

**CONSENT AGENDA  
to the Open Agenda of the 645<sup>th</sup> meeting of the Board of Governors**

**Tuesday, March 18<sup>th</sup>, 2025  
Richcraft Hall 2440R**

**4.1 ITEM(S) FOR APPROVAL**

**4.1.1 Approval of minutes of the previous meeting and Business arising from the Minutes**

MOTION: That the Board of Governors approves the open minutes of the 644<sup>th</sup> meeting of the Board of Governors, as presented.

**4.1.2 Pension Plan Actuarial Report**

MOTION: On the recommendation of the Pension and Finance Committees, that the Board of Governors approves the June 30, 2024, actuarial valuation of the Retirement Plan, as presented.

**4.2 ITEM(S) FOR INFORMATION**

**4.2.1 Carleton Energy Master Plan Update and GHG Update**

**4.2.2 Investment Committee Membership**

**4.2.3 Investment Report on the Endowment**

**4.2.4 Audited Financial Statements for the Carleton Retirement Fund**

**4.2.5 Update on the 2024-2025 Operating Budget and Status of Reserves**

**4.2.6 Carleton University Responsible Investing Report**

**4.2.7 Draft Carleton University Sexual Violence Policy**

**4.2.8 The Evolution of Alumni Engagement**

**4.2.9 Department of University Communications Update**

**4.2.10 Government Relations Update**

**4.2.11 Minutes from Senate**

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

**Minutes of the 644<sup>th</sup> Meeting of the Board of Governors**  
**Wednesday, December 4<sup>th</sup>, 2024 at 3:00 p.m.**  
**Richcraft Hall Room 2440R**

<b>PRESENT:</b>	B. Creary (Chair)	P. Dion (Virtual)	S. Mingie
	C. Tessier (Vice-Chair)	G. Farrell	G. Morris (Virtual)
	J. Tomberlin	K. Furlong (Virtual)	L. Newton Miller
	H. Babb	D. Greenberg (Virtual)	J. Nelson
	Y. Bizuneh	J. Greenberg	B. O'Connor (Virtual)
	L. Breen	L. Grussani (Virtual)	M. Shea (Virtual)
	J. Camelon (Virtual)	A. Hamdani (Virtual)	J. Simpson
	J. Carr (Virtual)	N. Laporte (Virtual)	J. Taber (Virtual)
	A. Chan	M. Main	A. Tremblay
	J. Devoe	D. Maseko (Virtual)	P. Wolff (Virtual)

<b>REGRETS:</b>	Y. Baltacioğlu	J. Muthukumar
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<b>STAFF:</b>	M. Bright	R. Goubran	J. Mihalic
	S. Blanchard	C. Khordoc	P. Rankin
	T. Frost	A. Marcotte	K. Solomon
	C. Hobin (Virtual)	D. McNair	A. Urquhart (Virtual)
	A. Goth (R. Secretary)	K. McKinley (Virtual)	

**GUESTS:** S. Mason (Virtual)

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**OPEN SESSION**

**1. CALL TO ORDER AND CHAIR'S REMARKS**

The Chair called the meeting to order at 3:00 pm and welcomed governors and attendees to the second meeting of the 2024/2025 Board year. She acknowledged the Algonquin First Nation territory on which Carleton University is located and provided a personal land acknowledgement. She welcomed Board members, management, and guests to the meeting and reviewed the meeting protocols for members and observers in person and virtually. She

welcomed D. McNair, the new Vice-President (Finance and Administration), to his first meeting of the Board of Governors.

## **2. DECLARATION OF CONFLICT OF INTEREST**

The Chair asked for any declarations of conflict of interest from the members. None were declared.

## **3. APPROVAL OF AGENDA**

The agenda was circulated in advance.

It was moved by J. Devoe and seconded by H. Babb that the open agenda of the 644<sup>th</sup> meeting of the Board of Governors be approved, as presented. The motion carried unanimously.

## **4. APPROVAL OF THE CONSENT AGENDA**

The following items were circulated in the open consent agenda for approval: Open Session Minutes from the 643<sup>rd</sup> Board Meeting and the Statement of Investment Policies and Procedures for the Endowment.

The following items were circulated in the open consent agenda for information: Minutes for the Building Program and Finance Committees, Strive for Sustainability Annual Report 2023/2024, Ongoing Capital and Deferred Maintenance Project Status Report, Update on the 2024/2025 Operating Budget and Status of the Reserves, Update on the 2024/2025 Ancillary Budget, Pension Plan Report, Student Candidate Handbook 2025, Academic Staff Candidate Handbook 2025, and minutes from Senate.

It was moved by A. Tremblay and seconded by S. Mingie that the items in the open consent agenda be approved, as presented. The motion carried unanimously.

## **5. ITEMS FOR APPROVAL**

### **5.1 Framework for the 2025/2026 Operation Budget**

An executive summary and presentation were circulated in advance.

A. Hamdani, Chair of the Finance Committee, introduced the item advising that Finance Committee received the presentation on November 12, 2024 and was recommending the approval of the operating budget planning framework. He noted that the projections were being made during a particularly challenging time and that management had been transparent in the need for institutional changes to avoid continued deficits.

P. Rankin, Provost and Vice-President (Academic), thanked her team for their work and provided a presentation on the context and framework for the 2025/2026 operating budget. The sector had been operating under a number of stressors including the 10%

domestic tuition fee cut and a subsequent tuition fee freeze set by the Ministry of Colleges and Universities, the repeal of Bill 124 leading to adjustments of salaries retroactivity leading to financial pressure, and the constraints and circumstances that have disrupted international student markets. A summary of the Blue-Ribbon Panel on Postsecondary Education Financial Sustainability was shared. Enrolment was expected to remain flat for the foreseeable future.

The 2024/2025 operating budget to projected actuals was shared, including the \$16.7 million adverse tuition variance and a projected operating deficit of \$38.7 million. The 2025/2026 base operating budget projection anticipated an additional international intake decline of 10% for both undergraduate and graduate students and a modest term-limited Provincial operating grant increase. Without any action, a \$70 million operating deficit was expected for 2025/2026, accounting for 14% of the University's total revenue. An analysis of the reserves, amount, and ease of accessibility of those reserves was shared; however, available and potentially available reserves could only cover 54% of the current projected cumulative deficits over the planning horizon.

The main drivers of the increasing structural deficit were stagnant revenue and expense growth. Strategies for addressing the financial situation were presented, with the goal of creating financial sustainability without compromising Carleton's core mission. The Financial Sustainability Framework included:

- Cost Containment Measures: activity-specific such as scholarships, voluntary retirement incentive program, capital project review, and targeted base budget cuts;
- Revenue "Win Back": creating new graduate and undergraduate programs, developing international enrolment strategies;
- Breaking the academic cost/quality trade-off: implementing quarterly progress reports for projects and integrate outcomes into budget reduction strategy; and
- An evidence-based approach to organizational excellence and optimization: continuous improvement program design, implementation, and monitoring.

Management was committed to reporting on the action plans with milestones for each component of the Financial Sustainability Framework over the next two years. Component action plans would take a whole-campus approach and undertake cross-function teams involving vice-presidents and deans. Regular progress updates would be incorporated into the budget update reports presented to the Board throughout the year. She acknowledged that change management would need to consider potential risks, such as operational, human capital, strategic, reputational, and government oversight.

The Planning Framework for 2025/2026 would involve more consultation and internal work than past cycles, involving a larger number of stakeholders and reporting.

A member commented that they appreciated the transparency, communication, and strategic approach. They also asked about the potential implications from the cost



containment measures and the impact of reducing scholarships on recruitment. P. Rankin responded that the revisions to scholarships occurred after sector-wide benchmarking to ensure that any changes would not result in a loss of student enrolments. S. Blanchard, Vice-President (Students and Enrolment), added that Carleton's scholarships were ahead of other universities and the scholarships for 2025/2026 could be scaled back. The scholarship grid for 2026/2027 would be reviewed and any change to scholarships would be such that it would not impact enrolment.

Regarding cost containment, a member asked which areas had the greatest opportunities or challenges. P. Rankin advised that management was looking at their own units, library acquisitions, and expenditures around marketing and communications. It would be a campus-wide approach on both the administrative and academic sides. Position reviews would depend on the take up of the voluntary retirement incentive program.

A member commented on the strength of the framework presented and the openness of management to leverage the expertise of members of the Board. P. Rankin agreed on the importance of transparency not just for the Carleton community but for the wider community as well.

On the recommendation of the Finance Committee, it was moved by A. Hamdani and seconded by S. Mingie to approve Carleton's operating budget planning framework for fiscal year 2025/2026, as presented. The motion carried unanimously.

## **6. ITEMS FOR INFORMATION**

### **6.1 Overview of Carleton University's Capital Renewal and Deferred Maintenance**

An executive summary and presentation were circulated in advance.

A. Tremblay, Chair of the Building Program Committee, introduced the item and Carleton's facilities management strategy. She reminded the Board that an extension of funding towards deferred maintenance was approved by the Board in April 2024.

S. Mason, Senior Account Manager at Gordian Consulting, provided a presentation on the return on physical assets analysis for Carleton. Since 2010, Carleton's enrolment had outpaced the growth in square footage and Carleton was one of the highest density campuses in Gordian's database. Higher-density campuses require additional operational resources and benefit from having more staff to maintain expected service levels and capital programs. Buildings being used at a higher frequency for longer operating hours can experience shortened lifecycles, requiring more frequent investment to avoid deterioration.

The majority of Carleton's supported academic campus was built in the Post-War and Modern eras (1950-1970). Buildings from this era may have lower-quality construction and require frequent repairs, disproportionately drawing on available resources.

Approximately 65% of the buildings on campus were over 50 years old, but Carleton recently made some strides in improving the age profile through the capital investment program and the number of buildings under 25 years old was steadily increasing. Assuming no intervention, the risk of the aging buildings would continue to grow with 81% of campus space projected to be high-risk by 2031. This could be mitigated by continuing a strong capital deferred maintenance program and extending the allocation of funding for investment into the aging campus.

Since Fiscal Year (FY) 2017, the investment had almost doubled with funds going into existing spaces, campus infrastructure, and new construction. Carleton maintained a consistent mix of funding with a balance of investment into new infrastructure investments with significant reinvestment back into the needs of its existing buildings. Carleton's facilities team had made strategic decisions with its funding allocations with the majority of the funding going towards high-risk buildings that were over 25 years old, with the rate of spending exceeding the percentage of space.

To target annual investment, 3% of the replacements value in FY 2022 was \$57.8 million. Based on each building's complexity, size, and function, it would have different life cycle needs. Targeted for Carleton's campus, this would be \$22.2 million for envelope/mechanical and \$30.8 million for space/program, or an annual targeted investment of \$16.7 million for envelope/mechanical and \$10.8 million for space/program. The annual investment target was calculated at \$27.5 million for FY 2022. Carleton would need to consistently invest above its annual investment target if it wanted to stabilize or decrease the backlog of deferred maintenance. With higher inflation, there continued to be a need to catch up on maintenance across campus. In the event of future emergencies or strategic initiatives, reallocation of these resources would impact the continued ability to steward facilities' needs.

A member commented on the use of the term "high risk" campus for buildings over 50 years old given that most organizations would have buildings that fall into this age category. S. Mason responded that Carleton was not alone in its campus risk profile and added that high risk in this context referred to higher risk of capital failures for systems pushed beyond their standard lifecycle.

## 6.2 Research Update

A presentation was circulated in advance.

R. Goubran, Vice-President Research and International, provide an update on research, speaking to the University's research as an integral part of its core mission. Research generates significant direct and indirect benefits to the University including impacting reputation and ranking, attracting top faculty, staff, and students, and generating resources from grants, funds, and scholarships. He provided information on the Office of the Vice-President (Research and International) and how the team supports research at

Carleton through Carleton International, the Office of Research Ethics, the Office for Research Initiatives and Services, and Industry and Partnership Services.

Carleton's multidisciplinary research strengths included wellness, connectivity, and sustainability. Each research field had its own research impact metrics but all had the ultimate goals of knowledge creation, knowledge mobilization, and impact on society. The most common research performance metrics used by governments, granting agencies, and ranking agencies included external research funding, publications, and impact on the field such as citations. External research funding was used to pay graduate students and researchers, fund labs, collect data, cover the costs of publications and knowledge dissemination. Sources of funding included the Tri-Agency (NSERC, SSHRC, CIHR), governments, industry, and foundations.

In 2023, researchers co-authored 2,799 publications and 113,064 citations, both of which set record highs for Carleton. External research revenue, a proxy for research activities, total \$113.1 million in 2023/2024 and Tri-Agency funding had a three-year average of \$35.2 million. External funding from partnerships including both business enterprise and Mitacs were \$7.1 million and \$3.55 million in 2023, respectively. He highlighted the Holistic Integrated Partnerships with Ericsson and Efficiency Canada as example of the partnerships enabled by Research and Advancement. Two new government mandates were coming online in 2024/2025 including a Commercialization framework and Safeguarding Research by assessing external research funding applications for national security risks.

Research priorities included sustaining the increase in research productivity and external research funding by improving support to researchers, empowering multi-disciplinary collaborations, strengthening international research activities, and expanding community engagement. Carleton would continue to maintain full compliance with all existing and new government mandates related to research and would build reputation through nominations to honours and awards, optimizing submissions to ranking agencies, and celebrating successes.

A member asked how Carleton compared to peer institutions in terms of citations. R. Goubran responded that citations were a lagging indicator and that Carleton was lower than some peers, but catching up.

A member asked how the structure of OVPRI changed since 2016. R. Goubran responded that OVPRI was previously the Carleton Research Office and Carleton International, prior to the restructuring to better match the needs of researchers.

A member asked about the cost-containment and cost-recovery overhead charges. R. Goubran responded that Tri-Agency funding had no overhead and provides research support funding; however, contracts from industry partners or governments are charged overhead of approximately 20%.

### 6.3 Report from the Chair

The Chair thanked all members for their work and time during the Fall 2024 Board and Committee meetings. She advised that the applications for Board Award for Outstanding Community Achievement and Founders Award were open and encouraged members to nominate deserving individuals and to spread the word among their colleagues. She advised that a call for four Community-at-Large positions went out on December 2<sup>nd</sup> with a comprehensive communication plan to recruit for potential members with government relations, cybersecurity, strategic use of AI for business, and capital planning. Calls for expressions of interest for students and academic staff governors would take place in the Winter 2025 term.

### 6.4 Report from the President

J. Tomberlin, Interim President and Vice-Chancellor, reported that Fall Convocation took place on November 9, 2024 with over 1,200 graduates and an honorary degree awarded. He welcomed D. McNair, the new Vice-President (Finance and Administration), to his first meeting of the Board of Governors and thanked A. Marcotte for serving as interim. He advised that Carleton's new General Counsel, R. Sinclair, would be starting on January 6, 2025.

He highlighted a number of recent University achievements as follows:

- Carleton launched its new Nursing Program with the Queensway Carleton Hospital on November 5, 2024;
- The University was named a Canada's Top 100 Employer for the third consecutive year;
- Carleton rose to No. 4 in Canada (No. 2 in Ontario) on the Macleans list in the comprehensive category;
- Giving Tuesday (December 2<sup>nd</sup>) saw over \$581,000 raised; and
- December 6<sup>th</sup> would mark the National Day of Remembrance and Action on Violence Against Women.

### 6.5 Committee Chair Updates

#### 6.5.1 Building Program Committee

A. Tremblay, Chair of the Building Program Committee, advised that the Committee met on November 12, 2024. They reviewed the Capital Planning Policy to ensure that the Board and its committees were receiving the appropriate planning documents. The policy would undergo further revision and return to Building Program as well as Finance Committee in February.

The Committee also received an update on the Strive for Sustainability Annual Report 2023/2024. The year saw continued progress on the University's sustainability

plan, with notable projects underscoring Carleton's commitment to reducing carbon emissions, enhancing biodiversity, and expanding community engagement through education and collaboration.

The final item for information was the Ongoing Capital and Deferred Maintenance projects. Projects totaling \$250,622,657 were underway, with the value of work completed by September 2024 amounting to \$123,096,932. Notable updates since the last Building Program Committee meeting included the start of work on the Loeb Building Envelope Remediation and Replacement Project, the closure of all tenders for the New Student Residence (Rideau House) project, the opening of the Teraanga Commons Dining and Kitchen Expansion space in September, which was in the deficiency completion phase, and the demolition of P9 Parking Garage.

#### 6.5.2 Finance Committee

A. Hamdani, Chair of the Finance Committee, advised that the Committee met on November 12, 2024, approving the framework for the 2025/2026 operating budget as noted above. Other items included:

- The approval of the Statement of Investment Policies and Procedures for the Endowment (dated June 30, 2025);
- On the recommendation of the Investment Committee, reviewed and approved a new asset mix for the General Endowment to achieve a return exceeding the target while maintaining acceptable risk levels;
- A review of the 2024/2025 Operating Budget and Reserves. Domestic first-year student intake exceeded targets, while international student intake significantly declined. Savings were identified in renovations, acquisitions, enrolment incentives, and undergraduate support. An additional \$12.5 million draw on reserves may be needed; and
- 2024/2025 Ancillary Budget: Ancillary units are expected to generate enough revenue for services and future capital improvements. The original \$7.8 million surplus draw for the P9 parking garage demolition was reduced to \$6.6 million due to a positive \$1.2 million variance. The overall Ancillary Budget was maintaining a \$34.3 million surplus.

The Committee also received updates on the Pension Plan (\$1.7 billion), which was in strong standing but subject to ongoing risks, and a report on the Ongoing Capital and Deferred Maintenance Project Budget.

