away on a first come, first served basis. NUAAB would like to thank NUSU for partnering with us on this event.

### **Homecoming Weekend**

Homecoming Weekend is right around the corner! Taking place from September 20th – 22<sup>nd</sup>, the University welcomes students, alumni, staff, faculty, and community members to take part in a riveting weekend of events. Whether you're looking for a gallery hop, a sports game, or a chance to connect, there's something for everyone. Please visit <https://events.nipissingu.ca/homecoming> for more information! We look forward to sharing more about Homecoming in our next report.

**Nipissing University Indigenous Council on Education  
Update to Nipissing University Board of Governors  
September, 2024**

The following are the latest campus initiatives involving the Nipissing University Indigenous Council on Education since the last Board of Governors meeting June, 2024:

- **2023-2024 Indigenous graduates**

There were 92 Indigenous graduates for the 2023-2024 academic year. Please note, graduation numbers are down due to the impact of the pandemic.

Credential Received	Graduates
Master of Education	4
Master of Environmental Studies	1
Bachelor of Education	20
Indigenous Classroom Assistant Diploma	2
Indigenous Teacher Education Program	7
Biology/biological sciences - General	1
Business/commerce - General	7
Canadian studies	8
Criminology	5
Environmental studies	1
Health and physical education - General	4
History - General	1
Liberal arts and sciences/liberal studies	2
Nursing	14
Philosophy	1
Psychology - General	7
Social work - General	4
Sociology	3

- **Enji giigdoyang (OII) Medicine Garden - Summer Drop-in**

The medicine garden was open for a second season with Cheriian Pearson (NU student) continuing her work. This season, she had some assistance from Elsa Allen, member of Timiskaming First Nation, who worked in the Office of Indigenous Initiatives throughout the summer. Together, they created a “three sisters” garden bed which houses corn, beans, and squash. Each week they facilitated drop-in sessions on Thursdays, 11am-1pm where staff, students, and faculty were invited to drop by, ask questions and learn more about what Indigenous students are doing to revitalize a deeper cultural understanding and relationship with the land on campus.

- **Sept. 5<sup>th</sup> – NUICE Meeting**

This meeting was the first of the new academic year and was well attended. Several items were discussed, including the APOP draft which some members of NUICE had concerns about. A meeting is in the process of being arranged with Dr. Ann-Barbara Graff (Provost and Vice-President, Academic) and Renee Hacquard (Vice-President Finance & Administration) at the request of NUICE. Among other business items, it was shared that the NUICE Chair term was up and a vote would need to be conducted. Roméo Fournier (Director, Office of Indigenous Initiatives) facilitated discussion and invited nominations from NUICE members for consideration. Maurice Switzer was nominated and upon consensus, voted as Chair of the NUICE for a second 3-year term.

- Aug. 31<sup>st</sup> – Sept. 1<sup>st</sup> – 2024 Nipissing First Nation Powwow**  
Nipissing University was honoured to be present at the Nipissing First Nation Powwow at Garden Village. It was nice to see so many familiar faces and students eager to start the new year.
- Sept. 4<sup>th</sup> – Pathway to wampum**  
President Wamsley met with Indigenous artists and knowledge holders, Brenda Lee and Amanda Bellefeuille to discuss wampum and some possible next steps. This meeting identified some preliminary needs from the artists with discussions continuing to develop into the coming months. Brenda and Amanda will be meeting with a select group of Indigenous student mentors who are going to assist them with the design and crafting of the campus belt. The meeting will be held on Sept. 27<sup>th</sup>, after the sunrise ceremony. This will allow the group to begin the planning and scheduling of what this journey might look like and the necessary learning that needs to take place, as well as regional subject matter experts that could be approached.
- Sept. 13<sup>th</sup> – The 19<sup>th</sup> Annual Welcome Powwow**  
Nipissing University and Canadore College proudly hosted the annual Welcome Powwow. Over the past 19 years, a dedicated group of volunteer staff and students have worked together to bring this beautiful gathering to life. This year was no different with Ricki-Lee Scheck (Nipissing University) and Gerry McComb (Canadore College) leading the way to another successful year. This year's powwow had the highest number of attendees since before the pandemic.
- Sept. 20<sup>th</sup> – Homecoming Fire and Medicine Walk** – The Office of Indigenous Initiatives hosted a fire as part of Homecoming celebrations. The fire was open to all attendees. In addition, Norm Dokis, Indigenous Knowledge Holder from Dokis First Nation, facilitated medicine walks in nearby trails, showcasing the breadth of medicinal foliage available in the region for open harvest.
- Sept. 23<sup>rd</sup> – New Hire – Indigenous Mentorship Coordinator**  
We are happy to welcome to the Office of Indigenous Initiatives team Alexis Syrette from Batchewana First Nation. Alexis will be the new interim Indigenous Mentorship Coordinator, joining us for a 2-yr term. Alexis brings with her a great deal of skills, gifts, and experience with mentorship programming and Indigenous student success strategies. We look forward to welcoming Alexis on Monday, September 23<sup>rd</sup>.
- Sept. 27<sup>th</sup>, 7am – Orange Shirt Day Sunrise Ceremony & Breakfast (F215)** – Elder Mike Couchie will be facilitating a sunrise ceremony. Immediately following the ceremony, all are welcome to F215 for a light breakfast.
- Orange Shirt Day Pop Up Tables & Soccer Game** - This is an Indigenous student led initiative hosted by Micah MacLeod and supported by Office of Indigenous Initiatives. Orange shirts are available on the following dates/locations. They are "free" but donations are welcome. An email will be circulated with further details.

  - Sept 10 at 12 pm to 2 pm (Library)
  - Sept 19 at 12 pm to 2 pm (Book Store)
  - Sept 24 at 12 pm to 2 pm (Library)
  - Sept 23, Time TBD (NU Soccer Game)

Nipissing University  
Report of the Academic Senate

September 18, 2024

September 13, 2024 Senate Meeting

- The Academic and Operational Plan (APOP), endorsed by the Academic Quality Assurance and Planning Committee (AQAPC) at their August 23, 2024 meeting, was presented and approved by Senate.
- Dr. Mary Pat Sullivan was acclaimed as the faculty Senate representative to serve on the Joint Committee of the Board and Senate on Governance for a three-year term.
- As no nominations were received, the election for one faculty Senate representative to serve on the Board of Governors for a three-year term will be included in the October 11, 2024 Senate agenda.

Financial Statements of

**NIPISSING UNIVERSITY**

And Independent Auditor's Report thereon

Year ended April 30, 2024

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# NIPISSING UNIVERSITY

## Index to Financial Statements

Year ended April 30, 2024

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## INDEPENDENT AUDITOR'S REPORT

To the Board of Governors of Nipissing University

### **Opinion**

We have audited the financial statements of Nipissing University (the Entity), which comprise:

- the statement of financial position as at April 30, 2024
- the statement of operations for the year then ended
- the statement of changes in net assets (deficiency) for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies.

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Nipissing University as at April 30, 2024, its results of operations, changes in net assets (deficiency) and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the **Auditor's Responsibilities for the Audit of the Financial Statements** section of our report.

We are independent of the Entity in accordance with the applicable independence standards, and we have fulfilled our other ethical responsibilities in accordance with these standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

North Bay, Canada  
September 26, 2024

DRAFT

# NIPISSING UNIVERSITY

## Statement of Financial Position

April 30, 2024, with comparative information for 2023  
(thousands of dollars)

	2024	2023
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 14,635	\$ 15,360
Investments - short-term (note 5)	8,884	4,439
Accounts receivable (note 4)	2,050	5,569
Other assets	1,571	954
	<u>27,140</u>	<u>26,322</u>
Investments - long-term (note 5)	26,645	25,862
Capital assets (note 6)	66,885	68,438
	<u>\$ 120,670</u>	<u>\$ 120,622</u>
<b>Liabilities and Net Assets</b>		
Current liabilities:		
Accounts payable and accrued liabilities (note 7)	\$ 7,506	\$ 8,780
Employee related	2,799	2,070
Deferred revenue (note 8)	6,457	8,989
Current portion of long-term debt (note 9)	1,318	1,274
	<u>18,080</u>	<u>21,113</u>
Long-term:		
Long-term debt (note 9)	29,653	30,971
Deferred contributions (note 10)	13,001	12,881
Deferred capital contributions (note 11)	32,713	32,691
Employee future benefits (note 12)	6,807	6,736
	<u>100,254</u>	<u>104,392</u>
Net assets:		
Unrestricted:		
- operating	5,035	188
- employee future benefits	(9,091)	(8,805)
Internally restricted (note 13)	11,613	12,145
Endowments (note 14)	12,859	12,702
	<u>20,416</u>	<u>16,230</u>
Commitments and contingencies (note 17)		
	<u>\$ 120,670</u>	<u>\$ 120,622</u>

See accompanying notes to financial statements.

On behalf of the Board of Governors:

\_\_\_\_\_ Governor

\_\_\_\_\_ Governor

# NIPISSING UNIVERSITY

## Statement of Operations

Year ended April 30, 2024, with comparative information for 2023  
(thousands of dollars)

	2024	2023
Revenue:		
Government grants	\$ 43,861	\$ 44,638
Student fees	38,346	31,953
Sales and services	7,348	6,885
Other	2,300	2,343
Amortization of deferred capital contributions	1,663	1,477
Investment income	2,107	1,418
Donations	87	103
	<u>95,712</u>	<u>88,817</u>
Expenses:		
Salaries and benefits	61,474	59,507
Operating and research	16,613	14,280
Occupancy	5,591	4,784
Amortization of capital assets	3,409	3,324
Scholarships and bursaries	4,377	4,210
Interest on long-term debt	727	1,034
	<u>92,191</u>	<u>87,139</u>
Excess of revenue over expenses	\$ 3,521	\$ 1,678

See accompanying notes to financial statements.

# NIPISSING UNIVERSITY

## Statement of Changes in Net Assets (Deficiency)

Year ended April 30, 2024, with comparative information for 2023  
(thousands of dollars)

	Unrestricted		Internally Restricted (note 13)	Endowments	2024	2023
	Operating	Employee Related				
Net assets (deficiency) beginning of year	\$ 188	(8,805)	12,145	12,702	16,230	\$ 14,472
Excess (deficiency) of revenue over expenses	6,131	(794)	(1,816)	-	3,521	1,678
Transfer of internally restricted funds	(1,284)	-	1,284	-	-	-
Endowment contributions	-	-	-	157	157	376
Employee future benefits remeasurements and other items (note 12(b))	-	508	-	-	508	(296)
Net assets (deficiency), end of year	\$ 5,035	(9,091)	11,613	12,859	20,416	\$ 16,230

See accompanying notes to financial statements.

DRAFT

# NIPISSING UNIVERSITY

## Statement of Cash Flows

Year ended April 30, 2024, with comparative information for 2023  
(thousands of dollars)

	2024	2023
Cash provided by (used in):		
Cash flows from operating activities:		
Excess of revenue over expenses	\$ 3,521	\$ 1,678
Adjustments for:		
Amortization of capital assets	3,409	3,324
Amortization of deferred capital contributions	(1,663)	(1,477)
Employee future benefits expense	579	520
	<u>5,846</u>	<u>4,045</u>
Changes in non-cash working capital items:		
Accounts receivable	3,519	(3,131)
Other assets	(617)	(109)
Accounts payable and accrued liabilities	(1,274)	2,260
Deferred revenue	(2,532)	2,548
Deferred contributions	120	1,097
Employee related	729	34
	<u>5,791</u>	<u>6,744</u>
Cash flows from financing activities:		
Endowment contributions	157	376
Repayment of long-term debt	(1,274)	(1,247)
Deferred capital contributions	1,685	1,669
	<u>568</u>	<u>798</u>
Cash flows from investing activities:		
Purchase of capital assets	(1,856)	(2,125)
Change in investments	(5,228)	(3,923)
	<u>(7,084)</u>	<u>(6,048)</u>
Increase (decrease) in cash and cash equivalents	(725)	1,494
Cash and cash equivalents, beginning of year	15,360	13,866
Cash and cash equivalents, end of year	\$ 14,635	\$ 15,360

See accompanying notes to financial statements.

# NIPISSING UNIVERSITY

Notes to Financial Statements

Year ended April 30, 2024

(thousands of dollars)

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## 1. Objectives and purpose:

Nipissing University (the "University") was incorporated as a university in 1992 under the laws of the Province of Ontario. Its mission provides for undergraduate programming in Liberal Arts, Science, Business and Health Sciences and undergraduate and graduate programs in Education, History, Math, Environmental Studies and Environmental Science. The University aspires to fulfill the best traditions of scholarship and to provide an environment committed to the ideals of free inquiry and expression. As a university with predominantly undergraduate programming and roots in teacher education, the University places priority on the highest ideals of instructional excellence and student engagement.

The University is a registered charity and, as such, is exempt from income taxes under Section 149 (1) of the Income Tax Act (Canada).

## 2. Summary of significant accounting policies:

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the CPA Canada Handbook (the "Handbook").

The significant accounting policies for the University are described below:

### (a) Revenue recognition:

The University follows the deferral method of accounting for contributions, which include donations and government grants.

Unrestricted contributions and donations are recognized as revenue when received or receivable if the amount can be reasonably estimated and allocation is reasonably assured. Contributions pertaining to future periods are deferred and recognized as revenue in the year in which the related expenses are recognized.

