

The Board of Governors acknowledges and respects the Algonquin First Nation, on whose traditional territory the Carleton University campus is located.

**Minutes of the 584th Meeting of the
Board of Governors**

**Tuesday, April 29th, 2014 at 4:00 p.m.
Room 2440R, River Building**

PRESENT:	Mr. R. Jackson, Chair	Dr. R. O'Reilly Runte	Ms. S. Bharadia
	Dr. C. Carruthers	Ms. S. Cooper	Mr. D. Craig
	Ms. L. A. Daly	Mr. N. Falvo	Dr. C. Freedman
	Ms. J. Gilbert	Mr. A. Golovko	Prof. R. Gorelick
	Mr. E. Greenspon	Ms. P. Griffin-Hody	Mr. B. Hobin
	Mr. O. Javanpour	Prof. T. Kunz	Ms. L. Levonian
	Prof. M. MacNeil	Dr. P. Merchant	Ms. M. Porter
	Mr. M. Robinson	Ms. R. Thompson	Mr. B. Wener
	Mr. B. Wolfenden		
STAFF:	Ms. A. Bauer	Ms. S. Blanchard	Ms. J. Bray
	Mr. D. Brown	Mr. P. Chesser	Mr. D. Cumming
	Mr. G. MacDonald	Dr. K. Matheson	Mr. R. Moher
	Dr. J. Shepherd	Mr. T. Sullivan	Mr. D. Watt
	Mr. B. Winer		
REGRETS:	Ms. D. Armstrong	Mr. J. Ruddy	Mr. A. Tattersfield
	Mr. A. Vered	Mr. M. Wernick	Prof. C. Worswick

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 4:05 pm.

2. APPROVAL OF AGENDA

It was moved by Mr. Falvo and seconded by Mr. Golovko that the agenda be approved, as presented. The motion carried.

3. CONSENT AGENDA

The Consent Agenda was circulated with the meeting documentation. Clarification was sought in the Minutes relating to the letter to lobby the Government for a reduction in tuition fees. The minutes will be revised accordingly. It was moved by Dr. Carruthers and seconded by Ms. Daly that the Consent Agenda be approved, as amended. The motion carried.

4. PRESIDENT'S REPORT

Governors received reports from Communications, Advancement and Student Support Services. The Associate Vice-President (Students and Enrolment) and University Registrar provided an update on undergraduate enrolment. As of April 23, 2014, overall applications are up 1%. Offers are up 1% and confirmations are the same as last year at this time. She noted the following Student Success highlights:

- Nine Carleton students have been recognized with an Ontario Volunteer Service Award for their volunteer involvement with the Student Experience Office.
- At the end of the winter term, budget workshops were offered to undergraduate students to help them learn how to budget and share money saving ideas.
- After a year of research and consultation, Carleton has launched a multi-year Alcohol Awareness Strategy that builds on its programs to promote responsible drinking among students. Approximately 200 students participated in the International Exchange Pre-Departure Orientation session.

A question was asked relating to the use of agents in recruiting international students and the accountability and regulations Carleton has with the agents. The Associate Vice-President responded that Carleton's agents have high accountability and expectations and they are followed extremely closely.

The Director of Communications presented an overview of the department's activities:

- Media Relations: Carleton researchers receive two prestigious 2014 Killam Awards.
- Board member, Arnie Vered, received the Ontario Medal for Good Citizenship from the Lt. Governor.
- Student recruitment: Phase 2 recruitment campaign underway March – May.
- Creative Services: Reputation Campaign creative and strategic development; 75th Anniversary, advance creative and development; aerial photography of campus; and renewed walking map of campus.

The Chief Development Officer noted the following results:

- Fiscal year philanthropic revenue is up 30%
- Alumni and Donor event participation up by 48%
- Non-philanthropic revenue increased by 17%

The President announced that the Chief Development Officer was leaving the University for a position at McGill. He was congratulated and thanked for his exceptional work at Carleton.

Governors were informed that the President has completed negotiating the Strategic Mandate Agreement with the province and she has received confirmation that Carleton will receive the graduate spaces expected.

The President circulated the list of honorary degree recipients at the Spring Convocation and invited everyone to attend convocation ceremonies.

Members of the Board received a report of NSERC and SSHRC Grants Competitions – 2014 results (Fall 2013 competitions). The Vice-President (Research and International) provided an overview of the results.

5. CHAIR'S REPORT

The Chair reported that he will be attending the CUBA conference May 1-3, 2014 at the Chateau Laurier. Many Canadian universities will be represented by their Board Chair, Vice-Chair and Secretary.

6. COMMITTEE CHAIR REPORTS

The Chair of the Audit and Finance Committees presented an overview of the committees' activities.

7. ITEMS FOR ACTION

7.1 Approval of the 2014-2015 Operating Budget

Governors received the 2014-2015 Proposed Operating Budget. In March 2013, the provincial government announced the following:

- No more than 3% overall increase for domestic students
- 10% set aside for student support

The Vice-President (Finance and Administration) made a presentation and explained the following:

2014-2020 Planning Assumptions

Revenue

- Retention at current rate
- Domestic tuition fees will increase 3% per year
- First year enrolment will decrease by 1% in 2014-2015 and then remain constant.
- Discounted government funding to university sector for undergraduate growth.