A member asked about the financial governance associated with the bond that would be at risk given the current financial situation. A. Marcotte responded that a reserve had been established and the amount was set aside in the operating budget to service the bond.

**7. OPEN-OTHER BUSINESS**

No other business was brought forward.

**8. OPEN-QUESTION PERIOD**

No additional questions were brought forward.

**9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK**

There being no further business, the Open Session of the Board of Governors was adjourned at approximately 4:34 p.m.



<b>To:</b>	Board of Governors	<b>Date of Report:</b> 21 January 2025
<b>From:</b>	Chair, Finance Committee	<b>Date of Meeting:</b> 18 March 2025
<b>Subject:</b>	<b>Pension Plan Actuarial Report</b>	
<b>Responsible Portfolio:</b>	Pension Committee	

## 1.0 PURPOSE

☒ For Approval   ☐ For Information   ☐ For Discussion

## 2.0 MOTION

On the recommendation of the Pension and Finance Committees, move to approve the June 30, 2024, actuarial valuation of the Retirement Plan, as presented.

## 3.0 EXECUTIVE SUMMARY

Legislation requires that an actuarial valuation of the Carleton University Retirement Plan be undertaken at least every three years, and that the valuation be filed with the Financial Services Regulatory Authority (FSRA) and the Canada Revenue Agency (CRA). The last valuation was completed June 30, 2024. An actuarial valuation has been prepared for the period ended June 30, 2024, by Mercer, the Plan's actuary, reflecting the financial position of the Plan. The actuarial valuation was completed one year ahead of schedule due to the strong funded position. The Pension Committee and Mercer came to consensus that it was prudent to lock in three years of stable contribution rates with the financial challenges in the university sector, and a volatile global economic environment. The Pension Committee reviewed and approved this valuation at a meeting on Jan. 22, 2025, and recommends that it be approved by the Finance Committee.

The valuation shows the financial position of the Plan remained stable since the last valuation. The Plan is 103% funded on a going-concern basis at June 30, 2024, with a surplus of \$26 million (compared to 106% funded with a surplus of \$51 million at June 30, 2012). The Plan is 122% funded on a solvency (wind-up) basis with a surplus of \$199 million at June 30, 2024 (compared to 108% and a surplus of \$71 million at June 30, 2022).

The Plan remains fully funded which means contribution rates are known with certainty for another three years. The next actuarial valuation will be required at June 30, 2027.

## 4.0 INPUT FROM OTHER SOURCES

Valuation Report prepared by Mercer. The report will be signed after Board approval.

## 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

See attached actuarial valuation report.

## 6.0 FINANCIAL IMPLICATIONS

The financial stability of the Retirement Plan is critical to ensuring that the promise to deliver benefits to plan participants can be accomplished at a reasonable cost and risk to the university. Cost and risk refer to contributions, including special payments, and the variability of those payments. The 2008-2009 global financial crisis was challenging for several years for pension plans, but strong investment returns and higher interest rates have supported Canadian pension plans (including Carleton) actuarial ratios. In Ontario, the regulator is focused on the going-concern ratio. Carleton remains fully funded on a going-concern basis at

103% or \$26 million surplus with smoothing and 109% and \$89 million surplus without smoothing. The smoothing means that the asset growth or loss is smoothed over a four year period. We are not recognizing all of the significant gains over the past two years where performance well exceeded the expected return on the assets (going-concern discount rate). Furthermore, Carleton has built up a reserve for future pension contributions in recognition of the possibility of a challenging economic environment ahead before the next official valuation in 2027.

## 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The financial stability of the Plan is of strategic importance to the university, given its size, continued growth, and compliance requirements. Regulatory, legal and compliance risk are mitigated by a clear governance structure and the existence of the Office of Pension Fund Management that oversees regulatory and compliance issues. This structure protects Plan members and assists the Pension Committee, the Finance Committee and the Board of Governors in fulfilling their fiduciary duties. Another type of risk over which the university has less control is market risk; i.e. the failure to achieve satisfactory returns due to capital market conditions, and related impairment of the assets supporting the Plan liabilities. Steps are taken to mitigate these risks through oversight and managing the Fund in accordance with prudent investment policy which includes the careful selection of investment managers and their oversight.

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Performing due diligence in the governance and operational management of the Plan is critical to avoiding reputational risks. The valuation results and related inputs have been thoroughly analyzed by the Pension Committee with the assistance of the Plan actuary. The recommendation presented to the Finance Committee was fully endorsed by the Pension Committee.

## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



# Carleton University Retirement Plan

Result of Funding Valuation as at June 30, 2024

January 2025  
Armand Abehsera, Principal, Toronto  
Bill Watson, Partner, Toronto

A business of Marsh McLennan



# Agenda

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# **Background on actuarial valuations and funding of pension plans**



# Valuation measures

VALUATION IS A SNAP SHOT OF THE FINANCIAL POSITION OF A PLAN AT A POINT IN TIME

## VALUE OF THE ASSETS

- How much is in the pension fund on the valuation date

## AMOUNT OF LIABILITIES

- Current value of future pensions to plan members and beneficiaries based on service to date

## SURPLUS OR DEFICIT

- Difference between assets and liabilities
  - If difference is a deficit, additional contributions (“special payments”) required
  - If the difference is a surplus, contributions may be reduced or eliminated, depending on the size of the surplus and plan provisions

AND

## CURRENT SERVICE COST

- Cost of benefits that will be earned by active members in the year following the valuation

# The funding valuation measures

## How the plan is meeting its objectives



### GOING CONCERN

“Long-term view”  
of the plan

- Measures long term sustainability; assumed the plan will be maintained indefinitely
- Determines level of current service cost contributions and special payments toward deficits (if any)
- Assumptions selected by actuary, in consultation with Carleton University, and each assumption required to be the actuaries' best estimate
- Provision for Adverse Deviation (PfAD) applied to going-concern liabilities and current service cost, to be funded
- 10 year amortization of deficit (including PfAD)



### HYPOTHETICAL WIND-UP

“Snapshot view”  
of the plan

- Complements long-term view with focus on security of accrued benefits
- Assumes plan is terminated and fully settled on the valuation date
- Assumptions generally prescribed (market basis)



### SOLVENCY

Wind-up, “with  
adjustments”

- Same as hypothetical wind-up except Ontario regulations allow certain adjustments to wind-up results such as exclusion of certain liabilities and option to smooth assets and liabilities
- May result in additional special payment contributions
- Funding only required to improve solvency status to 85%
- 5 year amortization; no consolidation

# Roles of the various parties in preparing the actuarial valuation

Plan Actuary	Carleton University	Canadian Institute of Actuaries	Financial Services Regulatory Authority of Ontario	Canada Revenue Agency
<ul style="list-style-type: none"><li>• Selects assumptions and methods</li><li>• Certifies assumptions and methods are in accordance with accepted actuarial practice</li><li>• Must adhere to all professional standards as set by the Canadian Institute of Actuaries and set by the actuarial firm</li></ul>	<ul style="list-style-type: none"><li>• Engages actuary to prepare actuarial valuation</li><li>• Provides input on plan specific assumptions such as expected retirements or expected long term pensionable earnings</li><li>• Decides level of additional margins and funding policy</li></ul>	<ul style="list-style-type: none"><li>• Sets professional standards and accepted actuarial practice</li><li>• Issues educational notes providing recommendations on pension specific actuarial topics</li></ul>	<ul style="list-style-type: none"><li>• Ensures actuarial report is in compliance with Pension Benefits Act and Regulations</li><li>• Ensures contributions are in accordance with Pension Benefits Act and Regulations</li></ul>	<ul style="list-style-type: none"><li>• Ensures actuarial report is in compliance with Income Tax Act</li><li>• Ensures contributions amounts are in accordance with Income Tax Act</li></ul>

# Valuation results

2

# What happened since the last valuation?



## Fund Return

- 2022/2023 plan year: 11.78%
- 2023/2024 plan year: 11.11%



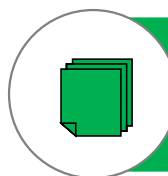
## Contributions

- Total contributions remitted by members and University:
  - 2022/2023: EE \$15,136,000 ER \$22,094,000
  - 2023/2024 : EE \$16,173,000 ER \$24,139,000



## Assumptions

- Increase in going-concern discount rate assumption to 6.2% (from 6.1% at last valuation)
- Updated from Dec. 5th Pension Committee meeting to reflect current SIPP (from 6.1% to 6.2%)
- SIPP was updated in 2024 to reflect allocation to real estate (3%)
- SIPP expected to be updated to reflect further allocation to real estate and to private equity
- Discount rate in future valuations will reflect updated target allocations once SIPP is updated
- Reviewed expense provisions following Dec. 5th Pension Committee meeting and determined no changes to expense assumptions (increase in expected non-investment expenses offset by decrease in investment expenses)



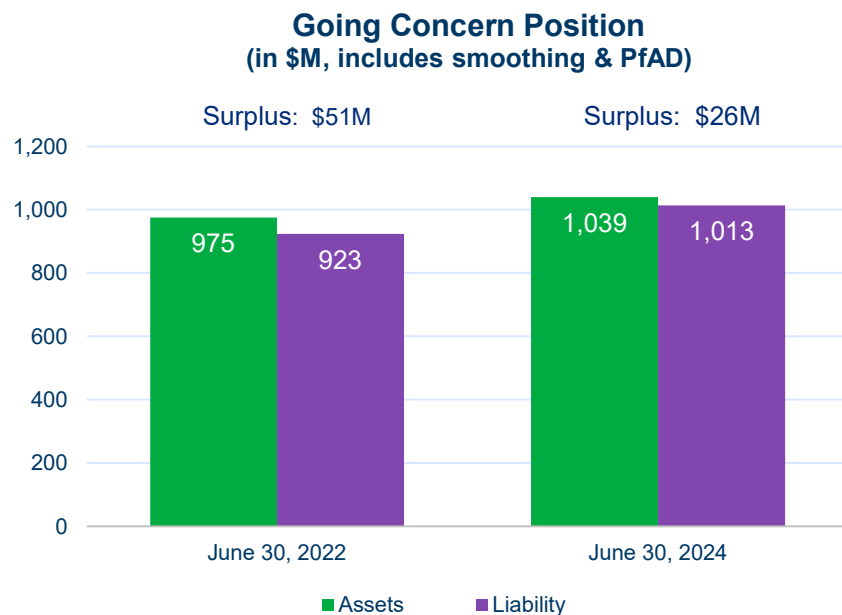
## Membership

- Net increase in membership of 204 (391 new members, 116 lump sum payout terminations, 69 net deaths)
- Increase in pensionable earnings since last valuation greater than assumed 4.5% per annum



# Highlights of valuation results

## Going concern position (excluding Money Purchase Component)



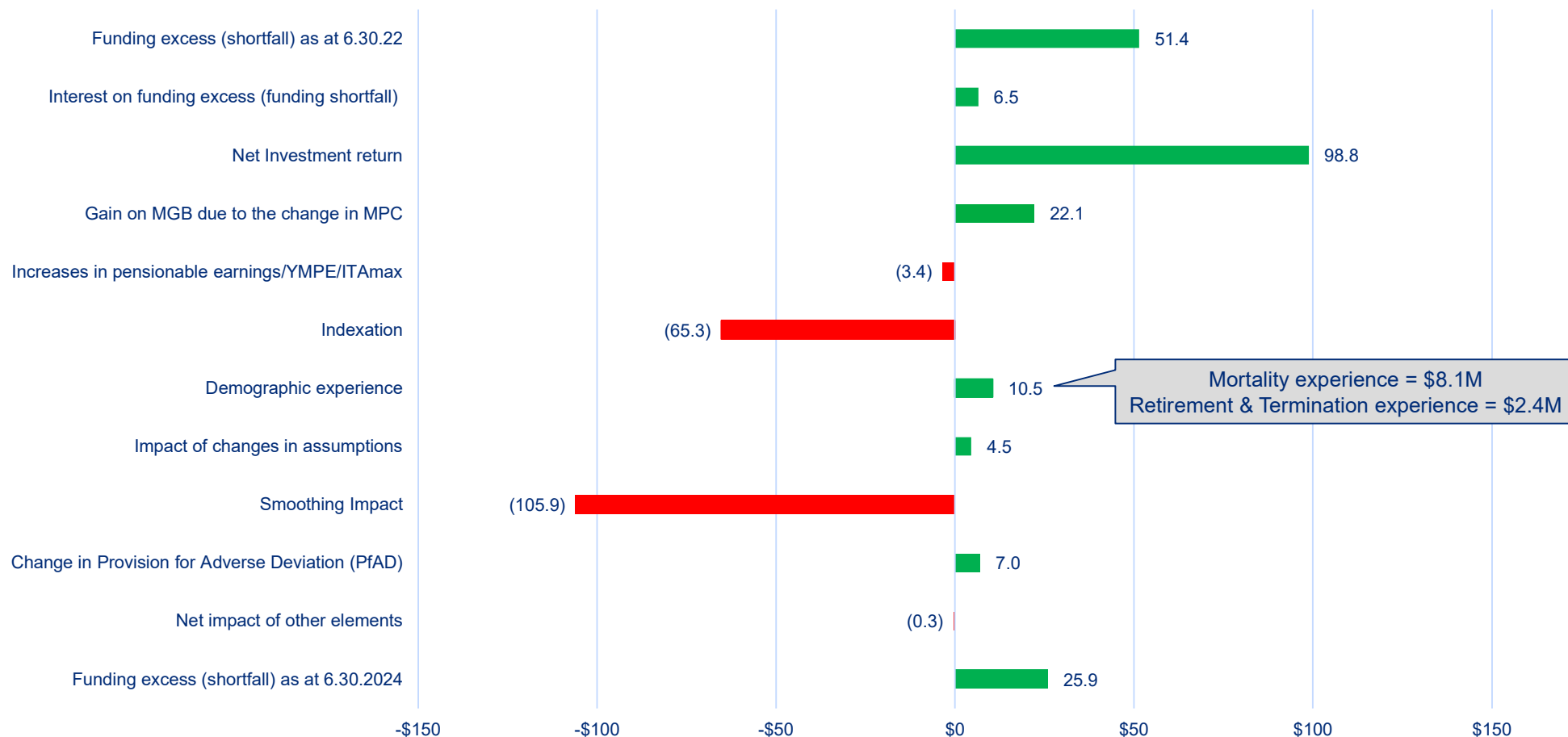
Surplus(Deficit) / Funded Ratio	June 30, 2022	June 30, 2024
Including smoothing & PfAD	\$51M / 106%	\$26M / 103%
Excluding smoothing	\$13M / 101%	\$89M / 109%

- The funded position has deteriorated from July 1, 2022 to June 30, 2024 on smoothed basis (has improved on unsmoothed basis)
- Mainly as a result of losses from:
  - impact of smoothing (deferring investment gains)
  - indexing of pensions in pay higher than assumed
  - increases in pensionable earnings greater than assumed
- Offset by gains from:
  - investment returns higher than assumed
  - decrease in minimum guarantee benefits as a result of higher money purchase balances,
  - decrease in minimum guarantee benefits as a result of increase in discount rate
- At June 30, 2024, the plan remains fully funded, however, significant risk remains due mainly to uncertainty in financial markets and potential changes to mortality assumption.