Pledges are recorded as revenue in the period in which they are received.

Contributions externally restricted for purposes other than endowment are deferred and recognized as revenue in the year in which the related expenses are recognized.

Contributions restricted for capital asset purchases are deferred and amortized to operations on the same basis as the related asset is amortized.

Endowment contributions are recognized as direct increases in net assets in the year in which they are received. Income preserved as capital protection on internally restricted endowments is recorded as unrestricted revenue and transferred to internal endowments.

Student fees are recognized as revenue when courses and seminars are held. Sales and services revenue is recognized at point of sale or when the service has been provided.

# NIPISSING UNIVERSITY

Notes to Financial Statements (continued)

Year ended April 30, 2024  
(thousands of dollars)

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## 2. Summary of significant accounting policies (continued):

### (b) Cash and cash equivalents:

Cash and cash equivalents consist of cash, and investments with maturities of three months or less from their date of acquisition. Cash and investments meeting the definition of cash and cash equivalents held for trading rather than liquidity purposes are classified as investments.

### (c) Derivative financial instrument and hedge accounting:

The University is party to interest rate swap agreements used to manage the exposure to market risks from changing interest rates. The University applies hedge accounting for its interest rate swaps. Payments and receipts under the interest rate swaps are recognized as adjustments to interest expense on long-term debt.

The University's policy is not to utilize derivative financial instruments for trading or speculative.

### (d) Financial instruments:

Financial instruments are recorded at fair value upon initial recognition. Financial instruments are recorded at fair value upon initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value.

Investments are subsequently measured at fair value. Other financial instruments are subsequently measured at amortized cost.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the University determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the University expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

# NIPISSING UNIVERSITY

Notes to Financial Statements (continued)

Year ended April 30, 2024  
(thousands of dollars)

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## 2. Summary of significant accounting policies (continued):

### (e) Capital assets:

Purchased capital assets are recorded at cost. Contributed capital assets are capitalized at fair market value at the date of contribution. Capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

---

Land	No amortization
Land improvement	20 years
Buildings	40 years
Equipment and furnishings	5 - 10 years

---

Assets no longer in use are carried at the lesser of net book value and net realizable value. No further depreciation is taken on these assets. Assets under construction are not amortized until they are put in use.

### (f) Internally restricted net assets:

The University restricts use of portions of its operating net assets for specific future uses. When incurred, the related expenses are charged to operations and the balance of internally restricted assets is reduced accordingly with a transfer to unrestricted net assets.

### (g) Employee future benefits:

#### (i) Pension benefit plan:

The University has a defined contribution pension plan, "Pension Plan for the Employees of Nipissing University", which provides benefits to eligible employees of Nipissing University with more than six months of service. Certain faculty are members of the Ontario Teachers' Pension Plan, a multi-employer defined benefit plan. Contributions to the defined contribution and multi-employer defined benefit plan are expensed when due.

#### (ii) Other benefit plan:

The University provides medical, dental and life insurance benefits to eligible employees upon retirement. The University accrues for these obligations, with the cost of these benefits being actuarially determined using the projected benefit method prorated on service using management's best estimates of a number of future conditions including salary changes, withdrawals, retirement ages of employees and expected health care costs. Current service and finance costs are expensed during the year, while remeasurements and other items are recognized as a direct increase or decrease in net assets.

### (h) Student organizations:

These financial statements do not reflect the assets, liabilities and results of operations of the student organizations as they are not controlled by the University.



# NIPISSING UNIVERSITY

Notes to Financial Statements (continued)

Year ended April 30, 2024  
(thousands of dollars)

## 2. Summary of significant accounting policies (continued):

### (i) Use of estimates:

The preparation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant items subject to such estimates and assumptions include the carrying amount of capital assets; financial instruments; valuation allowances for accounts receivable; valuation of derivative financial instruments, employee future benefits; and accrued liabilities. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are recognized in the financial statements in the year in which they become known.

## 3. Funds held in trust:

\$5,359 (2022 - \$4,464) is held in trust for Nipissing University Student Union (NUSU) for the operation and maintenance of the student centre. This balance is not reflected in these financial statements.

## 4. Accounts receivable:

	2024	2023
Accounts receivable	\$ 4,721	\$ 7,741
Less: allowance for doubtful accounts	(2,671)	(2,172)
	\$ 2,050	\$ 5,569

## 5. Investments:

	2024	2023
Cash	\$ 12	\$ 41
Term deposits (measured at amortized cost)	8,001	3,750
Mutual funds (measured at fair value)	27,516	26,510
	35,529	30,301
Less amounts reported as:		
Investments – short-term	(8,884)	(4,439)
Investments – long-term	\$ 26,645	\$ 25,862

Investments – long-term reflect funds for endowments and some specified programs.

# NIPISSING UNIVERSITY

Notes to Financial Statements (continued)

Year ended April 30, 2024  
(thousands of dollars)

## 6. Capital assets:

2024	Cost	Accumulated Amortization	Net book Value
Land	\$ 3,024	\$ –	\$ 3,024
Land Improvements	2,478	826	1,652
Buildings:			
Operating	83,983	37,207	46,776
Residence	29,355	16,196	13,159
Equipment and furnishings:			
Operating	27,594	25,378	2,216
Residence	3,021	2,971	50
Construction in progress	8	–	8
	<u>\$ 149,463</u>	<u>\$ 82,578</u>	<u>\$ 66,885</u>

2023	Cost	Accumulated Amortization	Net book Value
Land	\$ 3,024	\$ –	\$ 3,024
Land Improvements	2,396	702	1,694
Buildings:			
Operating	81,527	35,111	46,416
Residence	29,355	15,462	13,893
Equipment and furnishings:			
Operating	26,172	24,928	1,244
Residence	2,967	2,966	1
Construction in progress	2,166	–	2,166
	<u>\$ 147,607</u>	<u>\$ 79,169</u>	<u>\$ 68,438</u>

## 7. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities are government remittances of \$34 (2023 - \$79), which include amounts payable for payroll related taxes.

# NIPISSING UNIVERSITY

Notes to Financial Statements (continued)

Year ended April 30, 2024  
(thousands of dollars)

## 8. Deferred revenue:

Deferred revenue represents revenues related to expenses of future periods. The balance is comprised of the following:

	2024	2023
Tuition	\$ 6,295	\$ 8,542
Research	2,378	3,413
Other	799	892
Less: AR Credits	(3,015)	(3,858)
	<b>\$ 6,457</b>	<b>\$ 8,989</b>

## 9. Long-term debt:

	Due	Rate	Blended Monthly Payment	2024	2023
\$35,000 TD Loan 1	June 2027	2.84%	\$ 162.9	\$ 27,757	\$ 28,900
\$2,000 TD Loan 2	June 2027	2.84%	9.3	1,591	1,657
\$1,000 TD Loan 3	June 2027	2.897%	4.7	807	840
\$1,000 TD Loan 4	June 2027	2.872%	4.7	816	848
Subtotal of unsecured loans				30,971	32,245
Less current portion of long-term debt				(1,318)	(1,274)
				<b>\$ 29,653</b>	<b>\$ 30,971</b>

The following are the minimum annual debt principal repayments due over the next four years:

2025	\$ 1,318
2026	1,356
2027	1,395
2028	26,902
	<b>\$ 30,971</b>

# NIPISSING UNIVERSITY

Notes to Financial Statements (continued)

Year ended April 30, 2024  
(thousands of dollars)

## 9. Long-term debt (continued):

The University has entered into interest rate derivative agreements to manage the volatility of interest rates. The University converted a net notational of \$39,000,000 of floating rate long-term debt. See the loan amounts and fixed rate paid for each under the interest rate swaps above. The related derivative agreements are in place until the maturity date. The maturity dates of the interest rate swaps are the same as the maturity dates of the associated long-term debt of June 30, 2027. The notional and fair values of the interest rate swap agreements is as follows:

	2024		2023	
	Notional value	Fair value	Notional value	Fair value
TD Loan 1	\$ 27,757	\$ 25,804	\$ 28,900	\$ 27,206
TD Loan 2	1,591	1,479	1,657	1,560
TD Loan 3	807	751	840	792
TD Loan 4	816	760	848	800
	\$ 30,971	\$ 28,794	\$ 32,245	\$ 30,358

## 10. Deferred contributions:

Deferred contributions represent the unspent amount of externally restricted donations, grants and investment income received for research and other restricted purposes. The University has placed internal restrictions on these contributions. There is no spending obligation schedule for these funds. The change in the deferred contribution balance is as follows:

	2024	2023
Balance, beginning of year	\$ 12,881	\$ 11,784
Add: contributions received during the year	203	1,032
Less: amount recognized as revenue	(1,606)	(1,006)
Investment returns	1,523	1,071
Balance, end of year	\$ 13,001	\$ 12,881

# NIPISSING UNIVERSITY

Notes to Financial Statements (continued)

Year ended April 30, 2024  
(thousands of dollars)

## 11. Deferred capital contributions:

Deferred capital contributions represent the unamortized and unspent amounts of donations, student contributions and grants received for the purchase of capital assets. The amortization of deferred capital contributions, which commences once an asset is put into service, is recorded as revenue in the statement of operations. The change in the deferred capital contribution balance is as follows:

	2024	2023
Balance, beginning of year	\$ 32,691	\$ 32,499
Add: contributions received in the year	1,685	1,669
Less: amortization of deferred capital contributions	(1,663)	(1,477)
Balance, end of year	\$ 32,713	\$ 32,691
Comprised of:		
Capital contributions - unamortized	\$ 32,663	\$ 32,641
Capital contributions - unspent	50	50
	\$ 32,713	\$ 32,691

## 12. Employee future benefits:

### (a) Pension benefit plan:

The University's contributions to the defined contribution plan and the multi-employer defined benefit plan are expensed when due.

Total contributions made during the year were \$3,258 (2023 - \$3,198).

### (b) Other benefit plan:

The University provides certain non-pension benefits to eligible retirees until the age of 65.

These benefits include medical, dental and life insurance. For eligible faculty retirees only, the University provides a health care spending account which commences at the age of 65 and continues until death.

The interval between actuarial valuations does not exceed three years with the most recent valuation prepared as at April 30, 2022. In years between valuations, an extrapolation of the actuarial valuation is used to determine the projected benefit obligation.

There are no plan assets.

Information about the financial status of University's non-pension benefits is as follows:

	2024	2023
Accrued benefit obligation, being plan deficit	\$ 6,807	\$ 6,736

# NIPISSING UNIVERSITY

Notes to Financial Statements (continued)

Year ended April 30, 2024  
(thousands of dollars)

## 12. Employee future benefits (continued):

(b) Other benefit plan (continued):

Total net benefit expense (recovery) for the University's non-pension benefits plan is as follows:

	2024	2023
Current service costs	\$ 338	\$ 310
Interest cost	323	290
Actuarial loss (gain)	(508)	296
	\$ 153	\$ 896

Benefits paid during the year amounted to \$83 (2023 - \$80).

The significant actuarial assumptions adopted in measuring the University's employee future benefits obligation are as follows (weighted-average assumptions):

	2024	2023
Discount rate	5.20%	4.80%
Rate of compensation increase for life insurance	2.00% to 3.00%	2.00% to 3.00%
Prescription drug trend rate (to 2040)	6.13% to 4.00%	6.40% to 4.00%
Average health care trend rate (to 2040)	5.86% to 4.00%	6.09% to 4.00%

## 13. Internally restricted net assets:

	2024	2023
Infrastructure upgrades (i)	\$ 1,358	\$ 1,358
Scholarship funds (ii)	1,697	1,635
Ancillary operations (iii)	2,410	2,410
Investment in capital assets (iv) (a)	4,135	4,435
Commitments to employees (v)	1,333	1,558
Future budget provision (vi)	680	749
	\$ 11,613	\$ 12,145

Internally restricted net assets include funds committed for specific purposes as approved by the Board of Governors as follows:

- (i) Infrastructure upgrades - this represents funds restricted for deferred maintenance and capital emergencies.
- (ii) Scholarship funds - this represents net assets the University has invested for the purposes of providing scholarships and bursaries to students.

# NIPISSING UNIVERSITY

Notes to Financial Statements (continued)

Year ended April 30, 2024  
(thousands of dollars)

## 13. Internally restricted net assets (continued):

- (iii) Ancillary operations – this represents funds set aside for future major capital improvements, replacements and refurbishments of the ancillary operations.
- (iv) Investment in capital assets – this represents the unamortized value of capital assets funded by the University, net of outstanding debt for these assets. It excludes assets funded through capital contributions.
- (v) Commitments to employees – this represents the net carryforward of funds set aside to meet future commitments to various employees for professional development activities and internally-funded research.
- (vi) Future budget provision – this represents excess funds from conferences and other ancillary activities set aside for future initiatives.

### (a) Investment in capital assets:

The investment in capital assets is calculated as follows:

	2024	2023
Capital assets	\$ 66,885	\$ 68,438
Less amounts financed by:		
Long-term debt	(30,970)	(32,245)
Add: unspent cash	883	883
Unamortized deferred capital contributions (note 11)	(32,663)	(32,641)
	\$ 4,135	\$ 4,435

## 14. Endowments:

Endowments consist of externally restricted donations received by the University. The endowment principal is required to be maintained intact. The investment income generated from endowments must be used in accordance with the various purposes established by donors. The University ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided.