Expenditure

- Annual reduction in expenditures of \$2.0 million (suspended for 2014-2015 only)
- Extraordinary pension payments (started in 2010-2011)
- Annual base fund of \$1 million for mission critical initiatives
- Enrolment-Linked Budget Allocation model in place that provides 40% of net new income from undergraduate growth to faculties

The major priorities for the 2014-2015 Budget include:

- Priorities identified in the Strategic Integrated Plan: “Sustainable Communities – Global Prosperity”:
 - Programs for Today and Tomorrow
 - Research Excellence & Connectedness
 - Productive and Engaged Students
 - Organizational Excellence
- New faculty and staff hires
- Capital projects:
 - New Construction
 - Funding for new Health Science Building \$22.5m
 - Deferred Maintenance Projects
 - Steacie Building Phase 4 \$ 2.0m
 - Loeb Building \$ 2.0m
 - Library \$ 2.0m
 - Washroom Renewal \$.4m
 - Other Fiscal Funding
 - Student Support \$ 1.9m
 - Advertising / Public Relations \$.7m
 - Information Systems Renewal \$ 1.3m

Major financial uncertainties include: demographics; special payments to the Pension Plan; Operating Grant reduction; and the provincial election.

The Administration was asked about the student aid that is provided to Carleton students and whether it would be possible to have an accounting of internal student aid including bursaries. The Vice-President (Finance and Administration) noted the request and will provide a report at the fall meeting.

It was moved by Mr. Wolfenden and seconded by Dr. Freedman that the Operating Budget for 2014-2015 be approved, as presented. The motion carried with one opposed and one abstention.

7.2 2014-2015 Student Association Fees

The Vice-President (Finance and Administration) explained that student associations charge fees for their activities and these charges are reviewed annually. In reviewing the proposed fees and rates for 2014-2015, he noted that the majority of fees presented are all existing fees which either remain unchanged or have been increased subsequent to a student referendum or by cost formula.

He provided an update on the Garden Spot funding explaining that fees are collected from graduate and undergraduate students. The GSA has transferred the funds collected this year to the Garden Spot. However, CUSA has not transferred its share of the fee. As was the case last year, since the fees have not been transferred to the Garden Spot, the University will refund the students. The Board's Finance Committee made a recommendation that the \$2.20 fee continue to be collected this coming year. In the meantime, CUSA should come to a solution in order to transfer the funds in 2014 and 2015.

It was moved by Mr. Wener and seconded by Mr. Javanpour that the proposed changes to the Student Association Fees for 2014-2015 be approved for implementation on September 1st, 2014. The motion carried with five abstentions.

7.3 Review of Appointment Guidelines

The Chair explained that the Board of Governors is responsible for the following appointment guidelines:

- Chancellor
- President
- Vice-President (Finance and Administration)
- Provost and Vice-President (Academic)
- Vice-President (Research and International)
- University Secretary
- Board Secretary
- Director of Internal Audit and Advisory Services
- Appointments by the President of Senior Academic Administrators

The guidelines were last revised in December 2008. The Board Secretary has consulted with other Ontario universities regarding best practices and good governance procedures. The guidelines have also been reviewed to ensure that current Carleton University policies are observed and to ensure that the language is consistent throughout the guidelines.

It was moved by Mr. Craig and seconded by Mr. Wener that the appointment guidelines be approved, as presented. The motion carried.

7.4 2014 Recipient for the Carleton University Board of Governors Award for Outstanding Community Achievement

This item was moved to the Closed Session.

7.5 Board Award Recommendation

The Chair of the Community Relations and Advancement Committee explained that the committee has been studying the Board Award to better align it with the University's strategic direction and to project an image that will attract future candidates. He noted that the CR&A committee met prior to the Board meeting and revised the section relating to the eligibility criteria.

The Board agreed that recipients should be awarded a total of \$3,000 (\$1,500 in cash and \$1,500 to the student's Carleton University account for use by the student for payment towards his/her educational needs while at Carleton). If the student doesn't spend all of the funds in the award account, the student would be consulted as to which organization the funds would be directed to.

It was moved by Ms. Daly and seconded by Dr. Merchant that the Board Award recommendations be approved. The motion carried.

8. ITEM FOR INFORMATION

No items were brought forward.

9. OTHER BUSINESS

9.1 Question Period

One question was received at the March meeting but was deferred to the April meeting:

The President's goals for the 2012/13 academic year, as presented to the Board at its October 2012 meeting, included the following:

- *Improve overall first-year retention by 1% from 87.4 to 88.4*
- *Achieve the following in Research: Increase the number of faculty applying for funding (tricouncil or otherwise) by 10% and aim for a success rate at or above the national average.*
- *Increase by 10% the number of external partners who contribute (cash or in-kind) to research projects led by Carleton. Together, these activities should translate into a 10% increase in research funding from 2011/2012.*

As we are well past the 2012/13 academic year, concrete data for all these goals should be available now. Could the President update the Board on how the university did with regard to these goals?

The Vice-President (Research and International) provided the following results in Research:

Increase the number of faculty applying for funding (tricouncil or otherwise) by 10% and aim for a success rate at or above the national average.

In 11/12 261 faculty applied for tricouncil funding; in 12/13 324 applied for funding. This represented a 24% increase in funding applications.

Increase by 10% the number of external partners who contribute (cash or in-kind) to research projects led by Carleton.

External partnering activity resulted in almost \$18.3M in cash and in-kind funding coming to Carleton research projects in FY2013, compared with \$17.4M in FY2012, which represents an increase of 5% year-over year in terms of revenues. We currently have on record research projects that involve 279 industry partners, 326 government partners, and 398 not-for-profit partners.

Together, these activities should translate into a 10% increase in research funding from 2011/2012.

Our 2011/12 funding was \$50,372M; in 12/13 our funding was \$55,160M. This represented a 9.5% increase in funding.

There being no further business, the Open Session was adjourned at 5:39 p.m.