## Valuation results – Going concern basis

(\$000)	June 30, 2022	June 30, 2024
<b>Assets</b>		
Market value of assets (include contribution in-transit)	1,485,131	1,735,357
LESS: Money Purchase Component (MPC) balances	(541,925)	(644,260)
Total market value of assets net of MPC	943,206	1,091,097
Asset smoothing adjustment	31,648	(51,670)
<b>Total actuarial value of assets</b>	<b>974,854</b>	<b>1,039,427</b>
<b>Liabilities</b>		
• Actives - Minimum Guarantee Benefits	83,811	81,113
• Pensioners	762,274	834,295
• Deferreds & Non-Reduction Reserve (NRR)	397	264
Subtotal	846,482	915,672
Liabilities smoothing adjustment	(6,584)	11,181
Total smoothed liabilities	839,898	926,853
PfAD on non-indexed liabilities	83,509	86,636
Total liabilities including PfAD	923,407	1,013,489
<b>Funding excess (deficit)</b>	<b>51,447</b>	<b>25,938</b>
<b>Net position without smoothing</b>	<b>13,215</b>	<b>88,789</b>

# Valuation results – Gains and losses on going-concern basis



## Valuation results - Hypothetical wind-up/solvency basis

(\$000)	June 30, 2022	June 30, 2024
<b>Assets</b>		
Market value of assets (include contribution in-transit)	1,485,131	1,735,357
LESS: Money Purchase Component (MPC) balances	(541,925)	(644,260)
Total market value of assets net of MPC (A)	943,206	1,091,097
Termination expense provision	(650)	(750)
<b>Total actuarial value of assets</b>	<b>942,556</b>	<b>1,090,347</b>
<b>Liabilities</b>		
• Actives - Minimum Guarantee Benefits	33,820	19,338
• Pensioners	837,770	871,656
• Deferreds	419	46
Total (C)	872,009	891,040
<b>Surplus (deficit)</b>	<b>70,547</b>	<b>199,307</b>
<b>Transfer Ratio (A÷C)</b>	<b>108%</b>	<b>122%</b>

- Significant improvement in funded position on hypothetical wind-up/solvency basis mainly due to:
  - Investment returns greater than solvency interest rates, and
  - Increase in interest rates assumptions

# Minimum contributions requirements (in \$000s)

Valuation Date:	June 30, 2022	June 30, 2024		
Plan Year	2023/2024	2024/2025	2025/2026	2026/2027
Minimum Guarantee Benefits (MGB) Current Service Cost	7,523	7,816	8,168	8,535
Provision for Adverse Deviation (PfAD)	746	745	778	814
Total MGB Current Service Cost	8,269	8,561	8,946	9,349
PLUS: Special Payments	0	0	0	0
LESS: Members Contribution to Minimum Guarantee	0	0	0	0
<b>Subtotal</b>	<b>8,269</b>	<b>8,561</b>	<b>8,946</b>	<b>9,349</b>
Total Money Purchas Contribution	30,041	30,689	32,070	33,513
LESS: Members' Money Purchase Contribution	(14,657)	(14,974)	(15,648)	(16,352)
<b>University Money Purchase Contribution</b>	<b>15,383</b>	<b>15,715</b>	<b>16,422</b>	<b>17,161</b>
<b>Total University Contribution</b>	<b>23,652</b>	<b>24,276</b>	<b>25,368</b>	<b>26,510</b>

## EXPRESSED AS A PERCENTAGE OF PENSIONABLE EARNINGS

University minimum guarantee current service cost	2.85%	2.89%	2.89%	2.89%
University money purchase contributions	5.30%	5.30%	5.30%	5.30%
University special payments	0.00%	0.00%	0.00%	0.00%
<b>Total University</b>	<b>8.15%</b>	<b>8.19%</b>	<b>8.19%</b>	<b>8.19%</b>
Members' contributions to Money Purchase	5.05%	5.05%	5.05%	5.05%
Members' contributions to Minimum Guarantee	0.00%	0.00%	0.00%	0.00%
<b>Total members</b>	<b>5.05%</b>	<b>5.05%</b>	<b>5.05%</b>	<b>5.05%</b>

**Membership data**

**3**

# Plan membership



## HIGHLIGHTS

- Although total number of participants is growing, proportions are relatively stable
- Plan continues to mature (proportion of retired members is continuing to increase)
- Although retirees represent a 1/3<sup>rd</sup> of the total membership in the plan, their liabilities are over 50% of the total

# Membership reconciliation

	Actives	Deferred Vested	Pensioners and Beneficiaries	Total
<b>As of June 30, 2022</b>	<b>2,429</b>	<b>532</b>	<b>1,578</b>	<b>4,539</b>
New entrants	391			391
Terminations				
• transfers/lump sums	(68)	(48)		(116)
• deferred pensions	(110)	110		0
Deaths	(3)	(2)	(64)	(69)
Retirements	(107)	(12)	119	0
Deaths with Beneficiary/Spousal Pension	(1)		(30)	(31)
New Beneficiary/Spousal Pension			31	31
Data corrections		(1)	(1)	(2)
<b>As of June 30, 2024</b>	<b>2,531</b>	<b>579</b>	<b>1,633</b>	<b>4,743</b>



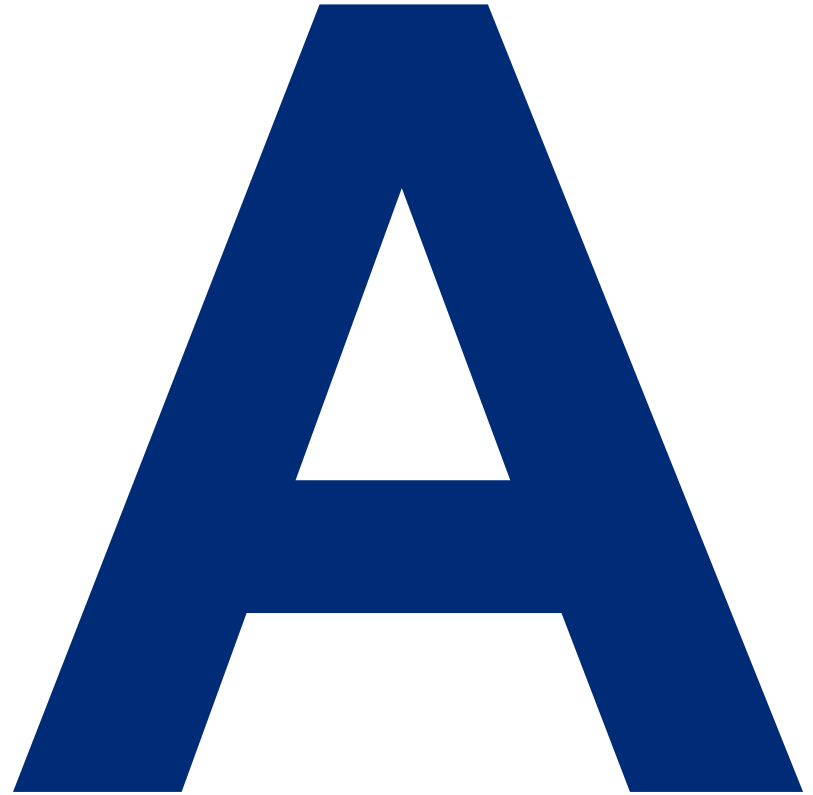
# Membership statistics

	June 30, 2022	June 30, 2024
<b>ACTIVE MEMBERS</b>		
Number	2,429	2,531
Total pensionable earnings for the following year	\$265,961,000	\$296,306,000
Average pensionable earnings for the following year	\$109,000	\$117,000
Average years of pensionable service	11.2 years	11.3 years
Average age	47.2	45.3
Total MPC account balance	\$500,510,000	\$594,633,000
<b>DEFERRED PENSIONERS</b>		
Number	532	579
Average age	52.3	49.9
Total MPC account balance	\$39,897,000	\$49,609,000
Number of members with MG pensions	521	568
Total annual MG pension	\$2,352,000	\$2,551,000
Average annual MG pension	\$4,514	\$4,491
<b>PENSIONERS AND BENEFICIARIES</b>		
Number	1,578	1,633
Total annual lifetime pension	\$77,409,000	\$84,650,000
Average annual lifetime pension	\$49,000	\$42,000
Average age	75.5	74.3

## Next Steps

- Pension Committee to approve valuation results and recommend to Board for approval and filing
- Mercer to prepare actuarial valuation report including required disclosure
  - Interest rate sensitivity
  - Plausible adverse scenarios
- File valuation report following Board approval (due by March 31, 2025)
- Adjust University minimum guarantee benefits current service contributions going back to July 1, 2024
  - 2.89% instead of 2.85% of pensionable earnings
  - Retroactive contributions (difference between 2.85% and 2.89%) for July 2024 to March 2025 is due no later than 60 days following date report is filed

# **Appendix A – Asset reconciliation**



# Asset reconciliation

\$000's	July 1, 2022 – June 30, 2023	July 1, 2023 – June 30, 2024
Market value at beginning of period	\$1,485,131	\$1,607,645
PLUS		
Members contributions		
• Money Purchase Account	\$15,136	\$16,173
• Minimum Guarantee Benefits (Special Payments)	\$0	\$0
University contributions		
• Money Purchase Account	\$14,347	\$15,880
• Minimum Guarantee Benefits (Service Cost)	\$7,747	\$8,259
• Minimum Guarantee Benefits (Special Payments)	\$0	\$0
Investment income and capital gains/(losses) net of fees	\$170,077	\$174,529
	<hr/> \$207,307	<hr/> \$214,841
LESS		
Pension paid	\$77,655	\$79,653
Lump sum payments	\$7,138	\$7,476
	<hr/> \$84,793	<hr/> \$87,129
Market value at end of period	<b>\$1,607,645</b>	<b>\$1,735,357</b>

# **Appendix B – Assumptions used for valuation**



# Derivation of Going-Concern Discount Rate

	JUNE 30, 2022	JUNE 30, 2024	COMMENTS
Expected passive return on assets based on asset mix in SIPP	6.19%	6.35%	Based on Mercer Portfolio Return Calculator 50 <sup>th</sup> percentile (median) outlook and reflecting SIPP as of valuation date
Allowance for active management	0.30%	0.27%	Differential between active and passive investment management fees *
Expenses	(0.41%)	(0.39%)	Total plan expenses over the last 6 years *
Margin for adverse deviations	(0.00%)	(0.00%)	Confirmed by Carleton University
	<b>6.08%</b>	<b>6.23%</b>	
<b>Discount rate</b>	<b>=&gt; Rounded to 6.10%</b>	<b>=&gt; Rounded to 6.20%</b>	

\* Excluding fees for alternative investments since the expected returns for those types of investments are already net of investment expenses

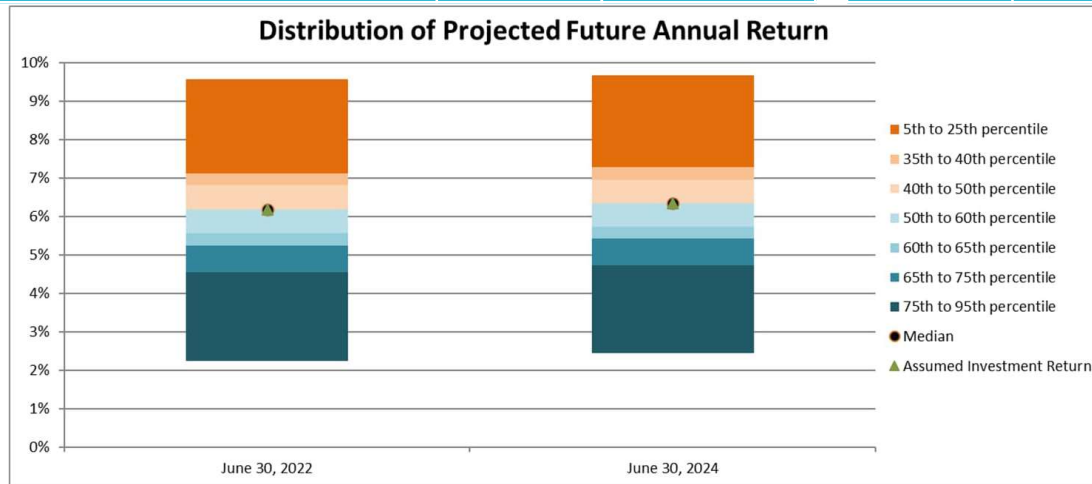
# Going-Concern Discount Rate

## Expected passive return on assets

As at June 30, 2024	Per June 30, 2022 SIPP		Per Current SIPP	
	Target mix	Median 20-year expected return	Target mix	Median 20-year expected return
Universe Bond	20%	4.10%	20%	4.10%
High Yield Bonds	5%	5.30%	5%	5.30%
Canadian Equity (large cap.)	25%	5.94%	22%	5.94%
Global Equity (large cap.)	25%	5.94%	25%	5.94%
Global Equity (Small cap.)	5%	6.24%	5%	6.24%
Emerging Market Equity	5%	6.84%	5%	6.84%
Infrastructure	15%	6.80%	15%	6.80%
Real Estate (value added)			3%	7.90%
Private Equity				
<b>Total Weighted Average Expected Return</b>	<b>100%</b>	<b>5.73%</b>	<b>100%</b>	<b>5.79%</b>
<b>Median Expected Return *</b>		<b>6.25%</b>		<b>6.35%</b>

Expected long-term passive return on plan assets is determined as the expected rate of return over a 20-year time horizon on assets based on the pension fund target asset mix (including adjustment for average equity returns)

\* Median cumulative annualized returns based on weighted average expected returns including impact of accumulation, diversification and re-balancing



# Summary of Going-Concern Assumptions & Methods

	June 30, 2022	June 30, 2024
Discount rate	6.10%	6.20%
Inflation	2.00%	2.00%
YMPE/ITA limit increases	3.00%	3.00%
Pensionable earnings increases	4.50% for actives and 3.0% for disabled	4.50% for actives and 3.0% for disabled
Interest on Money Purchase Account Balance	6.10% equivalent to discount rate	6.20% equivalent to discount rate
Post retirement pension increases	0.10% (discount rate less 6%*)	0.20% (discount rate less 6%*)
Non-reduction reserve	1.5% for pre-July 1, 2003 liabilities for active and deferred members	1.5% for pre-July 1, 2003 liabilities for active and deferred members
Provision for Adverse Deviation (PfAD) - prescribed	10%	9.70%

\* Excess of the 4-year arithmetic average investment return over 6% (see tables in appendix)



# Summary of Going-Concern Assumptions & Methods

	June 30, 2022	June 30, 2024
Actuarial cost method	Projected unit credit	Projected unit credit
Asset valuation method	Smoothed value	Smoothed value
Retirement rates *	Age related table	Age related table
Termination rates	Age related table	Age related table
Mortality rates	90% of the rates of the 2014 Public Sector Canadian Pensioners Mortality Table (CPM2014Public), fully generational using mortality improvement scale CPM-B	90% of the rates of the 2014 Public Sector Canadian Pensioners Mortality Table (CPM2014Public), fully generational using mortality improvement scale CPM-B
Disability rates	None	None

*\* Reflecting retirement rates based on experience study for period 2013-2022*

# Summary of Hypothetical Wind-Up/Solvency Assumptions

	June 30, 2022	June 30, 2024
<b>Form of Benefit Settlement</b>		
• Members assumed to elect the transfer option	70% of non-retired members under age 55; 50% of non-retired members aged 55 or older	70% of non-retired members under age 55; 50% of non-retired members aged 55 or older
• Members assumed to have an annuity purchased on their behalf	30% of non-retired members under age 55; 50% of non-retired members aged 55 or older; pensioners	30% of non-retired members under age 55; 50% of non-retired members aged 55 or older; pensioners
<b>Interest Rate</b>		
• For members assumed to elect the transfer option	3.70% per annum for 10 years; 4.20% per annum thereafter	<b>4.70%</b> per annum for 10 years; <b>4.80%</b> per annum thereafter
• For members assumed to have an annuity purchased on their behalf	4.34% for duration of 6.25	<b>5.02%</b> for duration of 7.78
<b>Mortality</b>		
• For members assumed to elect the transfer option	CPM2014 fully generational using CPM-B mortality improvement scale	CPM2014 fully generational using CPM-B mortality improvement scale
• For members assumed to have an annuity purchased on their behalf	90% of CPM2014 fully generational using CPM-B mortality improvement scale	90% of CPM2014 fully generational using CPM-B mortality improvement scale

## Summary of Hypothetical Wind-Up/Solvency Assumptions (cont'd)

	June 30, 2022	June 30, 2024
Retirement	Age which results in highest commuted value of benefits	50% at age which results in highest commuted value of benefits and 50% at earliest unreduced retirement age
Family composition	Same as for going-concern valuation	Same as for going-concern valuation
Maximum pension limit:	\$3,420.00	<b>\$3,610.00</b>
Termination Expenses	\$650,000	<b>\$750,000</b>

# **Appendix C – Historical fund returns**



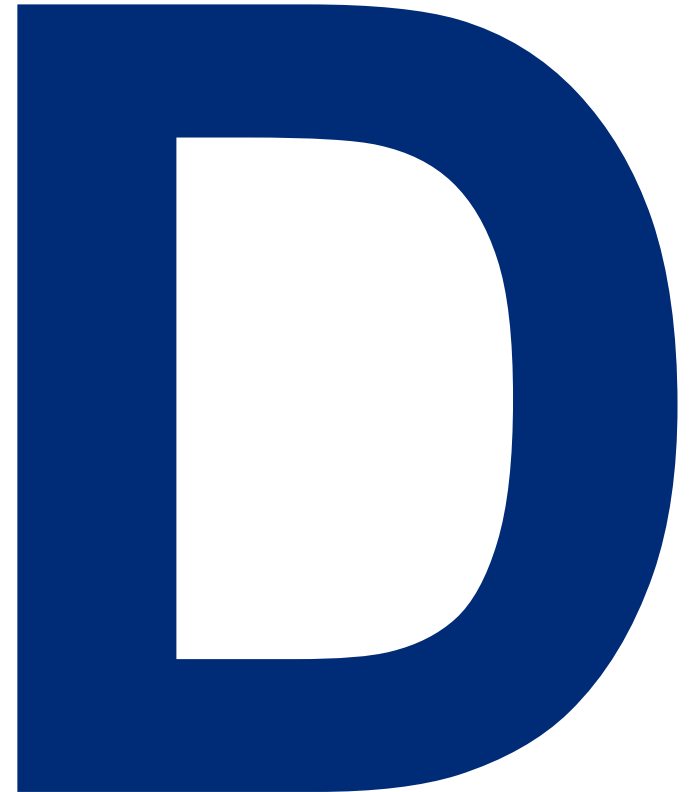
# Historical fund returns and pension adjustments

Period July 1 to 30-Jun	Annual Fund Rate %	Four Year Average Fund Rate%	Four-Year Average Minus 6%	Average Annual Nat'l CPI%
1982-1983	38.3181	14.7010	8.7010	8.45
1983-1984	2.4528	11.7739	5.7739	4.91
1984-1985	26.6328	15.8372	9.8372	3.83
1985-1986	21.1476	22.1378	16.1378	3.97
1986-1987	13.4140	15.9118	9.9118	4.78
1987-1988	0.6843	15.4697	9.4697	4.22
1988-1989	14.3544	12.4001	6.4001	4.39
1989-1990	2.3856	7.7096	1.7096	4.29
1990-1991	8.7575	6.5455	0.5455	5.46
1991-1992	8.9443	8.6105	2.6105	3.16
1992-1993	15.5230	8.9026	2.9026	1.72
1993-1994	3.5651	9.1975	3.1975	1.03
1994-1995	14.2767	10.5773	4.5773	1.10
1995-1996	13.1076	11.6181	5.6181	1.87
1996-1997	20.5896	12.8848	6.8848	1.79
1997-1998	12.1280	15.0255	9.0255	1.18
1998-1999	4.2672	12.5231	6.5231	1.08
1999-2000	21.0300	14.5037	8.5037	2.42
2000-2001	-3.8069	8.4046	2.4046	3.05
2001-2002	-0.9552	5.1338	-0.8662	1.66
2002-2003	1.0500	4.3295	-1.6705	3.37
2003-2004	16.3794	3.1668	-2.8332	1.73
2004-2005	10.5392	6.7534	0.7534	2.08
2005-2006	7.8800	8.9622	2.9622	2.48

# Historical fund returns and pension adjustments

Period July 1 to 30-Jun	Annual Fund Rate %	Four Year Average Fund Rate%	Four-Year Average Minus 6%	Average Annual Nat'l CPI%
2006-2007	17.7586	13.1393	7.1393	1.77
2007-2008	-4.3945	7.9458	1.9458	2.18
2008-2009	-11.4398	2.4511	-3.5489	1.67
2009-2010	8.9516	2.7190	-3.2810	0.74
2010-2011	16.0132	2.2826	-3.7174	2.51
2011-2012	-1.2817	3.0608	-2.9392	2.40
2012-2013	15.4450	9.7820	3.7820	0.96
2013-2014	20.6382	12.7037	6.7037	1.43
2014-2015	8.7749	10.8941	4.8941	1.50
2015-2016	2.4220	11.8200	5.8200	1.42
2016-2017	12.6667	11.1255	5.1255	1.46
2017-2018	7.5666	7.8576	1.8576	1.89
2018-2019	4.1650	6.7051	0.7051	2.11
2019-2020	-0.4973	5.9753	-0.0248	1.48
2020-2021	24.5876	8.9555	2.9555	1.46
2021-2022	-6.3725	5.4707	-0.5293	5.54
2022-2023	11.7842	7.3755	1.3755	5.59
2023-2024	11.1069	10.2766	4.2766	3.12
4-year average	10.28	8.02	2.02	3.93
10-year average	7.62	8.65	2.65	2.56
15-year average	9.06	7.80	1.80	2.24
20-year average	7.82	7.81	1.81	2.19
30-year average	8.48	8.48	2.48	2.10
40-year average	9.24	9.43	3.43	2.50

# **Appendix D – Important notices**



# Appendix D

## Important notices

Mercer has prepared this presentation exclusively for the use of Carleton University to present preliminary funding results for the funding valuation purposes for the Carleton University Retirement Plan (the “Plan”) as at June 30, 2024. This presentation may not be used or relied upon by any other party or for any other purpose; Mercer is not responsible for the consequences of any such other use. Its content may not be modified, incorporated into or used in other material, sold or otherwise provided, in whole or in part, to any other person or entity, without Mercer’s permission.