Ontario Student Opportunity Trust Fund and Ontario Trust for Student Support:

The Government of Ontario established the Ontario Student Opportunity Trust Fund (“OSOTF”) and the Ontario Trust of Student Support (“OTSS”) programs to encourage individuals and companies to contribute funds to support post-secondary students. The University established three funds – OSOTF - Phase 1 in fiscal 1997; OSOTF - Phase 2 in fiscal 2004; and OTSS in fiscal 2005. Eligible donations were equally matched by the Province. Investment income earned on these funds is used to finance awards to qualified students in need of financial aid.

# NIPISSING UNIVERSITY

Notes to Financial Statements (continued)

Year ended April 30, 2024  
(thousands of dollars)

## 14. Endowments (continued):

<b>OSOTF – Phase 1</b>	<b>2024</b>	<b>2023</b>
Ontario Student Opportunity Trust Fund balance	\$ 4,769	\$ 4,769
Expendable balance, beginning of year	\$ 936	\$ 882
Investment gain	337	23
Bursaries awarded (2024 - 109 bursaries; 2023 - 114 bursaries)	(179)	(179)
Expendable balance, end of year	\$ 1,094	\$ 936
<b>OSOTF – Phase 2</b>	<b>2024</b>	<b>2023</b>
Endowment balance	\$ 898	\$ 898
Expendable balance, beginning of year	\$ 183	172
Investment gain	65	44
Bursaries awarded (2024 - 30 bursaries; 2023 - 25 bursaries)	(32)	(33)
Expendable balance, end of year	\$ 216	\$ 183
<b>OTSS</b>	<b>2024</b>	<b>2023</b>
Endowment balance	\$ 1,774	\$ 1,774
Expendable balance, beginning of year	\$ 585	\$ 556
Investment gain	120	83
Bursaries awarded (2024 - 56 bursaries; 2023 - 45 bursaries)	(53)	(54)
Expendable balance, end of year	\$ 652	\$ 585

## 15. Line of credit:

Within the 2024 fiscal year, the University amended the agreement with TD Bank to provide access to a \$5 million line of credit available which is payable on demand, secured by a general security agreement and bears interest at prime -0.5%. As of April 30 2024, the outstanding balance on the line of credit was \$Nil.



# NIPISSING UNIVERSITY

Notes to Financial Statements (continued)

Year ended April 30, 2024  
(thousands of dollars)

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## 16. Financial risks:

### (a) Credit risk:

Credit risk is the risk of financial loss to the University if a member or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the University's accounts receivable and investments. The University mitigates its potential credit risk from accounts receivable through credit evaluation, approval and monitoring processes. Furthermore, it evaluates the collectability of accounts receivable and records an allowance for doubtful accounts, which reduces the receivables to the amount the University reasonably believes will be collected. Credit risk with respect to investments is managed through the University's investment policies.

### (b) Interest rate risk:

The University is exposed to interest rate risk on its fixed and floating interest rate financial instruments. Fixed-interest instruments subject the University to a fair value risk while the floating-rate instruments subject it to a cash flow risk.

The University mitigates interest rate risk on its term debt through derivative financial instruments (interest rate swaps) that exchange the variable rate inherent in the term debt for a fixed rate (see note 9). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the term debt. There have been no changes in interest rate risk exposure as compared to the prior year.

### (c) Foreign currency risk:

Financial currency risk refers to the extent to which instruments denominated in a currency other than Canadian dollars will be affected by changes in the value of the Canadian dollar in relation to other currencies. The University holds investments denominated in a foreign currency and is subject to foreign currency risk. The University believes that it is not exposed to significant currency risks arising from its financial instruments.

### (d) Market volatility risk:

Market volatility risk arises from the University's investment portfolio, which contains various mutual funds. It is the risk that the fair value or future cash flows from a financial instrument will fluctuate because of general economic and other market factors affecting equity prices.

There has been no significant change to risk exposures from 2023.

### (e) Liquidity risk:

Liquidity risk is the risk of being unable to meet cash requirements or to fund obligations as they become due. Accounts payable and accrued liability are generally paid shortly after year end.

There has been no significant change to risk exposures from 2023.

# NIPISSING UNIVERSITY

Notes to Financial Statements (continued)

Year ended April 30, 2024  
(thousands of dollars)

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## 17. Commitments and contingencies:

- (a) The University can be involved from time to time in litigation that arises in the normal course of operations. In respect to these claims, the University believes it has valid defenses, funded provisions and/or appropriate insurance coverage in place. Litigation is subject to many uncertainties, and the outcome of individual matters is not predictable. It is possible the final resolution of some of these matters may require the University to make expenditures in excess of estimated reserves, over an extended period of time and range that cannot be reasonably estimated at this time. The University's policy is to recognize the losses on any litigation when the outcome becomes known and the amount is reasonably determinable.
- (b) Nipissing University Student Union, through a referendum, approved a student levy to cover repayment of a student long-term debt facility to provide funding for a new Student Centre. The Board of Governors of the University has approved that the University guarantee the student loan up to the amount of \$6,500; the original amount of the loan.

## 18. Comparative information:

Certain comparative information has been reclassified from those previously presented to conform to the presentation of the 2024 financial statements.

## **President's Objectives 2024-25**

For the Board's consideration, this document contains my three proposed strategic objectives for the 2024-2025 academic year, as developed in consultation with the University Executive Team.

**Objective: through persistent, strategic advocacy, obtain additional Provincial funding to offset inflationary costs, tuition freezes, grant freezes, the additional costs of providing post secondary education in northern communities, and to mitigate the Canadian reputational crisis for international students due to the consequences of federal legislation.**

The university's primary revenue sources are tuition and government grants. The tuition freezes, eight years projected since 2018, the government grant framework not revisited since 2019, and extant and, arguably, unequal distribution of the Northern Grants to northern institutions are contributing to ongoing financial challenges at Nipissing University. And, various and ongoing audits and reviews – the Treasury Board, Auditor General's Office, and ad hoc requests for reporting have imposed full budgetary and planning accountabilities to the Province. Consequently, the purposes of regular and persistent advocacy on the part of the university to Provincial Government members, including the Minister, Deputy Minister, and Member of Provincial Parliament, as a crucial responsibility, are twofold: 1) to gain the support of the Province for our strategic approaches to fiscal responsibility to ensure both long term success and sustainability for the operations of the university. 2) in this environment of restricted revenues, obtaining additional Provincial support is a vital part of realizing successive balanced budgets, building back our reserve funds, and making strategic investments in staff positions and program development.

Persistent advocacy through regular contact, advancing the university's success plan narrative, and receiving and overtly incorporating feedback are the tactics to be employed.

### **Key Performance Indicators:**

- balance budget in 2024-25
- offset any losses in enrollment revenues with one-time government allotments
- increase our reserve funds
- make strategic investments in staff and programming
- evidence of progress within the Financial Sustainability Framework from medium to low risk

**Objective: to promote and support research at Nipissing University, on a project basis through fundraising and securing significant donations for the purposes of successfully carrying out the university's academic mission and enhancing the university's national reputation**

Original research is the defining feature of a university. This objective operationalizes our *Pathways* plan, p. 22 focusing on innovation to strengthen our research, scholarship, and creative activities, which generally fosters critical thinking, solves pressing problems for the north and our region and beyond and, through targeted activities, positions students for success in their future post graduate schools, professional schools, and careers. In its recent history, Nipissing University researchers have been successful in obtaining Tri-Council and other grant funding but the institution has not secured significant donations to support research. As such, our expectations for obtaining support must be measured and our communications about what constitutes research and what research is being conducted at Nipissing University.

Utilizing a balanced and leveraging approach, we will build upon traditional research grant funding while seeking to link donor support with corporate funding, government and foundation grant support, and provincial investments where possible to achieve compound funding for research. We aspire to generate support in the range of \$1m over the course of 2024-2025 for a range of projects.

**Key Performance Indicators:**

- gains in funding obtained from different sources
- number/depth of research projects supported
- evidence of program support, equipment, and infrastructural improvements
- evidence of direct research investment in people and the costs of research

**Objective: to complete the operational framework for the *Pathways* strategic plan and to operationalize aspects of the plan for 2024-2025 in the service of realizing short and long term organizational changes, including policy reforms, the**

**development of shared and co-dependent, strategic workflow practices, the development of new and integrated academic programs, an improved workplace culture, continued steps towards Reconciliation, equity, and accessibility, and good governance.**

**Key Performance Indicators:**

- complete framework for the establishment of new academic programs
- evidence demonstrating the integration of academic programs
- evidence to demonstrate breaking down silos with integrated, problem-based workflow
- targeted events and communications to improve workplace culture
- completion of equity audit and receiving recommendations for action
- demonstrated actions toward Reconciliation and development of mutual promises through strategic planning operationalization
- Senate/Board affirmation of good governance process through training and clarity in governance responsibilities

Nipissing University shall work towards enhancing its capacity for data collection, data analysis, and in its application for determining and realizing key performance indicators such as year over year persistence rates, appropriate and sustained enrolment targets, academic program health, and indices of risk.

# Academic & Operational Plan (APOP) - DRAFT

## Executive Summary

After a period of financial austerity and uncertainty, Nipissing University is entering a period of optimism and opportunity.

In Fall 2023, after robust consultation, Nipissing University delivered its strategic plan, *Pathways: Our Commitments to Water, Land, and People for the Next Seven Generations*. The plan upholds the following commitments through 80 pathways: Fulfilling our Responsibility to Truth and Reconciliation; Nurturing our Relationship with Water, Land and Place; Embodying Harmony and Care; Inspiring Innovative Growth and Development; Building Sustainable Futures; and Celebrating Who We Are.

The Academic and Operational Plan (APOP) picks up where strategic planning has directed us, by providing a roadmap for how we will fulfill the commitments set out in *Pathways*. We are convening broadly constituted ad hoc working groups, ensuring appropriate representation from both academic and administrative groups, to advance work in a number of areas; in March 2025, we will convene another set of working groups in order to keep the work of APOP going and to ensure everyone has the opportunity to contribute. Appendix B includes the activities that the community has engaged in as we work to fulfill our aspirations.

In Winter 2024, we hosted 14 conversations with the broader Nipissing community on topics drawn from the Strategic Plan. The process foregrounded conversations between academic and administrative areas to break down the silos that inevitably influence how we think about our own unique contributions to the university and to forge bonds of collective community as we work together to shape the future of the institution.

The goal of APOP is to set a course for sustainable growth that makes the most of the optimism and opportunities that characterize the current moment and that also anticipates Nipissing University's unique contribution to post-secondary education into the future. This plan is sensitive to how the sector is changing in Ontario and globally in response to COVID-19, funding models, international participation, student interests, and labour market realities. In fact, there are two directives which may be seen bounding the APOP plans (**A. Long-term Financial Stability**; and **B. the Commitment to Embrace and Celebrate our Uniqueness in Post-secondary Education as a small Student-centered University**). On a go-forward basis, these two directives will be the guardrails that allow us to futureproof the institution, as they are spurs to (conscientious) innovation. This plan will see Nipissing transform its teaching and learning, research, and community engagement driven by its commitment to students and the demands of the future.

The sustainability of the institution will be assured if and as we can work collectively, so the process of conversation across units will be an integral part of the actions outlined in this plan. Commitments being made in this document will not impede financial sustainability, in fact, they will help to ensure it. By way of caveat, legislative obligations, including Nipissing's Act of Establishment and its Collective Agreements, have precedence over any commitments herein. The goal of this work is to be a demonstrably inclusive community with robust enrolment and measurable impact.

We would like to thank all members of the community who took time to attend the engagement sessions and offer their feedback to inform our way forward; your commitment to the success of Nipissing University is evident in the generosity with which you engaged with us through the process. The process does not end with the plan, we look forward to everyone's engagement in the work that flows from these conversations and commitments.

Sincerely,

Ann-Barbara Graff,  
Provost and Vice-President, Academic

Chery Sutton,  
Vice-President, Finance and Administration (til June 30, 2024)

Renee Hacquard,  
Assistant-Vice-President, Finance and Infrastructure (til June 30, 2024)  
Vice-President, Finance and Administration (July 1, 2024-)

### **Must Haves:**

When we set the APOP process in motion, we said that there would be concurrent processes to ensure that foundational work was underway. Intensive investments of time and resources are dedicated to the following initiatives, with the promise that they will be woven into APOP once we are able to set SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals for them:

1. Student Recruitment, Enrollment, Retention and Persistence
2. Indigenous Knowledge and Reconciliation
3. Equity, Diversity, Inclusion and Accessibility Plan
4. Procedural Integrity – establishing clear policies and processes to build trust/understanding, consistency, reproducibility, fairness and transparency.

We can report the following at this time:

1. Student Recruitment, Enrollment, Retention and Persistence  
The Registrar has worked assiduously over the 2023-24 academic year performing a SWOT analysis of our recruitment and enrolment data, systems, and structure. This work has culminated in Project Integrate, a plan to ensure that our data, systems and structures work together to promote a culture of welcome and support for prospective students.

As we work to implement Project Integrate on recruitment and admissions, the Registrar, Deans, AVP Students, and the Director of Teaching and Learning are convening conversations to develop corresponding and sympathetic student support models to enhance retention and persistence.

**Action #1:** Fully implement Project Integrate by June 30, 2025 so that we are able to establish systems whereby Nipissing University can measure recruitment trends by program, influence recruitment efforts in-year and secure conversion rates.