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The results presented herein are preliminary and subject to change. This report is not a substitute for a formal valuation report.

Carleton University is responsible for selecting the plan’s funding policy (including the margin, if any, for adverse deviations in the going concern valuation), the actuarial and asset valuation methods in the going concern valuation, and other methodologies permitted by legislation for the solvency valuation.

The actuarial assumptions used in the going concern valuation reflect the actuary’s best estimate, except for the margin for adverse deviations which has been selected by Carleton University. Carleton University is responsible for reviewing the going concern valuation assumptions referenced and advising Mercer as to any information it deems worthy of consideration in the determination of such assumptions.

Actuarial assumptions are used to model a limited number of scenarios from a range of possibilities for each valuation basis. Different assumptions or scenarios within the range of possibilities may also be reasonable. However, the future is uncertain and the Plan’s actual experience will differ from the assumptions utilized and the scenarios presented; these differences may be significant or material. This report is presented at a particular point in time and should not be viewed as a prediction of the Plan’s future financial condition or its ability to pay benefits in the future.



## Appendix D

### Important notices (cont'd)

Furthermore, actuarial assumptions may be changed from one valuation to the next because of changes in regulatory and professional requirements, developments in case law, plan experience, changes in expectations about the future and other factors.

Mercer has used and relied on the membership data used in funding valuations and as supplied by Carleton University for the June 30, 2024 funding valuation. If the data supplied are not sufficient and reliable for its intended purpose, the results of our calculation may differ significantly from the results that would be obtained with such data. Although Mercer has reviewed the suitability of the data for its intended use in accordance with accepted actuarial practice in Canada, Mercer has not verified or audited any of the data or information provided.

Mercer has used and relied on the plan documents, including amendments, and interpretations of plan provisions, supplied by Carleton University. If any plan provisions supplied are not accurate and complete, the results of any calculation may differ significantly from the results that would be obtained with accurate and complete information. Moreover, plan documents may be susceptible to different interpretations, each of which could be reasonable, and the results of estimates under each of the different interpretations could vary. There were no substantive changes made to the plan provisions since the previous valuation at June 30, 2022.

Because actual plan experience will differ from the assumptions used in the calculations for this presentation, decisions about benefit changes, investment policy, funding amounts, benefit security and/or benefit-related issues should be made only after careful consideration of alternative future financial conditions and scenarios, and not solely on the basis of a valuation report or reports.

The information in this presentation reflects our understanding of the requirements of Ontario's legislation, the Income Tax Act and related regulations that are effective as of the valuation date. Mercer is not a law firm, and this analysis is not intended to be a legal opinion. You should consider securing the advice of legal counsel with respect to any legal matters related to this document.

Carleton University is solely responsible for selecting the plan's investment policies, asset allocations and individual investments.



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# Pension Plan Actuarial Report

Feb. 27, 2025

# Summary

- Plan assets total \$1.7 billion as of June 30, 2024
- Going-concern ratio/surplus is 103% and \$26 million as of June 30, 2024
  - 106% and \$51 million in 2022
- Solvency ratio/surplus is 122% and \$199 million as of June 30, 2024
  - 108% and \$71 million in 2022
- Plan remains fully funded as of June 30, 2024

# Design of the Plan

- Hybrid Plan
- Benefit is larger of:
  - Money Purchase pension
  - Minimum Guarantee pension
- Current contributions
  - Employee 4.37% of earnings up to the YMPE + 6.0% above YMPE
  - Employer 4.62% of earnings up to the YMPE + 6.25% above YMPE  
2.85% for minimum guarantee service cost
- Normal retirement age of 65
- Increases after retirement based on investment returns

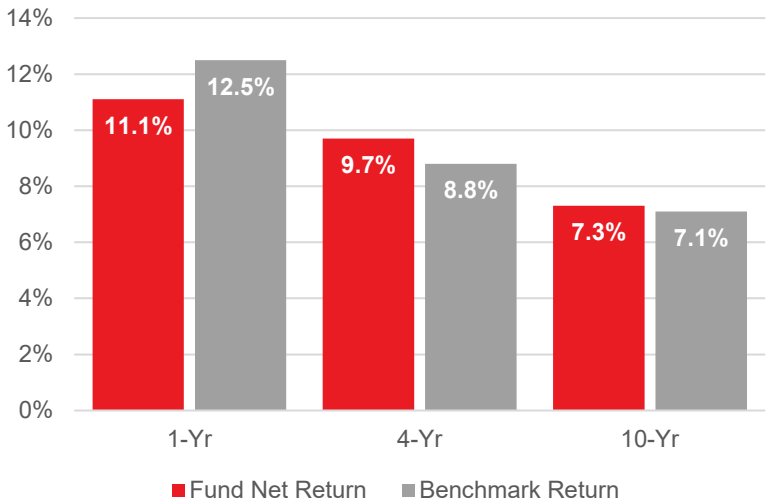
YMPE = Year's Maximum Pensionable Earnings for Canada Pension Plan (CPP) contributions

# Demographics of the Plan

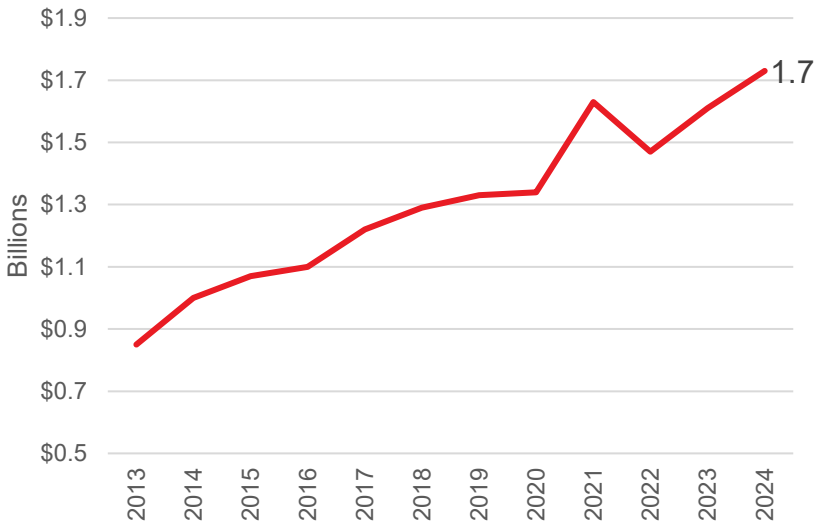
	<u>June 30, 2022</u>	<u>June 30, 2024</u>
• Active Members	<b>2,429</b>	<b>2,531</b>
• Average earnings	\$109,000	\$117,000
• Average pensionable service	11.2 years	11.3 years
• Deferred pensioners	<b>532</b>	<b>579</b>
• Retirees	<b>1,578</b>	<b>1,633</b>
• Average age	75.5	74.3
• Average pension	\$49,000	\$42,000
• Total membership	<b>4,539</b>	<b>4,743</b>

# Investments of the Retirement Fund

Fiscal Year Ended June 30, 2024 Returns



Historical Market Value



\*9.8% gross fiscal YTD return to Dec. 31, 2024

# Actuarial Valuation Process

- The actuarial valuation evaluates the financial position of the Plan at the valuation date by comparing the assets in the Retirement Fund to the accrued liabilities for pension benefits
- This valuation also sets the contribution requirements for the period until the next filed valuation in three years
- The final report is filed with the Financial Services Regulatory Authority of Ontario (FSRA) and Canada Revenue Agency (CRA) by March 31, 2025

## Solvency valuation

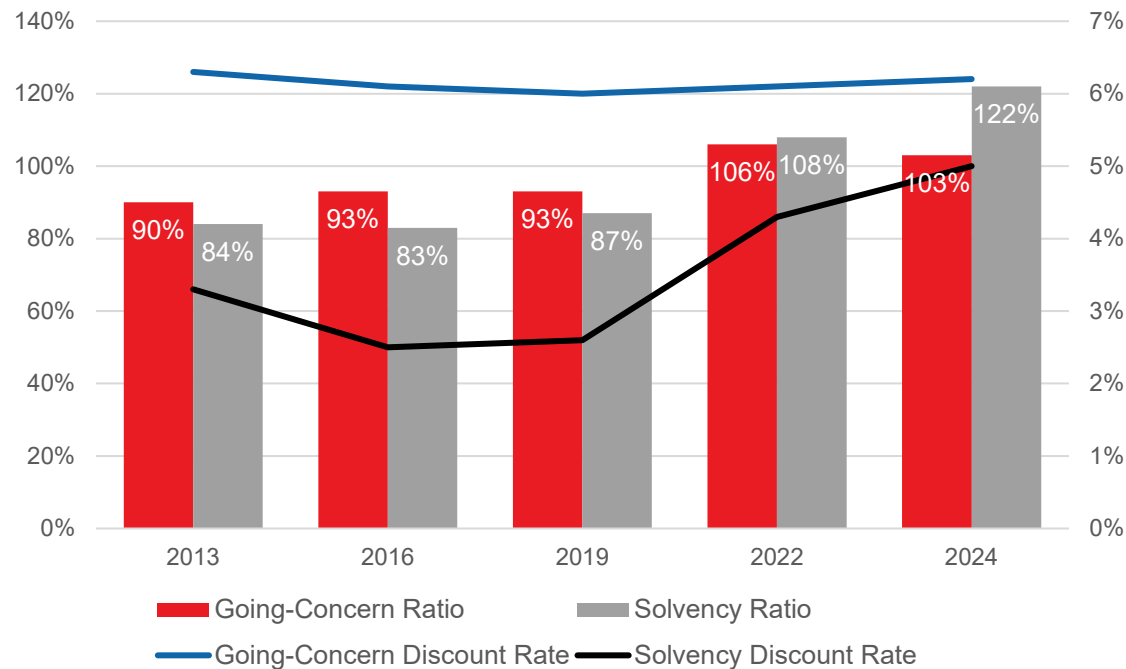
- Assumes plan wound up immediately
- Uses long-term government bond yields for discount rate
- Deficits amortized over five years
- Special payments only required if solvency ratio below 85%

## Going-concern valuation

- Assumes plan continues indefinitely
- Uses expected return on assets for discount rate
- Deficits amortized over 10 years
- Special payments required if going-concern ratio is below 100% (includes a provision for adverse deviation)



# Financial Position of the Plan



## 103%

Going-Concern Ratio, June 30, 2024  
(\$26M surplus)

## 122%

Solvency Ratio, June 30, 2024  
(\$199M surplus)

# Funding Requirements

- Impact of valuation on university contributions:
- **Money purchase** contributions remain fixed as a % of pay per Plan Text
- **Minimum Guarantee** contributions will increase from 2.85% to 2.89% of pensionable earnings for the employer per actuarial valuation
- **Special payments** no special payments are required due to the fully funded status of the Plan

# Funding Requirements (cont'd)

- Contribution requirements for the next three-year period are as follows:

<i>(in millions of dollars)</i>	<u>2024/2025</u>	<u>2025/2026</u>	<u>2026/2027</u>
Employer Money Purchase Contributions	\$15.7	\$16.4	\$17.2
Employer Minimum Guarantee Current Service Cost	\$8.6	\$8.9	\$9.3
Special Payments	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>
<b>Total Employer Contributions</b>	<b>\$24.3</b>	<b>\$25.3</b>	<b>\$26.5</b>
Employee Money Purchase Contributions	<u>\$15.0</u>	<u>\$15.6</u>	<u>\$16.4</u>
<b>Total Employee Contributions</b>	<b>\$15.0</b>	<b>\$15.6</b>	<b>\$16.4</b>

# Motion

On the recommendation of the Pension and Finance Committees, move to approve the June 30, 2024 actuarial valuation of the Retirement Plan, as presented.



<b>To:</b>	Board of Governors	<b>Date of Report:</b> 10 January 2025
<b>From:</b>	Chair, Building Program Committee	<b>Date of Meeting:</b> 18 March 2025
<b>Subject:</b>	<b>Carleton Energy Master Plan Update &amp; GHG Update</b>	
<b>Responsible Portfolio:</b>	Vice-President (Finance and Administration)	

## 1.0 PURPOSE

☐ For Approval   ☒ For Information   ☐ For Discussion

## 2.0 MOTION

This report is for information or discussion only.

## 3.0 EXECUTIVE SUMMARY

Our goals of reducing our Scope1 (direct) and Scope 2 (indirect) emissions by 50 per cent by 2030 and carbon neutral by 2050 remain. Our GHG emissions have remained relatively flat over the years with the greatest increase attributed to our co-generational plant coming fully online in 2022. However, the increase in GHG emissions is offset with the economic advantage that the performance of the co-gen offers. The benefit is more than \$1.5 million to the university in reduced utility costs.

In 2024, Carleton University received a grant from Environment & Climate Change Canada for up to \$1.68 million to install an electric boiler that would reduce our GHG emissions by 2,600 tonnes annually. The year was also highlighted by utilizing government incentive programs to reduce energy as well as incorporating decarbonization projects into end-of-life equipment projects. Together, these projects saved more than 350 tonnes of CO2 and almost 1 M kWh in power savings.

Last year also saw the draft development of a Request for Information (RFI) for an Energy Savings Company Project (ESCO). These projects arrange financing to save energy and reduce energy, operational and maintenance costs. The energy savings are used to payback the capital investment over an agreed payback period. Once, the results of the RFI have been analyzed a Request for Proposal may be sought if the results are favourable in today's economic environment.

Looking ahead to achieve our 2030 goals, we plan to incorporate sustainability goals into large capital projects. The continuation of working with our partners across campus to reduce energy and carbon and further planning towards the next energy master plan in 2026.

## 4.0 INPUT FROM OTHER SOURCES

This report sourced input from FMP personnel.

## 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Energy Master Plan update provides a broad outlook of where we stand today on our metrics with carbon and what we need to achieve over the following years. This update aligns with outcomes as mentioned within the SIP and the Campus Master Plan.

## 6.0 FINANCIAL IMPLICATIONS

There are no financial implications.

## 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Carleton's [Strategic Integrated Plan \(SIP\)](#) has identified sustainability as a core and objective. Failure to reduce carbon footprint could result in higher energy costs through carbon taxes and energy consumption costs. The risk is mitigated by implementing sustainability goals and monitoring their progress.

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Failure to achieve sustainable goals as established by the university could represent a level of reputational risk. Communications about Carleton's progress on sustainability its achievements is supported by the Assistant Director, Strategic Initiatives and Communications (Finance and Administration), and University Communications, in collaboration with the Sustainability team.

## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

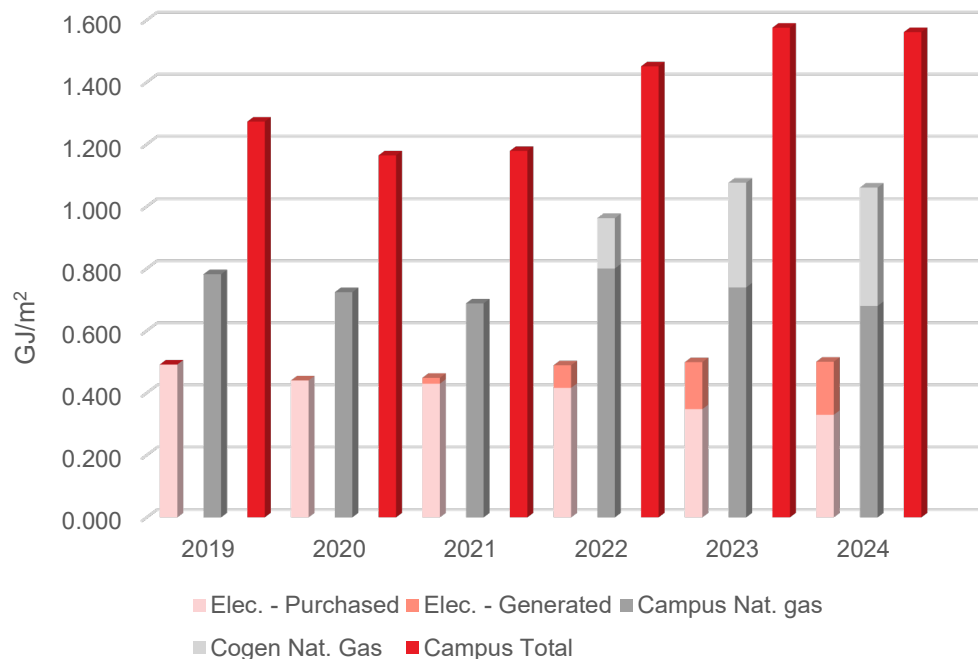
# **Energy Master Plan & GHG Update**

Feb. 27, 2025

# Energy Targets and Overview

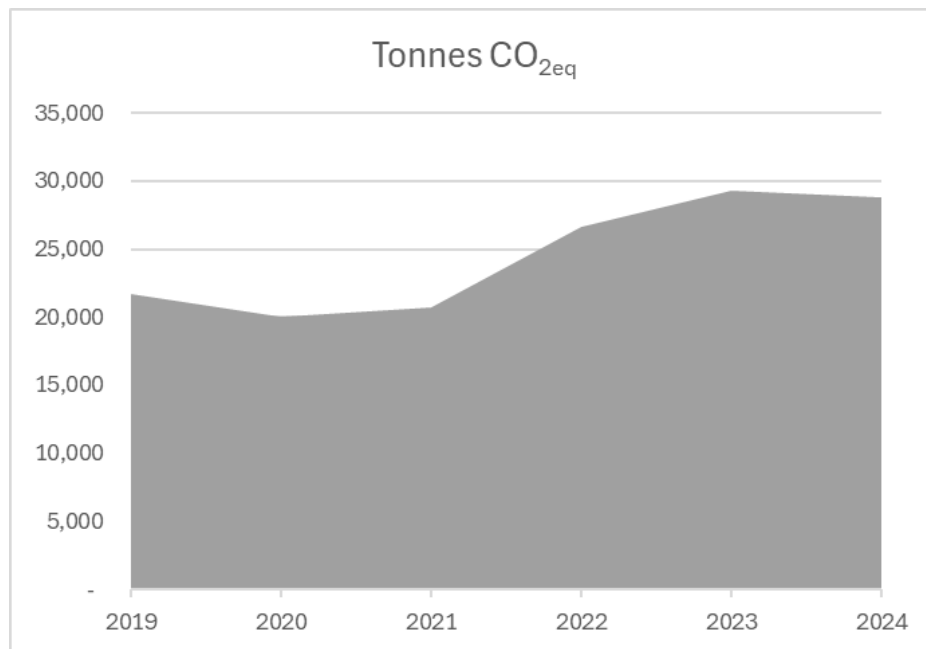
- Goal of reducing our Scope 1 and 2 emissions by 50% by 2030 and to be carbon neutral by 2050.
- Last six years of energy consumption including the co-gen gas consumption.
- Electricity consumption is in decline while our gas consumption has increased.

Campus Energy Intensity 2019-2024





# Greenhouse Gas Emissions

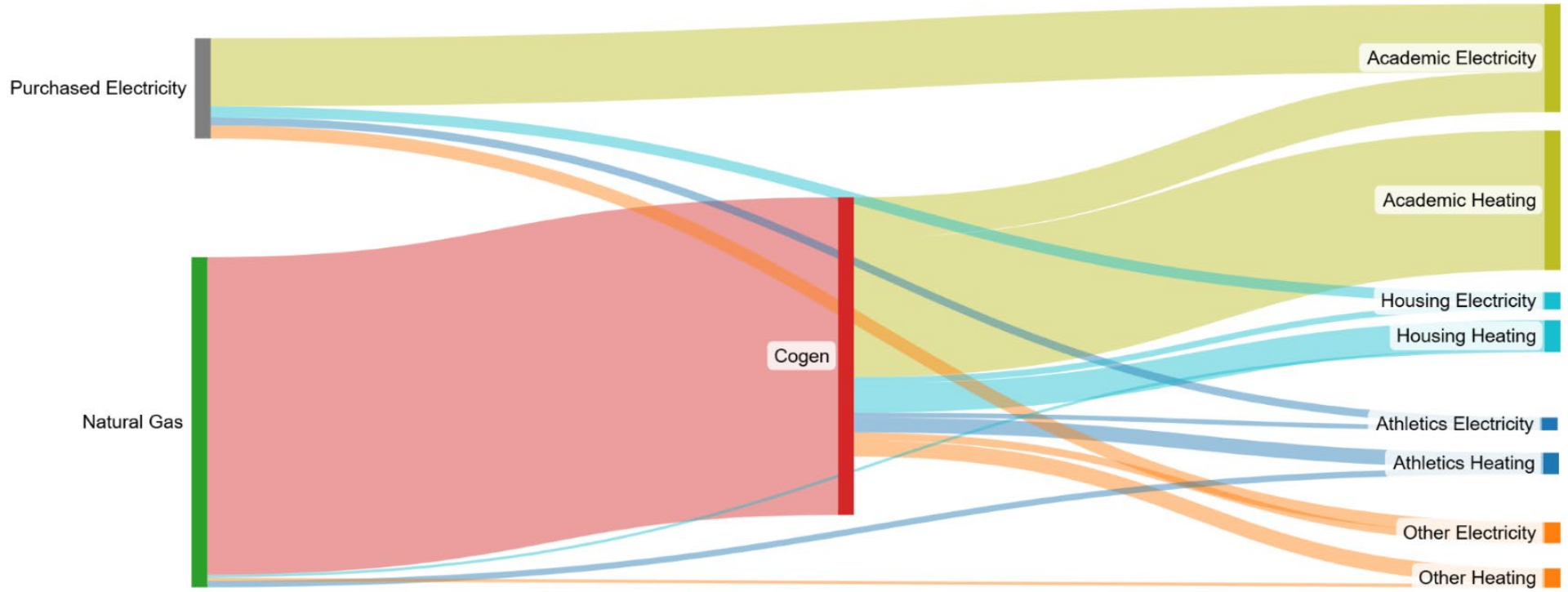


# Co-Generational Plant Operational Review

- In 2016, Carleton University oversaw a project to install a 4.6 MW combined heat and power generator along with a heat recovery steam generator (HRSG or boiler).
- The intent of the project was to;
  - Reduce our share of electricity purchased from the grid and protect the university to market hydro rates.
  - Provide resiliency in terms of power outages to supply a portion of our own power.
  - Provide a living lab for students to study the thermodynamics of a turbine combined with an HRSG.
- Results of a cost avoidance with operating the co-gen resulted in a savings of more than \$1.5 million.

Additional Gas & Maintenance	Less Electricity (From Grid)	Avoided Carbon Tax	Net Savings
\$1.9 million	\$3.1 million	\$313,000	\$1.5 million

# Co-Generational Plant Energy Flows



# 2024 Projects

- **Electric Boiler Project Grant**
  - Successfully obtained a grant for up to \$1.68 million from Environment and Climate Change Canada.
  - The expected \$4.2 million Project will reduce 2,600 tonnes of CO<sub>2</sub>.
  - Replaces aging infrastructure and carries a positive cash flow.
- **Save on Energy Program – Two Program streams**
  - Incentive Programs for Variable Frequency Drives for pumps and fans and lighting LED retrofits.
- **Decarbonization Projects**
  - Replacement of multiple natural gas rooftop units and chillers with Air Source Heat Pumps (ASHP), electrification of domestic hot water systems.
- **Chilled Water Plant Consolidation**
  - Tory and Dunton Tower chiller plants to be consolidated.



# Summary of 2024 Projects

Project	Tonnes of CO2	Savings (kWh)	Potential Savings (\$)
Save On Energy Program	90	936,618	103,027
Cogen Cost Savings			1,510,100
Decarbonization Projects	302		31,360
Total	392	936,618	
			\$ 1,644,487

# Looking Ahead to 2030

- Review of further options for next Energy Master Plan in 2026.
- Continue to work cross-functionally with campus partners to reduce energy and carbon through projects of all sizes.
- Incorporating water savings initiatives throughout the campus.



*Approved on behalf of the Board of Governors by Finance Committee:*

*On the recommendation of the Investment Committee, move to approve the appointment of Duncan Burrill as the external representative of the Investment Committee for a term of three years commencing March 1, 2025 as presented.*

*Bio for Duncan Burrill*



Duncan Burrill is the managing director and chief executive officer of the Canadian Broadcasting Corporation's Pension Plan. He is responsible for co-ordinating a team of 24 dedicated employees who manage the plan's \$8.7 billion investment portfolio and provide member services to the Plan's 19,500 members. As the chief executive officer, he works in partnership with the CBC Pension Board of Trustees to accomplish the organization's mission and vision. Burrill joined the CBC Pension Plan in 2005 as the risk manager and played a key role in the implementation and refinement of the plan's liability driven investment strategy.

Burrill is active in the pension management industry. He currently sits on the Board of the Association of Canadian Pension Management. He holds a Bachelor of Commerce degree from Concordia University and a Master of Business Administration degree from Queen's University. He replaces Debra Alves, served on the Investment Committee for more than 11 years, and also served on the Board of Governors for six years.

<b>To:</b>	Board of Governors	<b>Date of Report:</b> 10 January 2025
<b>From:</b>	Chair, Finance Committee	<b>Date of Meeting:</b> 18 March 2025
<b>Subject:</b>	<b>Investment Report for the Endowment</b>	
<b>Responsible Portfolio:</b>	Vice-President (Finance and Administration)	

## 1.0 PURPOSE

☐ For Approval ☒ For Information ☐ For Discussion

## 2.0 MOTION

This report is for information only.

## 3.0 EXECUTIVE SUMMARY

This investment report assists the Finance Committee of the Board in its oversight of the university's Endowment. The report focuses on the investment returns of the Endowment and provides information about the asset mix and outside investment managers. This report focuses on the performance of the Endowment for periods ending December 31, 2024.

The primary objective of the Endowment is to achieve returns that will allow annual distributions of 4% on a moving four-year average of the market value of the Endowment, and a 1% administrative levy while preserving the real value in perpetuity. Results for this period show that returns met this objective. The four-year annualized return for the period was 7.2%.

### Carleton University General Endowment

Performance for periods ending December 31, 2024

	1 Yr	2 Yr	4 Yr	7 Yr	10 Yr
Gross Return <sup>1</sup>	14.5%	12.6%	7.4%	7.9%	8.2%
Benchmark Portfolio	18.4%	15.8%	9.6%	8.8%	7.6%
Value-Add <sup>2</sup>	-3.9%	-3.2%	-2.2%	-0.9%	0.5%
Net Return	14.2%	12.3%	7.2%	7.6%	7.9%

<sup>1</sup>Returns are presented using the Time-Weighted Rate of Return (TWR) methodology from our custodian bank.

<sup>2</sup>The value target in the SIP&P is 1.0% in excess of the Benchmark Portfolio gross of fees.

The return did not meet the secondary objective of beating the Benchmark Portfolio because of the 47.5% Global Equities allocation in the Endowment. The third-party investment manager of this 47.5% allocation underperformed the MSCI World Index due to an underweight position to mega-cap technology stocks. The Investment Committee will meet with another Global Equity manager in March for a potential replacement.

The market value of the Total Endowment is \$421 million, up from \$379 million year-over-year. This includes three small single-purpose endowments with specific investment mandates and uses, separate from the General Endowment which is \$395 million as of December 31, 2024.

The annual distribution from the Total Endowment of \$15 million was made in in the fiscal year.

## 4.0 INPUT FROM OTHER SOURCES



BNY Mellon is the independent performance measurement provider for the Endowment.

## 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Total Endowment is comprised of four subsidiary funds – the General Endowment and three smaller, single-manager funds - the Sprott Bursary, Jarislowsky Chair in Water and Global Health, and RBC Fossil Fuel Free (FFF) Global Equity Fund.

The Student Investment Fund run by students in the Sprott School of Business also manages a small portfolio.

Most donations to the university are invested in the General Endowment which holds 94% of the combined assets. The General Endowment is invested in the following asset mix:

Asset Class	Minimum	Benchmark	Maximum
Cash and Short-Term	0%	0%	5%
Fixed Income	10%	15%	25%
Equities			
Canadian Equities	5%	17.5%	25%
Global Equities	35%	47.5%	55%
Total Equities	55%	65%	75%
Infrastructure	5%	15%	20%
Private Equity	0%	5%	10%

The Investment Committee completed several initiatives related to the Endowment since the previous update to the Finance Committee:

- Recommended Duncan Burrill, Chief Investment Officer CBC Pension Plan, to replace Debra Alves.
- Met with underperforming Global Equity manager MFS to understand their challenges.
- Reviewed Blakes legal opinion on fiduciary duty related to Endowment and Operating Fund investments.
- Reviewed the 2024 responsible investing report and progress on carbon reduction targets.

The Investment Committee will interview the following prospective managers at their March meeting:

- Connor, Clark, and Lunn (CC&L) for potential hire within the 47.5% Global Equities allocation. CC&L was vetted through the governance process of the Retirement Plan, which included the Finance Committee approval.
- Great Hill Partners as a potential first private equity manager.

## 6.0 FINANCIAL IMPLICATIONS

The performance of the Endowment has an impact on the university's operating budget, most significantly in generating funds for student financial assistance. Annual distributions are made from the Endowment at a rate of 4% on a four-year moving average of the market value of the Endowment. A key objective of the Endowment's investment policy is to meet this expenditure rate and to preserve the real value of the Endowment's capital in perpetuity.

## 7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

This report assists the Finance Committee of the Board in its oversight of the Investment Committee for the Endowment.

Major risks posed by the Endowment relate to the failure to generate enough returns to meet required financial commitments, the risk of not being managed in accordance with the SIP&P and Responsible Investing (RI) policy, and the reputational risk if the first two risks are not appropriately managed.

The Investment Committee manages the Endowment per the SIP&P and RI policy. The Investment Committee's Terms of Reference outline the governance processes followed by the Investment Committee. The Investment Committee is comprised of the Vice-President (Finance and Administration), the Associate Vice-President (Financial Services), the Executive Director (Pension Fund Management), a Dean (recommended by the President), a member of the Board of Governors, and two or more external members who have expertise in the area of investments.

Financial risk largely rests with the possibility of capital market performance that results in negative performance of the portfolio. This risk is mitigated by diversifying the portfolio and requiring quality constraints on individual securities. In addition, the use of a four-year average for calculating distributions from the Endowment smooths peaks and troughs of investment returns and, thereby, of the annual distributions from the Endowment.

## 8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There may be some reputational implications that requires a communications strategy as it relates to the investments. The Pension Fund Office has the support of the Assistant Director, Strategic Initiatives and Communications (Finance and Administration) and University Communications.

## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
<b>STRATEGIC</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>LEGAL</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>OPERATIONAL</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>TECHNOLOGICAL</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FINANCIAL</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>REPUTATIONAL</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Investment Report for the Endowment

Feb. 27, 2025

# Governance of the Endowment

- The Endowment is overseen by an Investment Committee made up of the following participants:
  - Vice-President (Finance and Administration) – Chair, ex officio
  - Associate Vice-President (Financial Services) – ex officio
  - Executive Director (Pension Fund Management) – ex officio
  - A Governor appointed by the Board of Governors
  - A Dean appointed by the Finance Committee on the President's recommendation
  - Two or more external members
- The Investment Committee reports to the Finance Committee semi-annually.
- The Terms of Reference guide the Investment Committee's roles and responsibilities, the Statement of Investment Policies and Procedures (SIP&P) codifies the investment guidelines, and the Responsible Investment policy guides Environmental, Social and Governance (ESG) initiatives.

# General Endowment Performance

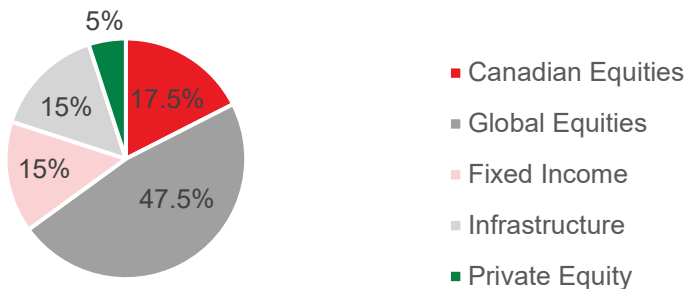
As of Dec 31, 2024	1 Yr	2 Yr	4 Yr	7 Yr	10 Yr
Total Return (Gross) <sup>1</sup>	14.5%	12.6%	7.4%	7.9%	8.2%
Benchmark Portfolio <sup>2</sup>	18.4%	15.8%	9.6%	8.8%	7.6%
Value Add <sup>3</sup>	-3.9%	-3.2%	-2.2%	-0.9%	0.5%
Total Return (Net)	14.2%	12.3%	7.2%	7.6%	7.9%

<sup>1</sup>Returns are presented using the Time-Weight Rate of Return (TWR) methodology from the Trustee (custodian bank).