Upon the implementation of Project Integrate, the APOP plan will include targets for enrollment by degree program and market (domestic by province, Indigenous by community, and international by country). Retention and Persistence targets will likewise be set by program by June 30, 2026.

## 2. Indigenous Knowledge and Reconciliation

The Strategic Plan, *Pathways*, highlighted Nipissing University's commitment to Reconciliation that is broadly shared across the institution. The community has invested a great deal of time and effort into setting the table for a forthcoming audit which will provide the necessary overview of what actions have been undertaken across the university and suggestions for new areas of activity.

Recognizing that there is an audit being undertaken, it is time to convene an academically-focused conversation on Reconciliation. Nipissing University has begun the work of Reconciliation under the stewardship of Dr. Cindy Peltier, Special Advisor to the President. And while all proposals for new faculty positions now must address the relationship of the position to the Truth and Reconciliation Calls to Action and/or Scarborough Charter, we recognize that much of the work in support of Reconciliation has been undertaken at the unit level. In order to be effective in supporting meaningful transformation, we need institutional-level coordination in order to be able to support, make legible and realize structural work.

**Action #2:** Convene a Provostial working group of internal and external members by September 1, 2024 committed to the development of an Indigenous Reconciliation Targeted Action Plan by June 30, 2025. The plan will look at

- processes for recognizing Indigenous identity in order to help draft an institutional policy;
- best practices at Indigenizing program learning outcomes as well as faculty and staff complements;
- best practices for supporting aspirations of local Indigenous communities by working in partnership;
- integrating the model of student support that has worked in Nipissing University's Office of Indigenous Initiatives to roll it out across other units.
- best practices for supporting student and staff recruitment efforts.

**Action #3:** Provide faculty and staff ongoing training on evolving best practices in support of the ongoing work of the Provost's Indigenous Reconciliation Targeted Action Plan Working Group.

**Action #4:** Support the work of the upcoming EDIA audit and prepare to address and implement the audit results through the Provost's Indigenous Reconciliation Targeted Action Plan Working Group.

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

Nipissing University will undertake an audit of current EDIA practices. Nipissing University has begun this work under the stewardship of the Human Resources Department. However, until we have data (on a regularized and routine basis), it is very challenging to understand how effectively we are evolving to be an equitable, diverse, inclusive and accessible community. The Provincial Government has also recently introduced a requirement for a standalone university anti-hate policy.

The need for data is ongoing because the benchmarks advance with success; the work in support of EDIA-AR does not stop. In the short term, we will use the Global Diversity, Equity & Inclusion Benchmarks (GDEIB) as a guide for our activities and self-assessment as they have been proven to be helpful in Canadian PSE. We will need to coordinate which



approach we adopt with recommendations of the audit. But Human Resources cannot be charged with leading the academic conversation. It is time to convene an academically-focused conversation on EDIA-AR.

**Action #5:** Convene a Provostial working group of internal and external members by September 1, 2024 committed to the development of an EDIA-AR Action Plan focus on academic considerations, specifically curriculum development and program renewal by June 30, 2025.

**Action #6:** Provincial AODA legislation requires compliance by January 1, 2025. The Director of Teaching and Learning will lead a SWOT analysis of current for-credit systems and practises by December 1, 2024 in order to ascertain what will be necessary to be in compliance.

**Action #7:** Support the work of the upcoming audit and prepare to address and implement the audit results through the Provostial working group.

#### 4. Procedural Integrity

Nipissing University has many processes (financial, academic, research, human resources) that have developed over time. Some processes have emerged to solve a problem in one office or unit, only to have a different office or unit create a different process. Many of our policies do not have a proposed cycle of review or renewal; many policies are not reviewed for their effectiveness. Without a clear system of policies and processes it is difficult to build trust and understanding of the various stakeholders and it is difficult to demonstrate consistency, reproducibility, fairness and transparency—all of which are not only desirable but necessary to build a culture of confidence and success at Nipissing University. As well, ensuring the clear roles for various bodies, especially Senate and Board of Governors, as we work to developing new programs and reporting back on investments in programs through new positions or program modifications, will improve the efficiency of our actions and build shared understanding and support. Planning and process documents will use SMART goals to ensure effective articulation and ensure that annual review is built into all processes and structures, with the intention of formalizing and demonstrating the feedback loops that are necessary to ensure that information circulates to the stakeholders in a timely and effective fashion.

**Action #8:** Nipissing will focus on good governance and will develop a policy of policies including template, review timelines, proliferation protocol, and a central repository of policies.

**Action #9:** Nipissing will develop and publish (internal to the community) process maps for all academic administrative processes to ensure consistency, reproducibility, fairness and transparency.

This Academic and Operational Plan is designed to be aspirational and set parameters to direct activities. There are a few practical milestones that must be met and, as an institution, we must strive to establish, meet and, where possible, exceed targets.

## Academic Renewal and Curricular Reform

### *Pedagogy/Andragogy, Curricula and Programs*

The academic courses and programs offered by Nipissing University reflect and define the ethos and identity of the school. They are markers of our history and of our future. Keeping the academic courses and programs lively, engaging, challenging and innovative requires the formal attention of Senate to challenge assumptions about the appropriateness of material, the relevance of approach, and the value to student learners. Future-proofing the institution means reflecting on current offerings, assumptions and practices, modalities of delivery and the inclusivity of our curricula as well as cultivating a keen understanding of new directions in post-secondary environments.

According to the UN, and here they are very much reflecting a shared understanding of the future of education and of work,

Conceptual and strategic thinking, creativity, problem-solving, empathy, optimism, ethics, emotional intelligence and judgment are the future-proof skills and attributes that machines will not be able to replicate with the same standards and agility as qualified human beings. Deloitte forecasts that so-called “soft skill-intensive occupations” will account for two thirds of all jobs by 2030.<sup>1</sup>

Over the period of this APOP, the Deans with the support of the Director of Teaching and Learning will lead a review of pedagogy and andragogy as well as curricula and programs with the goal of ensuring that Nipissing is a leader in andragogical innovation; that curricula design aligns with and defines best practice as well as the requirements of the Provincially-mandated Institutional Quality Assurance Process (IQAP) among other recognized accreditation bodies that set pertinent standards; and that Nipissing’s programs continue to evolve and reach students who will most benefit from our unique approach to university education. Importantly, recognizing that andragogy, curricula, and program offerings are the essential core of Nipissing’s identity, brand, and future, we need to maximize our efforts to future-proof these core elements against the uncertainties in which we live.

The skills, competencies and attributes that all of our graduates will manifest on graduation (University-Level Student Learning Outcomes). These help to inform the review of any program and the courses within.

Each Nipissing University graduate possesses/fosters the following abilities and, therefore, can demonstrate the following interconnected institutional academic commitments/competencies:

	University Goal (Ability)	University-Level SLOs (Commitment)
		<i>Upon successful completion of any program...</i>
1	Analyze critically and	Graduates will...

<sup>1</sup> Gabriel Elkeiy, “Future-Proof Skills Can Help Balance Individual and Societal Progress,” *UN Chronicle* 5 August 2022 <https://www.un.org/en/un-chronicle/future-proof-skills-can-help-balance-individual-and-societal-progress>.

	creatively	<ul style="list-style-type: none"> <li>engage in the examination of ideas, issues, and problems, drawing on and critiquing established bodies of knowledge and means of analysis.</li> <li>organize information logically and consider alternative strategies, recognizing the need for multiple voices and will seek opportunities for those voices to be heard.</li> <li>utilize divergent or lateral thinking to expand on ideas and create new ways of looking at a situation.</li> </ul>
2	Use knowledge and skills proficiently	<p>Graduates will...</p> <ul style="list-style-type: none"> <li>demonstrate competence in the knowledge and skills specific to their area of study by productively applying their knowledge, skills and tools to a variety of situations.</li> </ul>
3	Initiate inquiries and develop solutions to problems	<p>Graduates will...</p> <ul style="list-style-type: none"> <li>demonstrate a curiosity that results in inquiry by proposing questions that encourage deliberation, creative expression, and the formulation of solutions to problems, in theoretical, conceptual and applied fields.</li> <li>evaluate the benefits and challenges of different solutions when proposing specific courses of action.</li> </ul>
4	Communicate effectively	<p>Graduates will...</p> <ul style="list-style-type: none"> <li>communicate respectfully, by listening attentively, seeking clarification, and working to understand the points of view of others.</li> <li>effectively present information using a variety of modes and media, adapting their method of presentation to suit specific audiences.</li> <li>convey their intended message using a variety of oral, written, and visual strategies and a variety of media platforms to ensure accurate communication.</li> </ul>

5	Pursue self-motivated and self-reflective learning	<p>Graduates will...</p> <ul style="list-style-type: none"> <li>• initiate action and demonstrate confidence in the application of their knowledge and skills.</li> <li>• work independently and productively.</li> <li>• set personal and professional goals and establish a plan of action to attain those goals.</li> <li>• reflect on their growth and development and use reliable and practical strategies to learn from that reflection.</li> </ul>
6	Engage in collaborative leadership and professional practices	<p>Graduates will...</p> <ul style="list-style-type: none"> <li>• work cooperatively, cultivating and thriving in diversity, with diverse peoples.</li> <li>• demonstrate strong interpersonal skills.</li> <li>• demonstrate leadership skills by motivating, including, and supporting others.</li> <li>• seek opportunities to collaborate.</li> <li>• engage in professional dialogue and participate in learning communities.</li> </ul>
7	Engage in ethical and respectful practices	<p>Graduates will...</p> <ul style="list-style-type: none"> <li>• engage in activities ethically and equitably: they act with integrity and take responsibility for their actions.</li> <li>• engage in their work using ecologically sustainable practices.</li> </ul>
8	Contribute locally, regionally, nationally and globally	<p>Graduates will...</p> <ul style="list-style-type: none"> <li>• demonstrate they are socially just: they are prepared to participate in local, regional and global communities.</li> <li>• demonstrate knowledge of Anishinabek ontologies.</li> <li>• initiate change.</li> <li>• utilize their knowledge and skills to positively impact their community.</li> </ul>

**Pedagogy and Andragogy**

**Action #10:** In order to respond to the needs of our students and to reflect best practices in PSE, under the leadership of the Director of Teaching and Learning, the following activities will be undertaken:

- Nipissing will review:
  - the modalities of delivery by program (face-to-face, blended, hybrid, hyflex and online courses, prepackaged, credit and non-credit offerings),
  - the approach to the delivery (synchronous, asynchronous, blended),
  - the and the timing of the delivery (upon registration with or without time limitations, sessional, semester based), and
  - the level of interaction model (correspondence, student/instructor, cohort)with the objective of discerning the most effective and appropriate modalities for curricula. This review will focus on proven practice, student success and accessibility (usability and access).
- Nipissing aspires to expand its andragogical models of delivery to include Indigenous land-based practices, site-specific and environmental interventions, as well as language-based practices to reflect contemporary and regional practices and conventions. We seek the guidance of best practice in each of these areas of delivery. In particular, we will convene a land-based pedagogy ad hoc working group to report by June 30, 2025 (Director T&L).
  - Nipissing University will have the premiere four-season outdoor classroom in Canada. We will form an ad hoc committee on outdoor teaching to focus exclusively on this facility to define the opportunities and models available to maximize the experience for faculty and students. Chair: Gyllian Phillips
- Nipissing will define and demonstrate how a commitment to experiential learning is reflected in curricula and degree architecture.
  - The George and Helen Vari Interprofessional Simulation Centre is the culmination of many efforts to provide high-fidelity immersive learning experiences that truly reflect the needs of the learners and the expected outcomes. The George and Helen Vari Simulation Centre combines experiential and interprofessional education. From high-fidelity mannequins that represent a broad spectrum of patient populations, to the simulated living spaces, to the immersive, virtual reality scenarios, our students will experience a level of hands-on learning that is unparalleled. Above all, these spaces and experiences allow for mistakes, growth, and mastery in a safe and supportive environment.
  - Initial use of this centre has been within Nursing. The opportunity to extend the use of the centre to apply simulation pedagogy to other programs needs to be captured and reflected in rich curricular options. We will form an ad hoc committee on simulation for instruction to focus on the sustainable development of curricula across degree programs. Chair: Laurie Peachey.
  - Work-Integrated Learning (WIL) provides students with intentionally designed experiences that integrate work experience with academic learning. This approach adds value to our students, faculty, and the communities we serve. We will form an ad hoc committee on WIL to examine best practices and its applicability to current and future programs. Chair: Denyse Lafrance Horning.
- Nipissing will review its academic integrity (AI) policies and protocols to support the confidence and competencies of students to be independent and original contributors to academic conversations. (an initial review of current policies and protocols is due to Senate's AQAPC in Fall 2024).
- Relatedly, Nipissing will continue to review its policies and protocols for the use of artificial intelligence technologies. The Director of Teaching and Learning will convene an ad hoc commit on the use of artificial intelligence technologies in our instructional settings, to report by April 30, 2025.

- As a disruptive technology artificial intelligence policies and protocols requires a review of current legislation both nationally and internationally given that its use to date has not been founded within legislative boundaries.
- Although recently the conversations have revolved around the delivery of information through a chat/search approach the use of AI encompasses a broad range of disciplines, often intrinsically, future policies and protocols should reflect this reality.
- The Teaching Hub in coordination with the Academic Skills team in Student Development Services will develop its expertise and identity to support students. The objective is to provide wrap around services that respond to the needs of all students defined by them as well as by instructors.
- The Teaching Hub in coordination with the Office of Graduate Studies will facilitate the training of graduate student teaching assistants.
- The Teaching Hub in coordination with the Administrative team will provide training to faculty and staff re financial management and administrative policy management.

### **Curricula and Programs**

To support student learning that will not depend on accommodation (addressing individual exceptionalities) but instead focus on inclusive approaches (e.g., universal design for learning [UDL] and culturally responsive pedagogy [CRP]), Nipissing University will align with best practices for higher education by reviewing program architecture comprising competencies and learning outcomes for each degree, program and course.

**Action #11:** The Teaching Hub will create supports and guidelines in terms of UDL and CRP that the institution can use as a unifying marker. And, over the first year of APOP, with the support of the Teaching Hub, each Faculty will review the current program outcomes to ensure assessment and architecture reinforce the program design.

**Action: #12:** Each Faculty will convene community advisory councils (at least) semi-annually that best suits its program mix. The Advisory Council acts as an advisory body to the respective unit/program, ensuring alignment with discipline/professional standards as well as labour market needs, program coherence, and continuous improvement through regular reviews of mission, admissions, curriculum, experiential education, and student feedback, while fostering partnerships to enhance educational and research quality. By December 15, 2024, the terms of reference and membership for each council will be developed, with the plan to populate the first councils by March 31, 2025.

Nipissing must develop new programs, refine current programs and repurpose resources in programs that are no longer appealing to students in order to respond to changing disciplines, conventions, ontologies, and practices at the graduate and undergraduate level. Over the period of the last academic plan, the IQAP Self-Study process was reformed. The 6-year self-study process will be bolstered by meaningful annual review. As a consequence, with this process in place, the following action is now possible for Nipissing to undertake an evidence-based review of current programs and faculty structure to ensure highest quality and relevance, with the aim of strengthening quality of our curricular offerings, addressing gaps, curriculum mapping, including program-based competencies, exploring new programmatic areas for instruction; outreach to non-traditional students and communications strategies. N.B. Recognizing the changing landscape for program approval in Ontario, the focus on futureproofing Nipissing University and in support of the strategic plan, the university has identified an opportunity that can be addressed throughout the year. To support the work that is, and will continue, to be undertaken across all disciplines, the Teaching Hub will assist in the process of mapping curriculum, will create a selection of supporting tools to promote equitable application, standards and approaches to enable the continued delivery of high-quality programs. The Teaching Hub will engage in these activities respecting the differences between disciplines, program

outcomes and the level of learning within undergraduate, graduate, doctoral and postdoctoral programs and activities.

At the graduate level, the preparation and ability to transfer skills for both PhD and non-academic careers (research, policy, government, etc.) is important to recognize. We acknowledge that research is a form of experiential learning, but internships/co-op/research exchanges (internationally) would also be helpful for graduate students: can we recognize these within our program structures?

We also know that student innovation and entrepreneurship are areas of opportunity for Nipissing; over the next three years we need to understand what the possibilities mean.

The goal of this concerted and ongoing review of program offerings is to enhance the uniqueness and appeal of our program offerings; increase retention and timeliness of degree completion; and foster and support innovation in program development in alignment with efforts at pedagogical and andragogical innovation.

**Action #13:** By March 31, 2025, establish baseline and benchmarks for program sustainability at the Faculty level, recognizing that there are factors that are unique to programs (like alignment with the Strategic Plan and service contribution beyond the major) and need to be taken into account in any assessment.

**Action #14:** By October 1, 2024, in consultation with the Deans, the Manager of Quality Assurance and Program Innovation will develop process maps for program innovation and new program development that respond to the Ministry requirements for market research, business plan, resource commitments from existing programs with clear templates setting out what is required and which office will provide it.

**Action #15:** By November 15, 2024, the Provost's Office will undertake a review of experiential learning opportunities, specifically co-op, practica, internship, placement in order to ensure that the policies and procedures for these programs provide the necessary protections to students and the institution. We will work to understand the implications (and limitations, if any) of the provincial ministry definition of experiential learning and a shared definition that works for Nipissing. As well, we will work with the offices currently supporting experiential opportunities to develop process maps and templates for co-ops, internships, experiential learning, and travel courses. We will review whether a shared administrative support office for co-ops, internships, exchanges, placements between EPS and A&S will allow knowledge to be shared and administrative efficiency to be achieved.

Nipissing University has developed a Nursing program that has gone from strength to strength. Enrollment in the program has consistently met its targets, a new simulation facility has been customized to meet the evolving needs of Nursing as well as interprofessional education, and new faculty are contributing to new areas of research and curriculum development. We recognize that Nursing is growing because of societal needs for more nurses; we also know that the potential for indefinite growth is unlikely. Instead, the focus of the School must be on future proofing the program so that changes in funding or interest do not substantially affect what we are able to offer.

**Action #16:** By December 2025, we will undertake innovative program renewal to distinguish Nipissing University's Nursing programs with the overarching goal that students ought to choose Nipissing to pursue their Nursing degree because they will benefit from a degree that prepares them not only for an active career in Nursing upon graduation, but also for specializations in Nursing (for example: northern, Indigenous, and rural health; mental health and addiction; geriatrics; public health) and careers in Nursing that fall outside the clinical setting (for example: nursing education; research, public health, public policy, and health administration). Our conversations about the future of Nursing

may include the implications of developing an accelerated pathway for completion of a BScN for qualified domestic and international candidates and a graduate program in Nursing that has both a research and professional focus. As we think about masters and doctoral programs here, the specific provincial definitions for 'professional' and 'applied' designations will need to be carefully considered with respect to the program structure and eligibility for scholarships.

Nipissing University has established its reputation as a leader in Education. Many of our students choose the concurrent option, recognizing the value of a preparatory BA or BSc and a BEd. We need to recognize that recruitment in some programs in Arts and Science is made fragile when teachables are not supported. In this past year, we have worked to improve the sharing of information between the Faculties. This must continue (there are no siloes). As well, we need to future proof the Schulich School of Education against the cyclical nature of enrollment patterns.

**Action #17:** By December 1, 2024, the Schulich School of Education will provide the Provost and Senate's AQAPC with a list of strategic priorities for the School, which includes: a) consideration of how emerging technologies enhance teaching and learning experiences (e.g. gamification, virtual reality, augmented reality, and artificial intelligence); b) global education, exchange, and cultural competence (i.e., the preparation of teachers to educate in a globalized world by focusing on cultural competence, global citizenship, and inclusive education practices); c) environmental literacy and the integration of environmental education across all subjects, ensuring that future teachers can impart the importance of sustainability to their students. These priorities will accompany and be situated in an analysis of an accelerated degree option (e.g. 12- or 16-months), include programming dedicated to support the qualification of international students, and in reflection of the current and prospective teachable subject areas in concert with the program initiatives in the Faculties of Education and Professional Studies and Arts and Science.

Nipissing University has developed student-centred Business Administration and Commerce programs with concentrations in accounting, entrepreneurship and innovation leadership, finance, human resources, international business, and marketing. While these foundational skills are essential, they must be complemented by the ability to adapt to rapidly evolving industries, disruptive technologies, and the complex challenges that lie ahead for the modern economy. To strengthen our reputation for progressive and forward-thinking business programs, the School of Business should prioritize the development of soft skills such as creativity, adaptability, ethical decision making, and critical thinking, which are essential in today's rapidly changing job market. Therefore, fostering interdisciplinary collaboration is vital. Integrating courses and programs with other departments at Nipissing, such as philosophy, ethics, nursing, education, physical and health education, etc., can provide students with diverse perspectives and a holistic understanding of the complex issues they will face in their careers. Such interdisciplinary efforts will equip graduates from inside and outside the School of Business with the ability to adapt, innovate, and lead in various sectors, including corporate, non-profit, and entrepreneurial ventures. By embracing these strategies, the School of Business can prepare its students to excel in a dynamic and uncertain future.

**Action #18:** By December 1, 2024, the School of Business will identify synergies with other departments and Faculties, with the goal of building and enhancing programs that foster interdisciplinary collaboration, integrate diverse perspectives, and equip students with the critical thinking, ethical reasoning, and adaptive skills necessary to thrive in a rapidly changing global economy.

**Action #19:** By April 1, 2025, the School of Business will provide the Provost and Senate's AQAPC with a list of strategic priorities for the School, which includes: a) consideration of how the BComm and



BBA degrees currently offered can be differentiated and reflect the ongoing needs of prospective students; b) global education, exchange, and cultural competence (i.e., the preparation of business graduates to contribute in a globalized world by focusing on cultural competence, global citizenship, and inclusive practices); c) environmental literacy and the integration of environmental considerations, ensuring that Nipissing graduates manifest the importance of sustainability to their careers; and d) the demonstrable integration of career and employability learning into all programs. These priorities will accompany and be situated in an analysis of degree options, including undergraduate, graduate, executive, and non-credit programming.

The current enrollment in STEM disciplines is declining year over year. This is counter to trends in post-secondary education across the province, country and globally.

**Action #20:** By June 1, 2025, the Registrar and Deans will review the barriers to recruitment in STEM disciplines at Nipissing in order that we can redress the barriers. Upon delivery of the review, the Provost will work with the Faculties to develop a plan for STEM-specific disciplines. The plan will then be imported into APOP with recruitment and retention targets for 2026, 2027 and 2028.

The Fine Arts program is currently in facilities that are not optimal. As the current program offerings are reviewed, there is an opportunity to reflect on how the physical plant will meet the needs of a flourishing renewed program that addresses the strategic and academic priorities of the University.

**Action #21:** By March 1, 2025, the Dean of Arts of Science in concert with the faculty in Fine Arts and Facilities Department will provide the Provost with a revised program curricula and facility plan.

### **Quality Assurance and Program Innovation**

In response to a Provincial mandate, all Ontario universities have developed new Institutional Quality Assurance Procedures (IQAP). We know that the Province through the Ministry program approval process is expanding quality assurance to include labour market analysis and financial sustainability metrics. As an institution, we need to make use of annual and cumulative reviews like IQAP to inform program evaluation and investment. Senate, through its academic governance and oversight function, needs regular data in order to fulfill its role. The Deans in their capacity as senior administrators need to be able to evaluate the effectiveness of their investments, staffing decisions, marketing and communications, and student recruitment/enrollment/persistence.

In response to the requirement for procedural integrity, the Manager of Quality Assurance and Program Innovation in concert with the Deans will work with all academic units to produce process maps for related cyclical activities including program review, curriculum review, position requests, budgeting, course loading, scheduling, student registration, course cancellation, CASBU contracts being offered, workload adjustments, course cycling, and all of the other activities that are related to the annual planning the Dean's Offices, Registrar, and others have to do (see Action #9). This would allow us to negotiate them more easily, plan more effectively, but also work towards improving them in ways that are not obvious when they're siloed from each other. As well, the Manager of Quality Assurance and Program Innovation will collaborate with the Director Teaching and Learning to enable support for programs at an operational level. The Teaching Hub will be available to support the program and course review processes

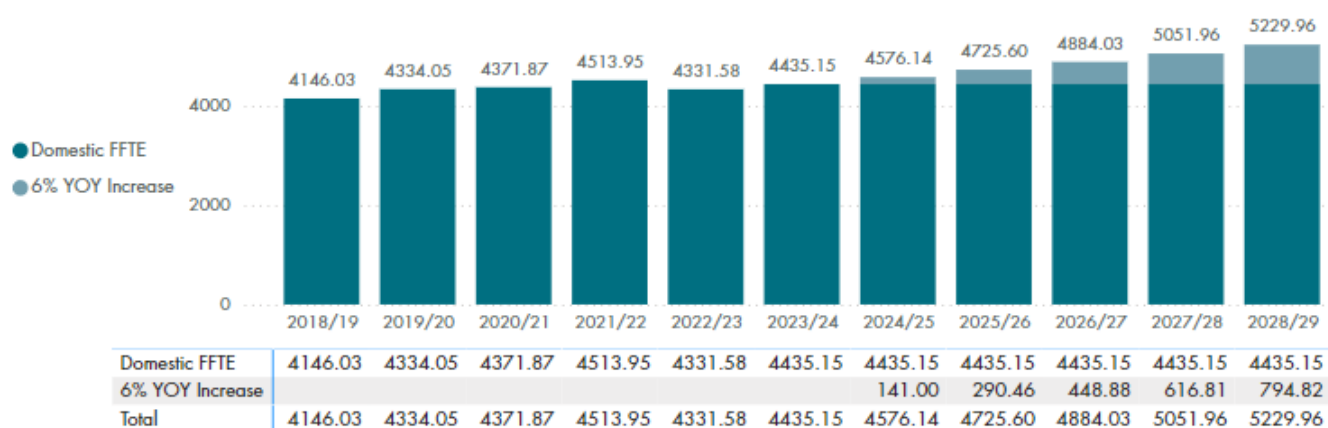
## Recruitment, Enrolment, Persistence

Our goal is academic excellence that continuously evolves as a function of new and continuing (persistent) students who are drawn to Nipissing University by virtue of its reputation for excellence, the value-added features of its programs, and its innovative and challenging curriculum. Nipissing University, in this vision, is **accessible** to sufficient numbers of **satisfied** students who we **retain** and who become **successful** alumni.