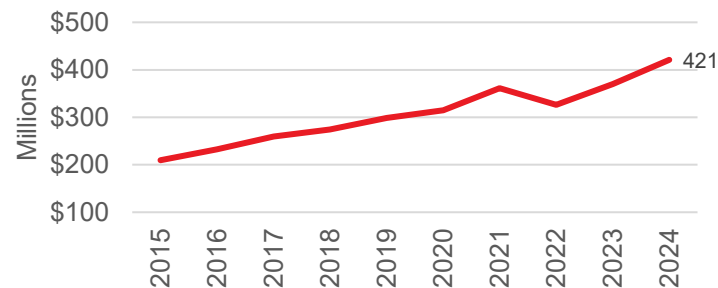
<sup>2</sup>Benchmark Portfolio is 17.5% TSX index, 52.5% MSCI World, 15% FSTE CAD Bond Universe Index, and 15% CPI+4%.

<sup>3</sup>The value add target in the SIP&P is 1.0% over the Benchmark Portfolio gross of fees.

## SIP&P Target Asset Mix – General Endowment



## Total Endowment Net Asset Value



# Endowment Updates

- Completed responsible investing report.
- Shared a legal opinion with the Investment Committee on the fiduciary duty requirements involved in the oversight of Endowment and Operating Funds.

## Upcoming Meetings:

- In March 2025, the Investment Committee will interview [Connor, Clark, and Lunn](#) (CC&L) for a potential mandate within the 47.5% Global Equities allocation. CC&L was vetted through the governance process of the Retirement Plan, which included the Finance Committee approval.
- The Investment Committee will also interview [Great Hill Partners](#) for a first potential mandate in private equity. This manager focuses on software, digital commerce, finance technology, healthcare, and digital infrastructure.

<b>To:</b>	Audit and Risk Committee	<b>Date of Report:</b> 15 January 2025
<b>From:</b>	Executive Director, Pension Fund Management	<b>Date of Meeting:</b> 27 February 2025
<b>Subject:</b>	<b>Audit of the Carleton University Retirement Fund at June 30, 2024</b>	
<b>Responsible Portfolio:</b>	Pension Committee	

## 1.0 PURPOSE

☐ For Approval   ☒ For Information   ☐ For Discussion

## 2.0 MOTION

This report is for information only.

## 3.0 EXECUTIVE SUMMARY

The audit of the Carleton University Retirement Fund (the Fund) was conducted in October 2024 and the auditor's report and financial statements were presented by KPMG to the Pension Committee on Dec. 5, 2024. The financial statements were issued without reservation. The Pension Committee examined the statements and the Audit Findings Report and approved their acceptance. The Financial Statements then were filed with the Financial Services Regulatory Authority (FSRA) of Ontario as required by regulation. Note that the Board of Governors previously delegated approval of the statements to the Pension Committee so that they could be filed on a timely basis (i.e. prior to Dec. 31). For this reason, the statements are provided to the Audit and Risk Committee of the Board and the full Board for information.

## 4.0 INPUT FROM OTHER SOURCES

The Pension Fund Management Office and CIBC Mellon (Trustee bank) support KPMG in their annual audit work.

## 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The filing of the audited financial statements on an annual basis is required under the regulations governing retirement plans registered in Ontario. This annual exercise assists the university in its capacity as Sponsor of the Carleton University Retirement Plan (the Plan). It similarly assists the Audit Committee and the Board of Governors in overseeing the Plan.

Note that the audited statements are for the Retirement Fund which is comprised of the investments supporting the Retirement Plan. The financial position of the Plan is assessed by triennial actuarial valuations with the latest being completed as of June 30, 2022. An actuarial valuation is being filed a year early as of June 30, 2024. This will lock in a fully funded status, which maintains stable contribution rates for three years. This is being reviewed by the Finance Committee separate from the audited financial statements.

The financial statements are presented alongside this Executive Summary.

The Retirement Fund had a strong fiscal year led by public equities continuing their strong performance in the face of main street challenges. Big tech stocks led equity markets higher and rate sensitive stocks, such as real estate and utilities rebounded. Fixed income continued to deliver mediocre returns in the face of mixed economic signals, government deficits, and inflation data. The market value of the Retirement Fund ended the fiscal year at \$1.74 billion, up from \$1.61 billion in 2023. The one-year net return was 11.1%. Long-term returns

have remained strong relative to the Fund’s benchmark and the Plan remains fully funded based on an informal actuarial valuation update given to the Pension Committee in September 2024.

**6.0 FINANCIAL IMPLICATIONS**

There are no financial implications for this item.

**7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT**

Legal and compliance risk is minor as this is an annual process undertaken by the Pension Fund Management Office and the university’s auditors. There are financial and operational risks should there be deviance from the governance framework of the Plan; however the clean audit confirms that the governance structure has been followed and, as a result, these risks are minor.

**8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY**

There is no reputational risk. The statements are available to Plan members upon request.

**9.0 OVERALL RISK MANAGEMENT ANALYSIS**

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**Audited Financial Statements of the Carleton University Retirement Fund  
(Year Ending June 30, 2024)**

Feb. 27, 2025

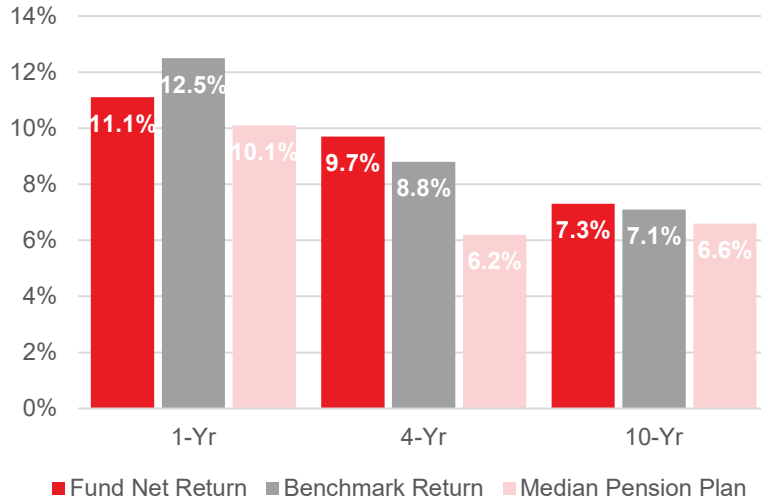
# Design of the Plan

- Hybrid Plan
- Benefit is larger of:
  - Money Purchase pension (Defined Contribution pension)
  - Minimum Guarantee pension (Defined Benefit formula)
- Current contributions (% of pensionable earnings)
  - Employee 4.37% up to YMPE & 6.00% over YMPE
  - Employer 4.62% up to YMPE & 6.25% over YMPE

+Minimum Guarantee contributions based on Actuarial Certification (2.85% currently)
- Normal retirement age of 65
- Increases/decreases after retirement based on investment returns.

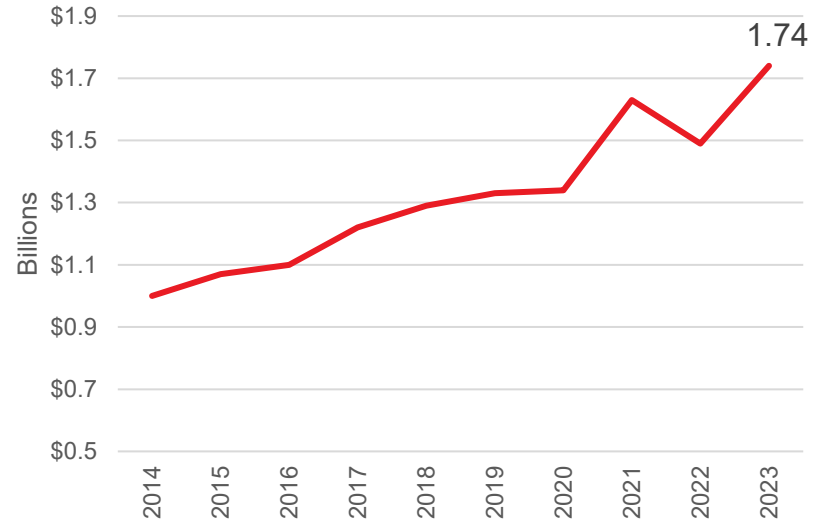
# Investments of the Retirement Fund

Fiscal Year Ended June 30, 2024 Returns



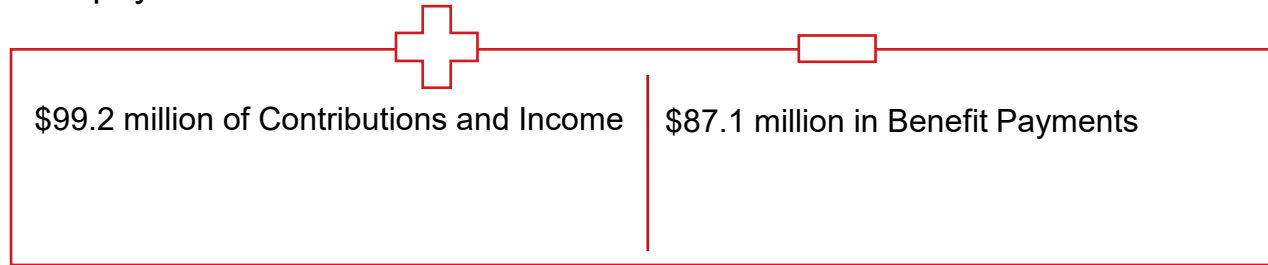
\*11.2% gross fiscal YTD return to Nov 30, 2024

Historical Market Value



# Financial Statement Highlights

- Fiscal year end assets were \$1.74 billion.
- Combined inflows were the contributions to the Retirement Fund from both employees and the employer as well as investment income from the fund's assets. Outflows were for pension and termination payments.



- Administrative expenses were \$7.8 million which include external investment manager fees, custody costs, actuarial services, legal fees, performance measurement costs, regulatory filing fees, and salaries.
  - Relative to Retirement Fund assets this is an expense ratio of 0.45%, a decline from 0.48% in the previous year.
  - Savings were obtained through investment manager and custodian bank fee negotiations offset by higher consulting and legal costs.

# Summary

- Audit provided an opinion that the statements are presented fairly in all material respects.
- Statements are prepared in accordance with financial reporting provisions of the Pension Benefits Act (Ontario).
- Statements are approved by the Pension Committee and are filed with Financial Services Regulatory Authority of Ontario (FSRA).
- Shared with the Audit and Risk Committee for information purposes.

Fund Financial Statements of

**THE PENSION FUND OF THE  
CARLETON UNIVERSITY  
RETIREMENT PLAN**

And Independent Auditor's Report thereon

Year ended June 30, 2024



**KPMG LLP**

150 Elgin Street, Suite 1800  
Ottawa, ON K2P 2P8  
Canada  
Telephone 613 212 5764  
Fax 613 212 2896

## **INDEPENDENT AUDITOR'S REPORT**

To the Pension Committee of the Board of Governors of Carleton University

### ***Opinion***

We have audited the fund financial statements The Pension Fund of the Carleton University Retirement Plan (the "Entity"), which comprise:

- the statement of net assets as at June 30, 2024;
- the statement of changes in net assets available for benefits for the year then ended; and
- notes to the financial statements, including a summary of significant accounting policies.

(Hereinafter referred to as the "fund financial statements").

In our opinion, the accompanying fund financial statements, present fairly, in all material respects, the financial position of the Entity as at June 30, 2024, and its results of operations and its cash flows for the year then ended in accordance with the financial reporting provisions of Section 76 of the Regulation to the Pension Benefits Act (Ontario).

### ***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 Fund Financial Statements**" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the fund financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

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



### ***Other Matter***

Without modifying our opinion, we draw attention to note 2(a) to the fund financial statements, which describes the basis of accounting. The fund financial statements are prepared to assist The Pension Committee of the Board of Governors of Carleton University to meet the requirements of the Financial Services Regulatory Authority. As a result, the fund financial statements may not be suitable for another purpose. Our report is intended solely for the Pension Committee of the Board of Governors of Carleton University and the Financial Services Regulatory Authority and should not be used by parties other than the Pension Committee of the Board of Governors of Carleton University or the Financial Services Regulatory Authority.

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

Management is responsible for the preparation and fair presentation of these fund financial statements in accordance with the financial reporting provisions of Section 76 of the Regulation to the Pension Benefits Act (Ontario), and for such internal control as management determines is necessary to enable the preparation of fund financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the fund 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 Fund Financial Statements***

Our objectives are to obtain reasonable assurance about whether the fund 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.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

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 the fund 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.





Page 3

We also:

- Identify and assess the risks of material misstatement of the fund 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 the 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 fund 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 fund financial statements, including the disclosures, and whether the fund financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- 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.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font and is underlined with a single horizontal stroke.

Chartered Professional Accountants, Licensed Public Accountants

Ottawa, Canada

December 5, 2024

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

(Registration #0526616)  
Statement of Net Assets

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

	2024	2023
<b>Assets</b>		
Accrued investment income	\$ 3,256	\$ 4,421
Contributions receivable	—	118
Termination and pension payments receivable	—	—
Investments (note 3)	1,733,447	1,604,121
	1,736,703	1,608,660
<b>Liabilities</b>		
Accounts payable and accrued liabilities	1,177	979
Termination and pension payments payable	169	36
	1,346	1,015
Net assets available for benefits	\$ 1,735,357	\$ 1,607,645

See accompanying notes to fund financial statements.

Approved by:



Chair of the Pension Committee



Member of the Pension Committee

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

(Registration #0526616)

Statement of Changes in Net Assets Available for Benefits

Year ended June 30, 2024, with comparative information for 2023

(In thousands of dollars)

	2024	2023
<b>Increase in Net Assets</b>		
Contributions:		
Employee – required	\$ 14,735	\$ 13,490
Employee – voluntary	492	468
Employer – required	24,139	22,060
Transfers in	946	1,212
	40,312	37,230
Investment income (note 7)	58,973	57,888
Changes in fair value of investments:		
Net realizable gains (note 7)	38,545	42,035
Change in net unrealized gains	84,841	77,792
	123,386	119,827
Total increase in net assets	222,671	214,945
<b>Decrease in Net Assets</b>		
Benefits:		
Pension benefits payments (note 4)	79,653	77,655
Termination payments (note 4)	7,476	7,138
	87,129	84,793
Administrative expenses (note 8)	7,830	7,638
Total decrease in net assets	94,959	92,431
Increase in net assets available for benefits	127,712	122,514
Net assets available for benefits, beginning of year	1,607,645	1,485,131
Net assets available for benefits, end of year	\$ 1,735,357	\$ 1,607,645

See accompanying notes to fund financial statements.

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements

Year ended June 30, 2024  
(In thousands of dollars)

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## 1. Description of the Plan:

The following description of The Pension Fund of the Carleton University Retirement Plan (the "Plan") is a summary only. For more complete information reference should be made to the text of the Plan.

### (a) General:

The Carleton University Retirement Plan was established by Carleton University effective April 1, 1948. The Plan was revised to its current form in 1973. Membership in the Plan is compulsory for all continuing employees who are 30 years of age or older. Other types of employees may become members under certain conditions.

The Plan is a money purchase plan with a defined benefit minimum guarantee. The net assets of the pension fund are available to meet the pension obligations arising from a member's money purchase component account or a minimum guarantee pension, whichever is greater.

The Plan is administered by Carleton University. The Plan's Ontario registration number is 0526616.

### (b) Funding:

Contributions of 4.37% of pensionable earnings up to the year's maximum pensionable earnings plus 6% of pensionable earnings above the year's maximum pensionable earnings are made by each active member to the member's money purchase component account of the members' fund.

Contributions of 4.62% of pensionable earnings up to the year's maximum pensionable earnings plus 6.25% of pensionable earnings above the year's maximum pensionable earnings are made by the University to each member's money purchase component account.

The actuarial valuation of the Plan as at July 1, 2019 determined that the Plan had an unfunded liability of \$59,277, a solvency deficiency of \$120,998 and a hypothetical wind-up deficiency of \$120,998 at that date. Prior to the filing of the actuarial valuation report, Carleton University contributed into the pension fund a total of \$50,479 of special payments for the period from July 1, 2019 to March 31, 2021. These contributions in plan year 2019/2020 were to be applied towards minimum special payments contributions until the next required valuation date. As such, no minimum special payments contributions were required to be made for the period from April 2020 to June 2023 (one year following the next required valuation date).

The most recent filed actuarial valuation of the Plan as at June 30, 2022 determined that the Plan had a funding excess of \$51,447. No minimum special payments contributions are required to be made for the period from April 2020 to June 2023. The next required actuarial valuation of the Plan is as at June 30, 2025.

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2024  
(In thousands of dollars)

---

## 1. Description of the Plan (continued):

### (b) Funding (continued):

No contributions remain past due as of June 30, 2024.

### (c) Retirement benefits:

The balance in a member's money purchase component account varies from year to year according to the investment performance of the Plan and contributions made during the year. At retirement a member receives a pension provided by his or her money purchase component account or a minimum guarantee pension, whichever is greater.

The minimum guarantee pension is calculated as years of credited service multiplied by the sum of 1.29% of the highest 5 years' average earnings up to the 5 year average of the years' maximum pensionable earnings and 2% of the highest 5 years' average earnings in excess of the 5 year average of the year's maximum pensionable earnings, less the member's Canadian Government Annuity entitlement, if any.

Annual member pension benefits, including lifetime and bridge benefits, are adjusted by a percentage equal to the four-year arithmetic average investment return earned by the fund minus 6%. For benefits relating to service accrued prior to July 1, 2003, benefits are not reduced if the adjustment calculation yields a negative number.