Nipissing University has had modest domestic enrollment growth year-over-year, since the pandemic. Nipissing has set for itself growth of international students to 15% of the total student body by 2028. Nipissing does not have the financial capacity to absorb modest disruption to student enrollment in its programs. At its most simple level, independent of the need to diversify the cohorts of students who participate in Nipissing’s programs as a requirement to renovate, innovate, and continuously improve our offerings and the reflectivity of our community, Nipissing’s ongoing financial sustainability is dependent on secure enrollment.

**Action #22:** Over the course of APOP, the challenge will be to increase domestic enrolment 6% year-over-year (largely by increasing conversion led by the Registrar as detailed in *Project Integrate*).

**Table (2018-19 to 2028-29 FFTE (actual and projected)).**



Moving forward, Nipissing University requires ongoing careful attention, planning and strategy, from which to project and manage enrollment and persistence at the program/degree level. Nipissing University commits to a strategic enrollment management (SEM) plan and a recognition that recruitment, enrollment and persistence are meaningfully measurable, distinct, and, most importantly, shared responsibilities of all members of the Nipissing community.

**Action #23:** To ensure that recruitment aligns with strategic and academic priorities, effective September 1, 2024, SEM will move to the Provost’s Office in order that budget and recruitment targets will be communicated such that recruitment and persistence are reported as a shared responsibility where everyone, across portfolios, takes ownership and responsibility for the goal.

Analysis of NU’s recruiting effectiveness has revealed that we can improve conversion rates, time to offer and penetration in the local area market (300 km). Led by the Registrar, we have developed a new Strategic Recruitment Plan, Project Integrate, which provides a blueprint for measurable and achievable success focusing on digital infrastructure and supports, marketing and communication, and removing silos between units to ensure that we adopt a student-centred approach on recruitment and enrollment.

**Action #24:** At this time, Project Integrate focuses on undergraduate enrolment; the Associate Dean, Graduate Studies will lead the development a graduate focused recruitment plan by February 1, 2025.

Nipissing commits to a comprehensive strategic review of data systems and analysis in which we will

- Establish appropriate data governance, data warehouse, and business intelligence tools to support data- driven decision-making.
- Capture, store, analyze, and report on data in a streamlined, transparent, and consistent fashion.
- Deploy a centralized, student CRM system to foster data driven collaboration campus-wide to enhance recruitment, enrollment, and student success.
- Enact policies and procedures that enable timely review and reinforce student-centered technologies and ensure campus-wide adoption and compliance

**Action #25:** The Registrar, AVP Students and Deans will develop a complementary plan on retention and persistence by June 2025.



### **Student Services: The Way to Yes**

The optimism and opportunity we referenced in our Executive Summary is most present as we reflect on the transformation that is possible when we are guided by “the way to yes” in support of students. Through APOP, we want to move away from a top-down, bureaucratic system of policies and procedures that have been disconnected from the uniqueness of each student’s journey.

**Action #26:** By March 1, 2025, the AVP Students will convene an ad hoc working group to focus on retention from a student-centred focus. To work towards a wraparound support service, the working group will review proactive and automated student alert systems

- Based on term grades
- Based on in-course grades: if it could be required that some pre-determined percentage (25%) needs to be recorded in a standardized way that SDS could access/receive alerts from then we could better assist students before they actually fail the entire course

- Incorporation of flags for milestones at the graduate level, e.g., committee established proposal approved, lack of progress report submission
- Incorporation of other, non-academic, alert sources e.g. finance, conduct from residence, RSD participation drop off (potentially signaling disengagement from the community), etc.

**Action #27:** By November 1, 2024, the AVP Students will lead conversations towards a seamless student service experience

- reduce barriers and onerous burdens such as excessive paperwork, difficulties communicating between services, and others
- 'no wrong door' approach: regardless of where a student presents with a problem (in services or an academic space) they should be met with compassion and assistance in connection to the appropriate resource. This would involve development of a new process/procedure for triage of students as well as all staff and faculty with direct student contact to have a level of confidence in their knowledge of that process.

**Action #28:** By April 1, 2025, the AVP Students and Registrar will review current processes, procedures and policies, to determine where more direct support to students in academic processes is possible, for instance,

- Procedural inclusion of student services in academic processes such as appeals, academic dishonesty, and others
- Greater partnership between student services and academic/faculty offices: more communication, regular discussions about trends, needs, gaps, successes, etc.
- Supporting ALL students to **their own** definition of success, not just at-risk students but also the mid-performing and high-performing students.

**Action #29:** The AVP Students, in collaboration with the Director of Student Wellness, will evaluate sector specific standardized frameworks for student mental health. An informed recommendation will be provided by June 30, 2025 to identify a suggested framework that meets the unique needs of the institution, satisfies Ministry expectations, and reflects the values and commitments of the Nipissing University Strategic Plan. Following the adoption of a recommendation, a mental health strategy will need to be drafted by an ad hoc working group. Once adopted it will be integrated into APOP with measurable outcomes.

**Action #30:** By October 1, 2025, the AVP Students will collaborate with the Manager of Quality Assurance and Program Innovation to develop a standard approach to student service evaluation and quality assurance. This will become the template for the QA evaluation for non-academic functional areas.

## First Year Experience

As we think intentionally about persistence post-COVID, we need to do the following:

- excite students about learning and the value of university education from the beginning and introduce them to the multitude ways of thinking, and

- allow students to develop of a cohort of peers as a source of community and strength (possibly through common academic/social experience)
- develop/introduce foundational university skills: research/curiosity, academic integrity, communication, etc.
- provide an inclusive and welcoming physical and virtual learning environment that focuses on the student experience and fosters well-being and a culture of belonging.
- attract students to programs that they may be unfamiliar with.

Nipissing has reviewed already ACAD courses as part of the foundational offerings. There has been a relationship noted between INTD and persistence.

**Action #31:** By April 30, 2025, the Dean of Arts and Science will prepare a comprehensive analysis and proposal for a distinctive First Year Experience, especially for A & S students, if necessary.

### **Record of Student Development**

Nipissing University has a Record of Student Development system. Are we using it effectively? How can we use it better to support students on their learning journey, especially as we want to recognize the transformative power of experiential learning.

**Action #32:** By November 2024, with the goal of reconsidering how we use the RSD, the AVP Students will provide a report to Senate's Teaching and Learning Committee on how many RSD are issued annually; how many students receive RSD; and whether a diversity of students and programs represented. For instance, the RDS could offer undergraduate and graduate students badges of recognition for completing/attending certain unique learning opportunities to align with the Strategic Plan +:

- TRC – Indigenous history and culture
- Language – bilingualism
- Civic Responsibility – “Write for Rights”
- Climate Justice
- Anti-Black Racism

## Research

The pursuit, dissemination and mobilization of new knowledge are the hallmarks of a robust university experience. The UN Sustainability Goals, the Horizons Europe Priorities, the Tri-Agency Future Challenges Areas all point to the need for novel research to respond to real-world problems that require expertise across disciplines. As a primarily undergraduate institution, Nipissing University is committed to sharing the passion and possibilities of research with its undergraduate students and to supporting faculty and graduate students in transformative research.

Nipissing is eligible for funding under all three national granting councils. Nipissing faculty have had research success through the tri-agency (SSHRC, CIHR, NSERC), as well as through CFI and MITACs, among other peer reviewed funding bodies. CRC and CERC chairs are awarded based on tri-agency research success; as well, Research Support Fund (RSF) funding is based on a three-year average of tri-agency success in select competitions. The value of the RSF determines whether Nipissing can access additional funding to support new projects (IPG) and to support compliance with new research funding mandates (Research Security, Research Data Management).

In 2024-25, we will be searching for 4 new Canada Research Chairs (CRC). The allocation of those chairs will align with the strategic research priorities defined in the Strategic Research Plan, 2024-28 (SRP).

**Action #33:** In Fall 2024, the AVPRIGS will lead a consultation to finalize the SRP. The SRP will define research priorities that align with the University's Strategic Plan, *Pathways*. The SRP will use SMART goals and set metrics for measuring the effectiveness of support provided to faculty, especially early career, mid-career, and post-award. The SRP will include a plan for mentorship and professional development opportunities for early and mid-career researchers as well as an action plan and associated processes that prioritizes an equitable, diverse, inclusive, and accessible research culture.

**Action #34:** Given the recognized need for faculty support, by September 1, 2024, the University will review the historical allocation of the RSF and reallocate a portion beyond grant management and research office staffing to support faculty research success through grant writing, research data management, research security, and EDI priorities.

TABLE 1: Research Support Fund Awards and Projected Targets (**Note:** 2025-2028 are target amounts)

Year	RSF (\$)
2017	\$413,337
2018	\$426,241
2019	\$475,203
2020	\$508,493
2021	\$526,191
2022	\$515,759
2023	\$508,483
2024	\$468,702 (confirmed)
2025	\$492,137
2026	\$526,586
2027	\$573,979

2028	\$614,158
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**Action #35:** In recognition of the importance of the research and the value Nipissing places on the RSF to support and seed future research, the target over the next five years is to increase tri-agency research funding by 30% (2024 allocation \$470K, 2028 projected \$615K allocation).

**Action #36:** By January 2025, the Office of Research Services with support from Institutional Planning will develop a research dashboard to track research funding metrics to make research metrics more visible, inform strategies for increasing the RSF and overall research revenue, and facilitate communications about the impact of research.

**Action #37:** By October 2024, the AVPRIGS with the Deans will work in concert with Senate's Research Committee to review and update the existing research labs, centres and institutes policy and provide a cycle of review.

**Action #38:** By March 2025, the Office of Research, Innovation, and Graduate Studies will map policies and processes to ensure compliance with tri-agency policies, clarity of forms, and clearly communicated processes that facilitate continued grant success.

**Action #39:** By September 2024, in concert with the Marketing and Communications Office, the Office of Research Services will develop enhanced research communications strategy to celebrate and promote the diversity of faculty and student research and its impacts to both internal and external communities.

**Action #40:** The AVPRIGS in collaboration with the Director, External Relations and Government and Foundations Relations Officer will work to diversify supports for research by engaging with foundations, donors, industry and other potential research funders and partners. Ongoing (annual targets will be defined by July 1, 2025).

**Action #41:** Ongoing and in concert with Indigenous Reconciliation Working Group and the SRP: Engage with researchers and Indigenous community to develop pathways and supports for research conducted by and with Indigenous communities. This engagement includes addressing iterative ICEP process and REB feedback loop, professional development and skills related to Indigenous data sovereignty such as OCAP training, community engagement and working in relationship, review committees knowledgeable with understanding to evaluate/review proposals.

**Action #42:** Ongoing (annual targets will be defined in SRP). Establish research processes that support and encourage collaborative research with diverse partners (inter-university, inter-disciplinary, industry partnered, community partnered).

## Indigenization and Decolonization

We commit to the following measurable goals for decolonialization and respond to the Reconciliation with Indigenous communities and partners:

- a) Develop meaningful partnerships between local First Nations, Inuit and Métis communities in order to incorporate local and Indigenous knowledge and values into each degree program and curriculum

Nipissing will build and strengthen a culture of opportunity and belonging across all aspects of the community. We pledge to develop and maintain productive relationships with Indigenous partners who do not always perceive PSE as a safe and welcoming space.

Nipissing will create a culture of opportunity and belonging for cohorts of students that we recognize to be most vulnerable, including first-year students and international students whose initial experience of Nipissing will sometimes determine their sense of affinity for the community.

**Action #43:** Through the Indigenous Reconciliation Targeted Action Plan and the establishment of an Indigenous academic advisory council, we will define how we will achieve the three commitments presented in the Strategic Plan.

Indigenization, decolonization, and Reconciliation has started in an ad hoc manner. Nipissing has also embedded EDI best practices in hiring and, with APOP, begun to focus on program renewal; however, we need more guidance on how this can be done in an effective and respectful way that builds on successes. There are many faculty members that do this well that could provide mentorship for other faculty members. We need to establish ongoing, high quality professional development opportunities for faculty and staff. The addition of peer review and mentoring could be part of this action as well as overall in teaching practices.

**Action #44:** Nipissing University will explore various professional development opportunities including professional development days (workshops) committed to Indigenous Reconciliation and EDIA-AR with a focus on academic programming for faculty and staff to support ongoing learning and community development.



## Internationalization and Globalization

The University has set a target of 15% international students and the complementary desire to internationalize the experience of domestic students through exchange as well as curricular and research partnerships.

**Action #45:** All degree programs will review the opportunity to establish international partnerships and exchanges, with the goal of 3 MOUs and 10 exchanges per year. We commit to review these targets annually.

## Climate Citizenship and Environmental Protection

### Environment as a Priority Area of Action

**Through the Strategic Planning consultation, Environment was defined as a Priority Area of Action. While there are curricular examples and research activities ongoing on water and land, the commitment to Environment exceeds these categories. Certainly we understand that environmental sustainability is part of this priority, but over the course of this APOP we need to move from a statement of general concern to a plan of measurable action.**

We envision the development of an Environmental Sustainability Plan that will assist with achieving the pathways under the commitment of nurturing our relationship with Water, Land, and Place. The Sustainability Action Plan will be developed by a committee co-led by the Director, Facilities and a faculty member. The committee will have representation from various groups (Academic, Student, Support staff, Indigenous, and the external community with whom we share our natural bounty). The committee will be tasked with developing terms of reference within by March 1, 2025. A call for membership will be circulated by October 1, 2024.

Some of the work to be done includes:

- Reviewing existing policies and recommend updates
- Reviewing/discussing sustainability initiatives currently being done by Canadore that can easily be adopted and communicated to the Nipissing community
- Recommending new policies that assist with addressing environmental sustainability
- Reviewing current outdoor spaces that are used for educational experiences
- Creating an annual report reporting on the work done by this committee

**Action #46:** Develop an Environmental Sustainability Plan that speaks to academic priorities, energy usage, material consumption with the goals of:

- Improving environmental protection efforts and revitalizing outdoor spaces.
- developing a campus master plan that aligns with the environmental sustainability plan.

It has been suggested through this consultation that, while we are hosted on a beautiful campus and are in close proximity to waterways and natural resources that have been stewarded by First Peoples from time immemorial. How do we establish reciprocal relationships to support our joint efforts to understand and preserve the health of these systems? Can these relationships training/research opportunities for undergraduate and graduate students at Nipissing. We have the technological capacity (boats, buoys and other equipment) to support the monitoring of local lakes by First Nations communities; these physical resources need to be understood to be a benefit when used in support of collaborative relationships with the local stewards. The ability to work in concern with First Nations on

issues of water science could attract students to Nipissing, raise our local and regional profile. If this is our ambition, we need a proposal to focus efforts to achieve this goal.

## Workplace Culture

We believe that creating a thriving workplace culture will be paramount to the success of Nipissing University and be built on the pillars of inclusivity, collaboration, and continuous improvement. We will foster an environment where every employee feels valued and empowered to contribute their unique perspectives and talents. Open communication and mutual respect are cornerstones of our daily interactions, ensuring a positive and supportive atmosphere. We are committed to professional development and recognize the importance of work-life balance in maintaining high employee morale and productivity. By investing in our people and promoting a culture of innovation and excellence, we aim to attract and retain top talent.

During the past year, we have engaged in a number of activities for the purpose of enhancing our workplace culture. For example, we have held monthly meetings between Human Resources and Departmental Supervisors to ensure consistency in the application of Collective Agreements and employment related policies and issue resolution, and provide opportunities for professional development. We have also created a Wellness section on our website that outlines and includes the newly developed Ergonomic Prevention Program and outlines current wellness initiatives. The Pension & Benefits Advisory Committee continues to review group benefits and reviews what is offered to respond to employee needs.

Over the next few years, we will engage in the following for the purpose of enhancing our workplace culture:

### **Action #47:** Creation of a Wellness Strategy by August 2025

Nipissing University is committed to supporting the well-being of all staff and faculty. We understand the challenge of maintaining a positive and healthy balance between personal and work life. As a result, we currently provide a range of supportive resources, information, and assistance to all employees to support work-life balance.

Expansion of the current initiatives will include consideration of the principles in the Okanagan Charter, extend current wellness initiatives, which will include feedback received from employees and culturally appropriate activities. This strategy will also outline new ways to recognize employees.

A plan for the 2024-2025 fiscal year is currently being developed, and feedback will be requested with each initiative undertaken in the plan. The feedback will be used to modify the following fiscal year's plan.

### **Action #48:** Development of an Employee Engagement Plan

We are committed to fostering a culture where employees feel valued, empowered, and connected to our mission. The Human Resources Department will investigate an appropriate way to develop and conduct employee engagement surveys to collect baseline data on employee attitudes, morale and communication preferences. This information will be utilized to inform future engagement and retention efforts. Our engagement initiatives will include regular feedback loops, team-building activities, and opportunities for career growth. Through these efforts, we anticipate not only enhanced employee satisfaction and retention but also significant contributions to our overall success.

The Human Resources department will develop a plan by January 2025.

## **Welcome & Belonging, Commitment to Diversity**

Our commitment to diversity is a fundamental aspect of our Academic and Operational Plans. We believe that a diverse workforce drives innovation, enhances decision-making, and reflects the communities we serve. We are dedicated to creating an inclusive environment where individuals of all backgrounds, experiences, and perspectives are welcomed and valued. Our recruitment, retention, and development practices are designed to ensure equal opportunities for all, and we actively promote policies that foster diversity at all levels of the organization. By embracing and celebrating differences, we not only build a stronger, more adaptable team but also better serve our diverse community and drive sustainable growth.

For the past year, we have engaged in the following activities for the purpose of continuing our commitment to equity, diversity and inclusion:

### **Creation of the Equity Action Planning Task Force (EAPT)**

From the recently completed Terms of Reference, the Task Force is focused on promoting and upholding the principles of equity, diversity, and inclusion within the university. Committee members are dedicated to fostering an inclusive and respectful environment where diversity is valued, recognizing its importance for excellence, and ensuring a safe and supportive atmosphere while sharing the responsibility of creating an equitable community. The EAPT will focus on identifying structural inequities, including but not limited to the protected grounds as identified in the Ontario Human Rights Code (OHRC). These complex intersectionality's underscore the importance of valuing individual contributions from diverse members of our community.

The EAPT recently finalized a Request for Proposals for the completion of an Equity Audit at Nipissing University. We anticipate the audit work will begin in the fall of 2024 (see Action #7).

Various regular communications are sent to all employees outlining current activities/initiatives on campus, training opportunities, and highlighting educational tools/resources available through the University's partnership with the Canadian Centre for Diversity and Inclusion.

Nipissing University signed the Scarborough Charter on Anti-Black Racism and Black Inclusion in **2022** and is a member of the Inter-Institutional Forum and has participated in the National Dialogues and Action hosted by the University of Toronto. Nipissing's President has been attending the annual meetings. (Nipissing University is currently working on a report to outline the progress made since signing the Charter.)

Nipissing University has adopted The Canada Research Chair Program (CRCP) incorporated equity, diversity, and inclusion practices within the program that institutions must comply with in order to be part of the program and to continue to receive funding. These requirements and practices are provided in a guideline and include collecting self-identification data, target setting methodologies, public accountability and transparency webpages and data. We have internal policies that have been amended to guide our decision-making process, and we also follow the recruitment, selection, and retention document provided by the CRCP.

**Training** - Various EDIA-AR training has been delivered (Unconscious Bias and Discrimination in Hiring, Respectful Workplace and Learning Environments, for example) across the University with more specific offerings being investigated to be offered to leadership, supervisors, and expanded to all employees.

**Accessibility:** Work was done to ensure continued compliance with the Accessibility for Ontarians with Disabilities Act, 2005, Ontario, which has included a final version of a new Service Animal on Campus policy, information regarding closed captioning resources. Work continued with the Nipissing University Accessibility Advisory Committee (NUAAC) which provides leadership and resources to promote and foster a barrier free campus for students, faculty, employees, visitors, and volunteers. The Chair of the Committee is responsible for completing the bi-annual report for the Ministry and keeps Nipissing University accessibility policies up to date which includes the Multi-Year Accessibility Policy, and others.

Over the next few years, we will engage in the following for the purpose of enhancing our equity, diversity and inclusion efforts.

**Action #49:** Implement the Recommendations from the Equity, Diversity and Inclusion Audit

Upon completion of the Audit and the President's acceptance of the Audit's recommendation for action, the EAPT shall initiate the transfer of responsibility for the Action Plan to the group(s) responsible for the implementation.

**Action #50:** Develop processes to affirm Indigenous identity and establish clear processes

With the assistance of NUICE and in conjunction with the Provost's Indigenous Reconciliation Targeted Action Plan (Action #2), we will develop a robust process to confirm Indigenous identity requires a respectful, transparent, and culturally sensitive approach. This process should aim to honor the traditions and protocols of Indigenous communities while ensuring the integrity of the verification. (we will need assistance of NUICE to affirm a good process)

**Action #51:** Creation of an Equity, Diversity and Inclusion Action Plan as required under the Canada Research Chair Program

Under the leadership of the AVPRIGS, and as part of the Strategic Research Plan consultation, we will develop and implement an institutional equity, diversity and inclusion (EDI) action plan. This plan will guide institutional efforts for identifying and addressing systemic barriers to sustain the participation of and/or address the underrepresentation of individuals from the four designated groups (women, Indigenous Peoples, persons with disabilities and members of visible minorities) among their Chair allocations.

**Action #52:** The VP, Finance and Administration, in conjunction with the AVPHR & EDI will review possible changes to the current University structure that would be beneficial to better promote EDIA-AR initiatives.

By December 1, 2025, the VP Finance & Administration and AVPHR & EDI will review the possibility of creating an independent Equity, Diversity, and Inclusion unit within the organization, dedicated to promoting equity, diversity, and inclusion (EDIA-AR) across all levels of the University. Its primary objectives will be to eliminate bias, foster an inclusive culture, ensure equal opportunities, and support marginalized groups within the organization, to cultivate a diverse, equitable, and inclusive environment where all employees feel valued, respected, and empowered to contribute to their fullest potential.

## Staff & Faculty Recruitment

Effective recruitment strategies are critical to our success. We prioritize diversity and inclusivity in our hiring practices to foster a rich, dynamic workforce. We emphasize a positive workplace culture by promoting work-life balance, offering wellness programs, and recognizing employee achievements. By investing in our employees' growth and well-being, we aim to reduce turnover, boost job satisfaction, and create a committed, high-performing team that drives our business forward.

For the past year, we have engaged in the following activities for the purpose of supporting our recruitment efforts:

'Bias and Discrimination in Hiring' training has been delivered to all academic hiring committees and to the University Management Group with intention of expanding to all hiring committees.

Nipissing University has adopted many of the Canada Research Chair Program's (CRCP) related to Recruitment - Equity, Diversity, and Inclusion: Best Practices Guide for Recruitment, Hiring and Retention for all faculty hires.

### **Action #53:** Develop a broad Employee Recruitment Strategy

The Human Resources Department, in conjunction with the Executive Team, will review our current recruitment and retention efforts while considering current best practices that will adhere to our collective agreements and any related legislation. This strategy will focus on attracting candidates who possess the required skills and experience as well as alignment with Nipissing's values and culture.

### **Action #54:** Create a more vigorous onboarding program

Create a more consistent program that ensures all new hires seamlessly integrate into our University culture and become productive members of the community swiftly. By fostering a supportive and inclusive environment from day one, our onboarding program aims to enhance job satisfaction, accelerate ramp-up time, and lay a strong foundation for long-term success within our organization.

The Human Resources department will develop a draft program to be shared with the University Management Group for feedback by December 2024.

The onboarding program will include various components for various levels of work. All onboarding information will be available on the website. Topics will include:

- 'Who/what is Nipissing University'
- Governance structure
- Organizational structure
- List of departments
- Tours

**Action #55:** By December 1, 2024, adopt the principles outlined in the Canada Research Chair Program's (CRCP) related to Recruitment - Equity, Diversity and Inclusion: Best Practices Guide for Recruitment, Hiring and Retention into all recruitment efforts.

## Talent Development

Talent development is a cornerstone strategy, aimed at fostering a culture of continuous growth and excellence. We are committed to providing our employees with comprehensive development programs that include ongoing training, mentorship, and leadership development opportunities. Our approach will be tailored to meet the diverse needs and career aspirations of our employees, ensuring they have the skills and knowledge necessary to excel in their roles and advance within the University. By offering a blend of formal education, hands-on experiences, and access to industry thought leaders, we empower our employees to reach their full potential. This investment will not only enhance individual performance, improve employee retention but also drive innovation.

We have created and begun the implementation of an Annual Performance and Development process for all Administrators and Support Staff which will continue to be rolled out over the next year. This process provides managers and employees the opportunity to discuss performance, goals, development and expectations to contribute and align with the University's goals. This process also requires establishing what activities and outputs are desired, observing whether they occur, and providing feedback to assist employees in meeting work and goal expectations. While providing feedback, managers and employees may also identify performance issues and development opportunities while establishing ways to resolve issues and achieve development goals. This process will be maintained on at least an annual basis.

**Action #56:** Develop a campus wide Employee Training Plan/Program:

- To increase opportunities for staff and faculty professional and leadership development and will empower employees to strengthen and/or acquire skills and abilities.
- Include appropriate leadership training that will enhance and support our workplace culture
- To promote widely learning, development and a growth mindset
- Ensure continued legal compliance
- Assist in succession planning for certain positions

**Action #57:** Teaching Hub – Faculty Professional Development

Nipissing University expects that faculty remain current on a variety of topics that inform academic relationships and teaching experiences. For instance, there is a lot of research and information about best practices for recognizing students that are at-risk, for ensuring your class is understood and experienced as a safe space (especially so that you can have free ranging conversations); for meeting the commitments under the TRC and Scarborough Charter.

We commit to rolling out a professional development curricula through the Teaching Hub to meet the ongoing needs of faculty.

**Action #58: Academic Leadership**

Academic administration is an essential element of a successful University. It is unreasonable to assume that academic colleagues can move in and out of administrative roles without sufficient support and preparation.

We commit to providing regular training in the following areas: finance and budget, administering Collective Agreements, managing in diversity, governance training for Senate and Board and UMG onboarding.



## Financial Stability & Sustainability

Financial Stability & Sustainability are integral to the overall mission and vision of Nipissing University. It ensures the provision of high-quality education, supports research and innovation, facilitates long-term planning, and enables the institution to fulfill its societal responsibilities effectively. Nipissing University must be financially stable in the short-term, to build a sustainable financial model for the long-term.