### (d) Income taxes:

The Plan is a registered pension plan under the Income Tax Act (Canada) and, consequently, is not subject to income taxes.

## 2. Significant accounting policies:

### (a) Basis of presentation:

As permitted under Section 76 of the Regulation to the Pension Benefits Act (Ontario), the Plan may prepare fund financial statements in accordance with Canadian accounting standards for pension plans or in accordance with Canadian accounting standards for pension plans excluding pension obligations and any resulting surplus or deficit. The Plan has prepared these fund financial statements in accordance with Canadian accounting standards for pension plans excluding pension obligations and any resulting surplus or deficit.

In selecting or changing accounting policies that do not relate to its investment portfolio, the Plan has chosen to comply on a consistent basis with Canadian accounting standards for private enterprises in Part II of the CPA Canada Handbook – Accounting.

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2024  
(In thousands of dollars)

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## 2. Significant accounting policies:

### (a) Basis of presentation (continued):

These fund financial statements have been prepared to assist the Pension Committee of the Board of Governors of Carleton University in meeting the requirements of the Financial Services Regulatory Authority. As a result, these fund financial statements may not be suitable for another purpose. Effective June 8, 2019, all regulatory functions of the Financial Services Commission of Ontario ("FSCO") were assumed by the Financial Services Regulatory Authority ("FSRA"). FSRA has indicated that until such time as new regulatory guidelines are issued, all existing regulatory directions remain in effect.

These fund financial statements of the Plan do not purport to show the adequacy of the Plan's assets to meet its pension obligation. Such an assessment requires additional information, such as the Plan's actuarial reports and information about the University's financial condition.

### (b) Use of estimates and judgments:

The preparation of fund financial statements requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities at the date of the statement of net assets and the reported amounts of changes in net assets available for benefits during the year. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future years affected.

### (c) Financial assets and financial liabilities:

#### (i) Non-derivative financial assets:

Financial assets are recognized initially on the trade date, which is the date that the Plan becomes a party to the contractual provisions of the instrument. Upon initial recognition, attributable transaction costs are recognized in the statement of changes in net assets available for benefits as incurred.

The Plan measures its investments at fair value.

All other non-derivative financial assets including contributions receivable are measured at amortized cost.

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2024

(In thousands of dollars)

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## 2. Significant accounting policies (continued):

### (c) Financial assets and financial liabilities (continued):

#### (ii) Non-derivative financial liabilities:

All financial liabilities are recognized initially on the date at which the Plan becomes a party to the contractual provisions of the instrument.

The Plan derecognizes a financial liability when its contractual obligations are discharged, cancelled or expired.

### (d) Fair value measurement:

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

In determining fair value, the Plan follows the guidance in IFRS 13, Fair Value Measurement ("IFRS 13"), in Part I of the CPA Canada Handbook. As allowed under IFRS 13, if an asset or a liability measured at fair value has a bid and an ask price, the price within the bid-ask spread that is the most representative of fair value in the circumstances shall be used to measure fair value. The Plan uses closing market price as a practical expedient for fair value measurement.

Fair value measurements are classified within a hierarchy that prioritizes the inputs to fair value measurement. The three levels of the fair value hierarchy are:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities;

Level 2: Inputs other than quoted prices that are observable for the asset or liability, either directly or indirectly; and

Level 3: Inputs that are not based on observable market data.

Note 5 provides these additional disclosures on investments held by the Plan and carried at fair value.

The fair values of other financial assets and liabilities approximate their carrying values due to the expected short-term settlement of these financial instruments.

All changes in fair value of investments, other than interest and dividend income and expense, are recognized in the statement of changes in net assets available for benefits as part of the change in net unrealized gains.

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2024  
(In thousands of dollars)

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## 2. Significant accounting policies (continued):

### (d) Fair value measurement (continued):

Fair values of investments are determined as follows:

- (i) Bonds and stocks are valued at the year-end quoted market prices.
- (ii) Cash and short-term investments are stated at cost, which together with accrued interest income, approximate market value given the short-term nature of these investments.
- (iii) Pooled fund investments are valued at the unit values supplied by the pooled fund administrators, which represent the Plan's proportionate share of underlying net assets at market value.
- (iv) Infrastructure investments are valued by the investment managers of these interests by performing valuations of the underlying investments on a calendar quarter basis and providing quarterly statements. Annual financial statements of the private investment interests are audited and are also provided by the investment managers. The value of the investments in these interests included in the statement of net assets is based on the most recent statements available (typically March 31) adjusted for subsequent cash receipts and cash disbursements from the fund through June 30. The University believes the carrying amount of these financial instruments is a reasonable estimate of fair value.
- (v) Derivative financial instruments entered into by the Plan are recorded at fair value based on year-end quoted market prices where available. Where quoted prices are not available, values are determined using pricing models, which take into account current market and contractual prices of the underlying instruments, as well as time value and yield curve or volatility factors underlying the positions.

The Plan manages some of its foreign currency exposure through foreign exchange forward contracts.

### (e) Investments held by the trustee:

The assets of the Plan are held by CIBC Mellon, which acts as the corporate trustee.

### (f) Net realized gain (loss) on sales of investments:

The net realized gain (loss) on sales of investments is the difference between proceeds received and the average cost of investments sold.

### (g) Revenue recognition:

Contributions and investment income are recorded on an accrual basis.



# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2024  
(In thousands of dollars)

## 3. Investments:

The fair value and the book value of the investments held by the trustee as at June 30 are as follows:

	2024			2023		
	Fair value			Fair value		
Cash and short-term investments	\$	18,665	1.08%	\$	16,591	1.03%
Fixed income:						
Canadian		95,856	5.53%		96,718	6.03%
Non-Canadian		70,466	4.07%		63,801	3.98%
Pooled funds		255,235	14.72%		238,837	14.89%
Equities:						
Canadian		462,205	26.66%		437,732	27.29%
Non-Canadian		473,478	27.31%		420,923	26.24%
Pooled funds		151,929	8.76%		121,186	7.55%
Real estate pooled fund		—	0.00%		5,477	0.34%
Infrastructure funds		206,915	11.94%		193,135	12.04%
Foreign exchange forward contracts		(1,302)	(0.07)%		9,721	0.61%
	\$	1,733,447	100.00%	\$	1,604,121	100.00%

	2024		2023			
	Book value		Book value			
Cash and short-term investments	\$	18,674	1.30%	\$	16,597	1.19%
Fixed income:						
Canadian		102,228	7.12%		105,395	7.54%
Non-Canadian		70,153	4.88%		67,938	4.86%
Pooled funds		289,894	20.18%		273,585	19.57%
Equities:						
Canadian		351,940	24.50%		338,676	24.22%
Non-Canadian		318,147	22.15%		304,967	21.81%
Pooled funds		89,557	6.24%		92,091	6.59%
Real estate pooled fund		—	0.00%		3,215	0.23%
Infrastructure funds		195,734	13.63%		195,755	14.00%
	\$	1,436,327	100.00%	\$	1,398,219	100.00%

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2024  
(In thousands of dollars)

## 3. Investments (continued):

The Plan has entered into foreign currency forward contracts as part of its risk management strategy to address the volatility of its investments held in foreign currencies. The Plan has forward contracts with notional values of \$565,029 (2023 - \$471,460). Notional values represent the face amount of the contract to which a rate or price is applied in order to calculate the exchange of cash flows. Notional values do not represent the potential gain or loss associated with the market or credit risk of such transactions. Rather, these values serve as the basis upon which the returns from, and the fair value of the contracts, are determined. Accordingly, notional values are not recorded as assets and liabilities in the fund financial statements. The foreign currency forward contracts have a remaining term to maturity of less than one year.

## 4. Benefit payments:

	2024	2023
Retirement benefit payments	\$ 79,653	\$ 77,655
Termination benefit payments	5,599	5,450
Transfers to other pension funds	264	123
Death benefit payments	865	824
Other withdrawals	748	741
	<u>\$ 87,129</u>	<u>\$ 84,793</u>

## 5. Fair value hierarchy:

The following tables report the classification of the Plan's investments within the fair value hierarchy as at June 30, 2024 and June 30, 2023.

Cash and exchange traded funds (stocks) are classified as Level 1; short-term investments and assets held within pooled funds, other than exchange traded funds, are classified as Level 2 and Level 3.

As at June 30, 2024	Level 1	Level 2	Level 3	Total
Cash and short-term investments	\$ —	\$ 18,665	\$ —	\$ 18,665
Fixed income	—	166,322	—	166,322
Equities	935,683	—	—	935,683
Pooled funds	—	407,164	—	407,164
Infrastructure funds	—	—	206,915	206,915
Foreign exchange forward contracts	—	(1,302)	—	(1,302)
	<u>\$ 935,683</u>	<u>\$ 590,849</u>	<u>\$ 206,915</u>	<u>\$ 1,733,447</u>

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2024  
(In thousands of dollars)

## 5. Fair value hierarchy (continued):

As at June 30, 2023	Level 1	Level 2	Level 3	Total
Cash and short-term investments	\$ —	\$ 16,592	\$ —	\$ 16,592
Fixed income	—	160,519	—	160,519
Equities	858,654	—	—	858,654
Pooled funds	—	360,023	5,477	365,500
Infrastructure funds	—	—	193,135	193,135
Foreign exchange forward contracts	—	9,721	—	9,721
	\$ 858,654	\$ 546,855	\$ 198,612	\$ 1,604,121

During 2024, Level 3 investments with a fair value of \$5,761 were sold, while \$9,723 was invested in Level 3 investments for a net transfer of \$3,962 from Level 1 to Level 3.

There were no transfers of assets between Level 1, Level 2 and Level 3 in 2023. The table below reconciles the Plan's level 3 investment assets from June 30, 2023 to June 30, 2024:

	Market value base
Balance, June 30, 2023	\$ 185,060
Investment income	15,794
Realized gains	73
Net Purchases	3,962
Change in unrealized gains	2,026
Balance, June 30, 2024	\$ 206,915

The table below reconciles the Plan's level 3 investment assets from June 30, 2022 to June 30, 2023:

	Market value base
Balance, June 30, 2022	\$ 183,379
Investment income	15,165
Realized gains	68
Change in unrealized gains	(13,552)
Balance, June 30, 2023	\$ 185,060

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2024  
(In thousands of dollars)

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## 6. Risk management:

The Plan is exposed to a variety of financial risks as a result of its investment activities, and has formal policies and procedures that govern the management of market, credit and liquidity risk. The following is a description of these risks and how they are managed.

### (a) Market risk:

Market risk is the risk that the value of an investment will fluctuate as a result of changes in market conditions, whether those changes are caused by factors specific to the individual investment or its issuer, or factors affecting all securities traded in the market. Market risk comprises three types of risk: (i) foreign currency risk, (ii) interest rate risk, and (iii) other price risk.

The Plan uses a diversification strategy to mitigate market risk. The Plan's Statement of Investment Policies and Procedures ("SIPP") establishes a target asset mix among cash and short-term investments, fixed income, high yield debt, global infrastructure and Canadian and non-Canadian equities.

### (i) Foreign currency risk:

Foreign currency risk is the risk that the fair value of future cash flows of an investment will fluctuate because of changes in foreign exchange rates.

Investments denominated in currencies other than the Canadian dollar expose the Plan to fluctuations in foreign exchange rates. Investments that have exposure to foreign currency fluctuations represent 43% of net investment assets at June 30, 2024 (2023 - 41%).

Currency risk is managed through the SIPP defined limits on maximum currency exposures, diversification among currencies and through the use of forward contracts to hedge foreign currency exposures.

At June 30, 2024, if the Canadian dollar had strengthened or weakened by 5% in relationship to all foreign currencies, with all other variables held constant including the use of foreign currency forward contracts, the Plan's net assets would have decreased or increased, respectively, by approximately \$18,786 (2023 - \$17,233).

### (ii) Interest rate risk:

Interest rate risk refers to the effect on the fair market value of the Plan's assets and liabilities due to fluctuations in market interest rates. The Plan's interest rate risk is limited to fluctuations in the Canadian and non-Canadian bonds funds.

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2024  
(In thousands of dollars)

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## 6. Risk management (continued):

### (a) Market risk (continued):

#### (ii) Interest rate risk (continued):

As at June 30, 2024, had prevailing interest rates increased or decreased by 1%, assuming a parallel shift in the yield curve, with all other variables held constant, the Plan's investments in Canadian government and government guaranteed bonds and Canadian corporate bonds would have decreased or increased by approximately \$13,980 (2023 - \$14,753).

#### (iii) Other price risk:

Other price risk is the risk that the fair value or future cash flows of an investment will fluctuate because of changes in market prices (other than those arising from foreign currency risk and interest rate risk), whether those changes are caused by factors specific to an individual investment or its issuer or factors affecting all similar securities traded in the market. All investments present a risk of loss of capital. The maximum risk resulting from investments is equivalent to their fair value. As all of the Plan's investments are carried at fair value with fair value changes recognized in the statement of changes in net assets available for benefits, all changes in market conditions will directly result in an increase or decrease in net assets.

The most significant exposure to market price risk for the Plan arises from investments in equity securities. If equity prices on the respective stock exchanges for these securities had increased or decreased by 10% as at June 30, 2024, with all other variables held constant, the net assets of the Plan would have increased or decreased, respectively, by approximately \$93,568 (2023 - \$89,060).

### (b) Credit risk:

The Plan is exposed to the risk of financial loss resulting from the potential inability of a counterparty to a financial instrument to meet its contractual obligations. The carrying amount of investments and amounts receivable represents the maximum exposure of the plan to credit risk.

The Plan's SIPP provides guidelines and restrictions for eligible investments taking into account credit ratings, maximum investment exposure and other controls in order to limit the impact of this risk. The Plan, through its external investment managers, minimizes the concentration of credit risk by trading with approved brokers and counterparties on recognized and reputable exchanges. The risk of default is considered minimal as all transactions are settled and paid for upon delivery using approved brokers.

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2024  
(In thousands of dollars)

## 6. Risk management (continued):

### (b) Credit risk (continued):

The credit risk exposure for the Plan's investment in bonds and debentures as at June 30 is as follows:

			2024		2023	
Credit rating	% of investments		\$	% of investments		\$
AAA	4.4%	\$	75,929	4.1%	\$	66,434
AA	6.8%		117,393	6.7%		108,007
A	2.8%		49,226	3.1%		49,874
BBB	3.4%		59,631	4.0%		64,532
Below BBB	4.2%		72,270	4.1%		65,454
Not rated	2.4%		41,701	2.1%		34,123
	24.0%	\$	416,150	24.1%	\$	388,424

### (c) Liquidity risk:

Liquidity risk is the risk that the plan will not be able to meet its financial obligations as they become due because of an inability to liquidate assets. For the Plan, liquidity requirements are managed through income generated from investments, monthly contributions made by members and the employer, and by investing in liquid assets that are easily sold and converted to cash. These sources of funds are used to pay pension benefits, make additional investments and fund operating expenses, and the Plan maintains sufficient cash and cash equivalents to meet its liquidity requirements in the short and longer term.

The Plan's liabilities reflected in these financial statements have contractual maturities of less than 30 days and are subject to normal trade terms. The liquidity risk exposure for the Plan's investments as at June 30 is as follows:

	< 1 year		1 - 5 years		5 - 10 years		> 10 years		Total
2024	\$	7,492	\$	149,202	\$	129,219	\$	103,208	\$ 389,121
2023	\$	6,817	\$	118,412	\$	136,051	\$	114,089	\$ 375,369

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2024  
(In thousands of dollars)

## 7. Investment income and realized gains:

	2024	2023
Interest:		
Cash and short-term investments	\$ 2,863	\$ 4,488
Fixed income	7,595	6,767
Fixed income pooled funds	7,481	4,591
Dividends:		
Equities	19,005	21,642
Equity pooled funds	6,120	5,132
Real estate pooled funds	157	109
Infrastructure funds	15,637	15,055
Security lending income	115	104
	58,973	57,888
Realized gains (losses):		
Cash and short-term investments	(9,854)	176
Fixed income	(1,626)	(2,610)
Equities	46,606	44,408
Equity pooled funds	3,346	(7)
Infrastructure funds	73	68
	38,545	42,035
	\$ 97,518	\$ 99,923

## 8. Administrative expenses:

	2024	2023
Investment counsel fees	\$ 6,237	\$ 6,179
Actuarial fees	73	305
Trust company fees	398	403
Auditor's fees	21	32
Administrative management (note 10)	579	579
Investment consulting	211	73
Legal, tax return filing, and Ministry filing fees	311	67
	\$ 7,830	\$ 7,638

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2024  
(In thousands of dollars)

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## 9. Capital disclosures:

The main objective of the Plan is to sustain a certain level of net assets in order to meet the pension obligations. The Plan defines capital as the net assets available for benefits. The Plan fulfills its primary objective by adhering to specific investment policies outlined in its Statement of Investment Policies and Procedures (SIPP), which is reviewed annually by the Pension Committee and approved by the Carleton University Board of Governors. The SIPP was last amended effective June 30, 2024. The Plan manages net assets by engaging knowledgeable investment managers who are charged with the responsibility of investing existing funds and new funds (current year's employee and employer contributions) in accordance with the approved SIPP. Increases or decreases in net assets are a direct result of investment income or losses generated by investments held by the Plan, contributions into the Plan by eligible employees and by Carleton University and benefit payments to Plan beneficiaries. The main use of net assets is for benefit payments to eligible Plan members. The Plan is required to file annual fund financial statements with the Financial Services Regulatory Authority.

The Plan's investment objective has been set in the SIPP to earn a 4.1% long-term real return, after investment management fees, over the long term (10 years or more). The Plan's annualized rate of return as of June 30, 2024 was 11.1069% (11.7842% as of June 30, 2023).