Financial Sustainability focuses on our long-term ability to maintain operations and fulfill our commitments without compromising future financial health. This involves:

- Generating sufficient revenues through diverse income streams such as tuition, grants, donations, endowments, sponsorship etc.
- Managing expenses effectively by controlling costs, improving operational efficiencies, and making strategic investments
- Planning for the future by setting long-term goals, investing in growth opportunities, and adapting to changes

Financial Stability focuses on the current and short-term ability of Nipissing University to meet its financial obligations and maintain operations. This involves:

- Setting specific annual targets on the replenishment of spendable reserves
- Continuing to have surplus and/or balanced budgets

**Action #59:** Develop internal financial metrics including annual targets on replenishment of spendable reserves by March 31, 2025.

In setting annual targets for reserves, it is crucial to balance financial stability with growth aspirations. Our primary objective is to establish a robust reserve fund that can safeguard the University against unexpected consequences of environmental factors, while supporting strategic investments and operational needs. We will regularly review and adjust targets to reflect changes in the environment. By maintaining a disciplined approach to reserve management, we aim to enhance our financial resilience and sustain our growth trajectory.

Metrics will be communicated to the Audit & Finance committee and will be part of the workplan to be reviewed regularly.

**Action #60:** Document our budget process including how the budget is developed, reviewed and approved starting November 2024.

Documenting the budget process is essential for ensuring transparency, accountability, and strategic alignment within our organization. Through documenting and sharing the process not only facilitates informed decision-making but also fosters a culture of financial discipline and strategic foresight across the organization.

The process document will be presented to Audit & Finance committee as part of its regular budgeting process.

**Action #61:** Develop financial literacy resources (i.e., web page, training, workshops) to assist University community in understanding Nipissing University financials by September 2025.

Financial literacy is the ability to understand and effectively use various financial skills, including financial management, budgeting, and resource allocation decisions. This resource will be developed and shared with the University community.

**Action #62:** Continue development of long-term alternative revenue strategies.

Developing alternative revenue strategies is essential due to increasing financial pressures. Traditional sources of revenues such as tuition fees and government funding are becoming less reliable and insufficient to meet growing operational demands. Diversifying revenue streams will assist with financial sustainability. This includes developing profitability strategies for each ancillary service, extended learning, as well as alternative revenues for athletics and other non-academic activities.

The first step will be to document our existing alternative revenue strategies. Ongoing work will include refining and updating as more information becomes available (ex: work being done by other Institutions within Ontario and across Canada).

**Action #63:** For April 2026, develop a comprehensive picture of the financial contributions of each academic (Action #13) and non-academic area to assist in making future investment decisions to fulfill the requirements mandated by the Auditor General's Office.

Incorporating this work will provide the University with additional data, enabling more informed decision-making. This work will be done by the Office of Institutional Planning & the Finance Department, in collaboration with the University Management Group.

**Action #64:** Create an operational review plan and consider engaging external consultants (ongoing).

An operational review plan is a thorough evaluation of current operations, identifying areas for improvement, and implementing actionable recommendations. The goal is to streamline workflows, reduce costs, and improve overall performance and align with Action #30.

**Action #65:** For April 2026, develop an IT strategic plan, and investment plan with the goal of understanding what resources are required, and when.

We recognize that investment in IT infrastructure has been limited over the last few years. The goal of the plan includes optimizing IT infrastructure, and enhancing overall operational efficiency. Having a clear vision for future needs will assist with financial planning.

**Action #66:** By December 31, 2025, conduct an Enterprise Risk Management (ERM) process

Conducting Enterprise Risk Management process is essential for proactively identifying, assessing, and mitigating risks that could impact the University's objectives. The ERM process helps ensure that potential threats are addressed systematically and that opportunities are leveraged effectively.

# Communications & Brand Identity

## Communications

Effective communication will play an important role in Nipissing's ability to fulfill its strategic commitments by helping to build trust, align goals, and foster collaboration across the institution.

Throughout the engagement sessions, we heard that effective, two-way communication helps our community feel informed, connected, and contributes to a sense of belonging. We also heard that celebrating the successes of students, staff, and faculty, both internally and externally, is key to improving employee morale and in building our profile and reputation.

While bicameral governance and hierarchical organizational structures can often reinforce silos and impede collaboration, communication serves as a conduit for conveying strategic initiatives, managing resources efficiently, and cultivating a shared sense of purpose. By prioritizing open dialogue and leveraging various communication channels, Nipissing can not only navigate challenges more collaboratively and effectively, but also capitalize on opportunities for growth and innovation.

**Action #67:** Develop and implement a Strategic Communications Plan for both internal and external audiences with the goals of:

- Building a culture of trust through open, transparent, two-way communication among University leadership, staff, and faculty
- Fostering a sense of community, pride, and shared purpose among students, faculty and staff through the sharing of stories, successes, and information related to the University's goals and priorities
- Ensuring all staff and faculty members have the knowledge and information they need to serve as proud ambassadors for Nipissing
- Raising Nipissing's profile and reputation locally, nationally and internationally

A draft Internal Communications Plan has already been developed, with elements of the plan set for implementation at the start of the Fall 2024 academic year.

## Articulating Our Identity

Through the strategic planning and APOP engagement processes, we gained a clearer understanding of who we are, what makes us unique, and what is most important to our community. Reimagining our brand to be more reflective of our identity will be key to reinforcing our purpose and growing our reputation. The following unique elements that form our identity need to be consistently and authentically captured throughout our brand:

- Our small size, northern locale, and student-centred approach to all we do
- Our treaty relationships and responsibilities to Truth and Reconciliation
- Our unique relationship to water, land and place
- A culture of harmony and care
- Strategic, innovative growth and development
- Sustainability

**Action #68:** By September 2025, identify the best way to move forward with a brand audit.

The brand audit will identify the extent to which our identity is authentically reflected throughout our brand as well as measure the strengths and weaknesses of our brand, and its performance relative to other brands in the market.

**Action #69:** Upon completion of the brand audit, we will develop and implement recommendations for reimagining our brand and build a five-year marketing and communications strategy to grow and build pride in our identity among both the campus and broader communities.

## Community & Partnership Engagement

As a northern institution, Nipissing's success is intricately linked with its surrounding communities, serving as an academic, cultural, and economic hub for the region.

Effective community engagement not only enhances Nipissing's reputation, but also enriches the educational experience for students, and work environment for faculty and staff. By forging partnerships with local businesses, government, non-profit organizations, and community members, Nipissing can leverage resources, promote innovation, and help address societal challenges in a collaborative way. With the University situated on the territory of Nipissing First Nation and on the lands within the Robinson-Huron Treaty of 1850, the importance of building and sustaining reciprocal relationships with Indigenous communities cannot be overstated.

Establishing a robust community relations strategy will contribute to recruitment efforts, alumni engagement, fundraising endeavours, Reconciliation, and overall institutional sustainability. Therefore, engaging in community relations is not just a strategic imperative, but a fundamental commitment to the advancement of the University, and the communities it serves.

**Action #70:** Develop a comprehensive Community Relations Strategy, leveraging the Community Relations Committee of the Board of Governors, with the goals of:

- Building and strengthening relationships and understanding between the university and the communities it serves
- Identifying, developing and nurturing meaningful partnerships that advance the University's strategic commitments
- Engaging with community leaders to identify and resolve issues of concern to the community
- Promoting Nipissing as a valuable resource in the community
- Cultivating strong relationships with all levels of government to advance the University's mission and strategic commitments
- Facilitating access to Nipissing's people, knowledge and resources
- Deepening our commitment to Reconciliation

Strategically advancing donor, alumni, and partnership relationships to cultivate pride, fuel innovation, empower communities and sustain connection and growth will be key to our success.

**Action #71:** In partnership with the Nipissing University Alumni Board and consistent with the *Alumni Engagement Strategy*, develop a 5 year alumni plan to broaden and deepen alumni engagement through programs and initiatives that connect, celebrate, and sustain alumni networks by April 2025.

**Action #72:** Launch a comprehensive and scalable approach to philanthropy with the development of a 5 year plan that is student centered, advances the university's mission and the communities it serves by April 2025.

**Action #73:** Launch a scalable sponsorship strategy that expands the university's reputation of being a destination of choice and enhances student and community experiences by April 2025.



**Appendix A: Matrix Table with SMART Goals linked to accountable UMG Member to be attached.**

## Appendix B: Register of Ongoing Activities



An abstract graphic consisting of several overlapping, wavy bands of color. The colors range from a deep, vibrant blue on the left to a teal and dark green on the right. The waves flow horizontally across the page, creating a sense of movement and depth. The background is a light gray gradient that transitions to a darker gray at the bottom.

# Academic and Operational Plan “APOP”

Board Presentation

September 2024

# Optimism and opportunity

- *Pathways: Our Commitments to Water, Land and People for Seven Generations (2023)*
- Long-Term Financial Sustainability and the Commitment to Embrace and Celebrate our Uniqueness in PSE as a Small Student-Centred University
- 14 broad consultations
- Approved by Senate on 13 September 2024
  
- Phase 1: Hone Mission, Vision and Value
- Phase 2: Invest in alignment with strategic priorities and where the ROI is high
- Phase 3: Commit to continuous improvement with confidence.

# Phase one

- Curricular Reform and Renewal (Senate oversight)
  - *Alignment of Degree-Level outcomes, institutional commitments, program-level outcomes, and outcomes*
  - *Modalities of delivery*
  - *Experiential learning*
  - *Academic integrity*
  - *artificial intelligence*
  - *UDL and CRP supports and guidelines*
  - *Communities of practice Advisory councils*
  - *Annual program review and baseline benchmarks for program sustainability (March 31, 2025)*
  - *Does our current structure support ambitions (i.e., WIL)?*
  - *How does our curriculum distinguish us from our competitors?*

- Student Services: The Way to Yes

- *Wraparound service model*

- *No wrong door approach*

- *First Year Experience review*

- *Record of Student Development as example of how we recognize the holistic achievements of students*

- Workplace Culture

- *Wellness and Engagement strategies*

- *Communications strategy*

- *Employee Recruitment and Onboarding strategies*

- *Talent Development programs*

- Financial Stability and Sustainability
  - *Internal financial metrics*
  - *Documented budget processes*
  - *Develop financial literacy resources*
  - *Develop and grown long-term alternative revenue strategies*
  - *Develop strategic IT plan and Enterprise Risk Management process*

# APOP

- 73 actions (internal reflection and external support)
  - *Curricular renewal*
  - *Student Experience*
  - *Workplace Culture*
  - *Communication*
  - *Financial Stability*
- Metrics and KPIs determined over Phase 1, with two exceptions:
  - *6% domestic enrollment growth year-over-year*
  - *30% increase in RSF by 2028*



Sustainable growth



## Provost & Vice-President, Academic

### Report to the Board of Governors – September 2024

#### PVPA's Report

1. Welcome new and returning staff, faculty and students to a wonderful new academic year, including in new appointments

##### **Academic Leadership and Administration**

Associate Vice-President, Research, Innovation and Graduate Studies, Dr. Barbi Law  
 Associate Dean, Graduate Studies, Dr. Dan Walters  
 Dean, Faculty of Arts and Science, Dr. Nathan Colborne  
 Director of Teaching and Learning, Dr. Kari Rasmussen  
 Manager of Quality Assurance and Program Innovation, Robin Gibson  
 Associate Dean, Education, search in process  
 Associate Dean, Business, search in process

##### **10-month Limited Term Appointments**

Daniel Atkinson – Faculty of Education and Professional Studies, School of Criminal Justice -- Law  
 Dr. William Bedford - Faculty of Arts and Science, Geography -- Global Urbanization, Urban and Regional Planning, Environmental Studies  
 Dr. Ekta Chaudhary - Faculty of Education and Professional Studies, School of Business -- Administration  
 Dr. Chris Hachkowski - Faculty of Education and Professional Studies, Schulich School of Education -- Science Education  
 Dr. Viktoriia Kovalchuk - Faculty of Education and Professional Studies, School of Business -- Finance  
 Dr. Katie Maxwell - Faculty of Education and Professional Studies, Schulich School of Education -- Curriculum and Assessment  
 Dr. Anupriya Singh - Faculty of Education and Professional Studies, School of Business -- Organizational Studies  
 Dr. Sasa Stankovic - Faculty of Arts and Science, Philosophy -- Ethics, History of Philosophy, Continental Philosophy

2. Recruitment efforts have been stalwart over the summer, especially as we work to convert acceptances to starts. International starts are behind our budgeted targets at 13 September 2024.

	Incoming FFTE (2023-24)	Incoming FFTE (2024-25)	Returning FFTE (2023-24)	Returning FFTE (2024-25)
Domestic	1462	1475	2763	2781
International	162	36	136	272





## Provost & Vice-President, Academic

3. We have greater stability in the academic leadership team, with many interim appointments converted to term contract appointments in 2023-24.
  - We will move forward with a search for the Dean of Education and Professional Schools in 2024-25.
  - The faculty structure is unbalanced and needs redistributing in order that a Dean can be successful in lead a rationalized portfolio.
  
4. We are working with the Director of Teaching and Learning to ensure that every program has a set of curricular outcomes that align with the provincial mandates degree-level outcomes, strategic plan, academic plan, and program mission, vision and value in order to ensure the satisfaction of our students. We are focusing on STEM to maximize our potential for provincial consideration through SMA4.

### **RESIDENCE LIFE**

The availability or housing stock in the City of North Bay did not pose a reported problem for students at the beginning of this academic year.

At present, we have 6 available beds in residence (1% availability).