The SIPP permits eight categories of assets. The total investment annual rate of return is measured against a set benchmark portfolio. The investment portfolio is expected to produce a return which is better than the return on the respective benchmark portfolio by 1%. The Plan's investments were allocated within the allowed asset categories range, as of the date of the fund financial statements.



# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2024  
(In thousands of dollars)

## 9. Capital disclosures (continued):

The following table presents the asset allocation and annual rate of return for each asset category:

Asset categories	Benchmark	Asset allocation (%)			Annual rates of return (%)			
		As at June 30			Benchmark		Actual	
		SIP&P Target	2024	2023	2024	2023	2024	2023
Cash and short-term	FTSE Canada 91-Day T-Bill	0.0	0.2	0.1	5.1	3.7	0.7	(3.3)
Fixed income	FTSE Canada Bond Universe	20.0	20.4	21.4	3.7	3.2	3.2	3.7
Canadian equities	S&P/TSX Capped Composite Index	22.0	24.3	25.2	12.1	10.4	11.9	12.2
High-yield debt	BoAML US High Yield Constrained Index	5.0	4.2	4.2	9.7	8.1	8.8	8.3
Global infrastructure	CPI + 4.0%	15.0	11.4	12.1	6.9	8.4	6.3	16.5
Non-Canadian equities	Morgan Stanley Capital International (MSCI) World Index	25.0	27.7	26.7	24.7	22.0	17.1	21.2
Global Small Cap equities	MSCI World Small Cap Index	5.0	7.5	6.1	12.9	15.9	39.1	36.6
Emerging Markets Equity	MSCI Emerging Markets Equity Index	5.0	4.3	4.2	16.4	4.4	10.4	5.5
Real Estate	CPI + 4.0%	3.0	0.0	0.0	-	-	-	-
		100.0	100.0	100.0	12.5	11.1	11.1	11.8

The Plan's investment positions expose it to a variety of financial risks which are discussed in note 6 - risk management.

# THE PENSION FUND OF THE CARLETON UNIVERSITY RETIREMENT PLAN

Notes to Fund Financial Statements (continued)

Year ended June 30, 2024  
(In thousands of dollars)

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## **10. Related party transactions:**

Included in administrative expenses are administrative and management charges in the amount of \$579 (2023 - \$579) paid to Carleton University, a related entity.

## **11. Security lending agreement:**

The Plan participates in a security lending program with its custodian, whereby certain investments owned by the Plan were loaned to certain reputable brokers/dealers and financial institutions in return for a fee which was shared between the Plan and its custodian. Security lending revenue is reported as part of dividend and interest income in the amount of \$115 (2023 - \$104).

## **12. Comparative information:**

The comparative figures for the previous financial year have been reclassified to be consistent with the current year financial statement groupings.



<b>To:</b>	Finance Committee	<b>Date of Report:</b> 3 February 2025
<b>From:</b>	Associate Vice-President (Financial Services)	<b>Date of Meeting:</b> 27 February 2025
<b>Subject:</b>	2024-2025 Operating Budget Update and Status of Reserves	
<b>Responsible Portfolio:</b>	Vice-President (Finance and Administration)	

## 1.0 PURPOSE

☐ For Approval   ☒ For Information   ☐ For Discussion

## 2.0 MOTION

This report is for information and discussion only

## 3.0 EXECUTIVE SUMMARY

This 2024-2025 operating budget update is provided to the Finance Committee to highlight changes in the operating environment that could have a material impact on the ability of the university to achieve its financial goals.

## 4.0 INPUT FROM OTHER SOURCES

The update is developed with tuition and grant information provided by the Office of Institutional Research and Planning (OIRP), and in consultation with units, such as Facilities Management and Planning (FMP), Student Awards and Human Resources, on key expenditure items.

## 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The review of key elements in the operating budget, as of the end of January 2025 indicate that a shortfall of \$30.0 million against budget may result for the fiscal year 2024-2025. This is in addition to the \$26.2 million approved shortfall in the opening budget.

- Since the November update, the tuition revenue shortfall has improved to \$14.5 million from \$16.7 million, mostly due to the Online MBA program. However, the success of this program will result in the revenue share cost exceeding the original estimate by \$1.1 million.
- There has been no change in the significant decrease in both international undergraduate (-55%) and graduate student (-35%) intakes, resulting in an estimated \$17.7 million shortfall in international tuition revenue.
- Domestic enrolment growth has exceeded the budgeted targets and is expected to have a \$3.2 million positive revenue variance.
- Miscellaneous income is still expecting a modest \$0.7 million positive variance.

On the expenditure side, while several minor savings and deferrals have been identified, the most significant change is the result of our Voluntary Retirement Incentive Program (VRIP):

- In late November 2024, the VRIP was offered to all employees who were eligible to retire. When the program closed on Jan. 31, 2025, 154 employees had applied, representing 29% of those eligible.
- The estimated cost of the incentive and associated retiring allowances will be \$21.2 million against the 2024-2025 budget.

- As noted in November, the following items were identified to offset the additional shortfall in tuition revenue:
  - a washroom renovation project will be deferred at a savings of \$1.7 million
  - The decrease in enrolment will result in \$0.7 million in enrolment incentive funding and \$1.2 million in undergraduate support savings
  - Library acquisitions this year are expected to see a savings of \$0.5 million and utilities are tracking to be \$0.6 million below budget. Various other savings in the amount of \$1.2 million have also been achieved.

While the above variances have been identified, management is continuing to monitor several elements closely as they will not be known until closer to year end:

- Our current investment income is tracking to exceed budget expectations by \$21 million or more. However, our short-term investments include equity investments which are subject to market fluctuations. As a result, we will remain conservative with our investment income projections at this time and assume they will not vary significantly from budget.
- Negotiations with our faculty union are still ongoing. Faculty salaries represent our largest compensation cost and settlements could have a material impact on our operating budget variance.

The 2024-2025 operating budget was approved with a \$26.2 million shortfall of revenues against expenditures. The potential additional negative variance of \$30.0 million, could result in a draw on our reserves of \$54.2 million. As of April 30, 2024, the university had \$404 million in internally restricted reserves, of which \$151 million is fully available to offset deficits, while another \$153 million is partially available to assist.

## **6.0 FINANCIAL IMPLICATIONS**

As operating grants have been capped, and domestic tuition fees remain frozen after a 10% decrease in 2019-2020, meeting enrolment targets is key to our financial sustainability. The decline in international student revenue represents an emerging financial challenge for the university, as well as the sector, which will need to be addressed. The university has reserves to address the short-term effects of this, however more significant cost containment measures are underway. As these plans are formalized and the financial implications can be quantified, this information will be included in revisions of the five-year planning framework to determine requirements for financial stability over the longer term.

## **7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT**

This financial projection for the operating budget indicates that the university is unlikely to meet its budget target for 2024-2025, thereby increasing financial risks for the university as a whole. Carleton's conservative approach to finances and budgeting are a key risk mitigation measure that allows the university to maintain its long-term operations and weather shorter-term financial risk or events. As such, potential investment income, which could offset the shortfall in tuition revenue, have not been included in this analysis. Along with investment income, management is working to identify other alternatives to minimize the forecasted current year loss and reduce the burden that may be needed to be placed on university reserves.

## **8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY**

The requirement to draw on reserves to balance the 2024-2025 budget will have implications on the university's metrics within the province's Financial Accountability Framework. This could lead to increased reporting requirements and oversight in decision-making from the province. While not atypical of the current operating environment within the Ontario education sector, continued operating deficits could lead reputational implications for the university.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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# Operating Budget Update 2024-2025 and Status of Reserves

Feb. 27, 2025

# 2024-2025 Operating Budget Update

- Improvements in revenues & expenditures variances since November 2024 update
- Tuition shortfall reduced from \$16.7 million to \$14.5 million, due mostly to OMBA
  - Domestic first-year student intake exceeded target by 2.4%
  - New international undergraduate: **-55%** versus budget of **-25%**
  - New international graduate: **-35%** versus budget of **-10%**
- Investment income currently \$21 million above budget
- Modest savings expected in renovations, acquisitions, undergraduate student support, and contingencies.
- Voluntary retirement incentive will result in additional \$21 million one-time cost
- Without potential investment income, opening budget deficit of \$26 million will increase to \$54 million

# 2024-2025 Operating Budget Update

Variance to budget		\$M
Tuition revenue		(14.5)
Online MBA revenue share		(1.1)
Miscellaneous income		0.7
Voluntary retirement incentives		(21.2)
<b>In-year Spending Reductions</b>		
Renovation and utilities	2.3	
UG support	1.2	
Library acquisitions	0.5	
Other (insurance, contingencies)	1.9	5.9
Total variance from budget		(30.0)



# 2024-2025 Operating Budget Update

Forecasted Operating Result	\$M
Budgeted 2024-2025 operating deficit	(26.2)
Projected variance from budget	(30.0)
Ancillary & Research contribution	2.0
Projected 2024-2025 operating deficit	(54.2)

## Response

- Investment returns
  - Currently \$21 million positive budget variance
- Contribution from Ancillary & Research
  - \$2 million
- Operating reserves

# Status of Reserves

Reserves (\$M)	Total (@Apr'24)	Available	Potentially Available	Committed
Investment Equalization **	27	-	27	-
Pension Liability Reserve **	69	-	69	-
Strategic Contingency	46	46	-	-
Carry Forward	55	55	-	-
Capital Reserve	50	50	-	-
Ancillary Reserve	42	-	42	-
Research Initiatives	64	-	15	49
Future Commitments (Sinking fund, projects in progress, etc)	51	-	-	51
Total Reserves, April 2024	\$404	\$151	\$153	\$100
Projected Results – Operating	(54)	(52)	(2)	-
- Ancillary	(3)	-	(3)	-
-use of reserves	(45)	(5)	-	(40)
Forecasted Reserves, April 2025	\$302	\$94	\$148	\$60

**\*\*Board approved**



<b>To:</b>	Finance Committee	<b>Date of Report:</b> 10 January 2025
<b>From:</b>	Executive Director, Pension Fund Management	<b>Date of Meeting:</b> 27 February 2025
<b>Subject:</b>	<b>Responsible Investing Report – Endowment and Non-Endowed Funds</b>	
<b>Responsible Portfolio:</b>	Vice-President (Finance and Administration)	

## 1.0 PURPOSE

☐ For Approval   ☒ For Information   ☐ For Discussion

## 2.0 MOTION

This report is for information only.

## 3.0 EXECUTIVE SUMMARY

In March 2022, the Finance Committee approved new Responsible Investing (RI) policies for the Endowment and Non-Endowed Funds. One of the main deliverables of these new policies was an annual RI report which has now been completed.

The RI report highlights the following:

- University partnerships with RI coalitions;
- Proxy voting and engagement by public equity managers;
- Climate change metrics;
- Case studies; and,
- UN Principles for Responsible Investing (PRI) Scorecard

## 4.0 INPUT FROM OTHER SOURCES

Input was provided by the Assistant Director, Operations and Responsible Investing. Climate data was obtained from MSCI, the premier benchmark provider within the finance sector. Engagement and proxy data was obtained from external investment managers and SHARE, our external shareholder advocacy firm.

## 5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The RI Report discusses many specific goals including addressing climate change. The university has made climate change and reducing its carbon footprint an important commitment. As part of the university's commitment to decarbonize, the Combined Funds (Endowment+Operating Funds) have set a target for the portfolio carbon footprint to reach net zero by 2050 and an interim target to achieve a 50% reduction in the weighted average carbon intensity (WACI) by 2030 using a 2019 base year. As of Dec. 31, 2023, the WACI has decreased 21% from the base year. Progress has been made since the previous year through our external investment managers' engagement with public companies. Also, the Investment Committee completed an asset-liability study and will be reducing Canadian equities which will further reduce the WACI. In addition to carbon reduction targets, 32% of our private infrastructure funds are invested in building renewable energy capacity globally through investment managers such as Brookfield. The Endowment also supports a fossil fuel-free fund for donors.

The RI report also highlights how our external investment managers are voting proxies and engaging with the companies we own. In 2023, there were 144 separate engagements with public companies over the calendar year ranging from net zero emissions, climate transition risk, toxic emissions, raw material sourcing, packaging, Indigenous rights, product safety, health and safety, modern slavery, labour management, privacy

and security, human capital, executive compensation, to board governance.

In addition to our external investment managers engaging companies, we leverage the University Network for Investor Engagement, run by a shareholder advocacy group SHARE. They engage North American public equity companies on their climate action plans on behalf of several Canadian universities including Carleton. They had several tangible wins at shareholder meetings including with Metro and Dollarama on developing concrete carbon reduction targets and supply chain improvements.

We also submitted our first compulsory report to the UN Principles for Responsible Investing (RI) on how we implement RI. The university’s approach scored significantly higher than the median in all categories (governance, public equity, fixed income, infrastructure, and confidence building measures). 5,391 signatories representing over \$121.3 trillion in assets are assessed annually. This is a testament to the commitment to RI of the university, Investment Committee, Pension Committee, Pension Fund Management office, and the investment managers hired to run the university’s pools of capital.

**6.0 FINANCIAL IMPLICATIONS**

Engaging with external investment managers and companies on ESG factors is important to delivering strong risk-adjusted returns and managing risk. The financial implications to the university are low and considering ESG is actually a form of risk mitigation.

**7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT**

By publishing the RI report, Carleton is being transparent in its approach and is now out front alongside some of its peer universities across Canada, publicly tracking their progress on ESG initiatives in their Endowment and Operating Funds. i.e. University of British Columbia, University of Toronto, and McGill University.

**8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY**

There is reputational risk to not delivering on the 50% interim carbon footprint reduction targets by 2030. It is important to continue communicating Carleton’s progress on its carbon reduction commitment, as well as that this report and the data collected are the starting point in that journey for both the university’s investments and the broader Canadian and global economy as we look to reduce carbon emissions and build a more inclusive society.

**9.0 OVERALL RISK MANAGEMENT ANALYSIS**

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Responsible Investment Report

Feb. 27, 2025

# Overview

- In March 2022, the Finance Committee approved the new Responsible Investing (RI) policies of the Endowment and Non-endowed funds.
- These policies require an annual RI report which contains the following:
  - University partnerships with RI coalitions;
  - Proxy voting and engagement results;
  - Climate change metrics; and,
  - Case studies

# RI Coalitions

- As part of Carleton's commitment to RI, the university participates in leading investor collaborations and coalitions:



The [PRI](#) is the world's leading proponent of responsible investment and works to support investor signatories in incorporating ESG factors into their investment and ownership decisions.



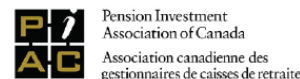
[UNIE](#) is a shareholder engagement program for university endowments and pension plans, leveraging their power as institutional investors to address climate change-related risks. Carleton is a founding member.



[ACPM](#) is the leading advocacy organization for retirement plan sponsors and administrators in Canada who manage plans for millions of plan members.



[CPBI](#) fosters professional development of Canadian pension and benefits industry via networking and educational content and bring people together to build relationships and exchange ideas in a safe, respectful and inclusive environment.

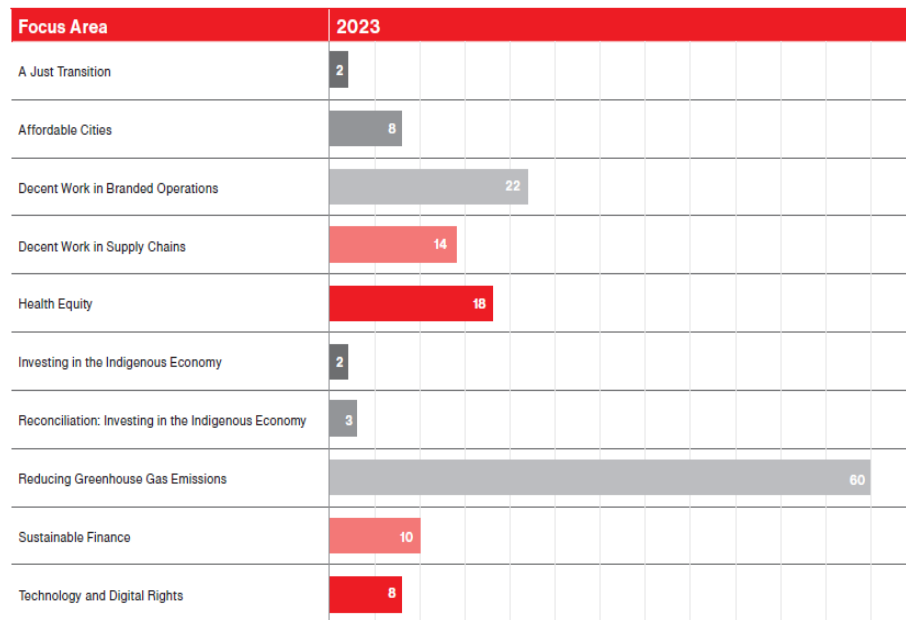


[PIAC](#) is a forum for pension plans to share information and knowledge. It is made up of over 130 of the largest pension plans in Canada.

# Proxy Voting and Engagement

- External investment managers vote our proxies in accordance with our RI policies.
- Our investment managers completed 144 engagements with public companies over the calendar year ranging from net zero emissions, climate transition risk, toxic emissions, raw material sourcing, packaging, indigenous rights, product safety, health and safety, modern slavery, labour management, privacy and security, human capital, executive compensation, to board governance.
- The Pension Fund Management office monitors external investment manager progress on ESG through an annual questionnaire.
- Our shareholder advocacy firm [SHARE](#), through the University Network for Investor Engagement had several successful commitments from public companies to address climate change.

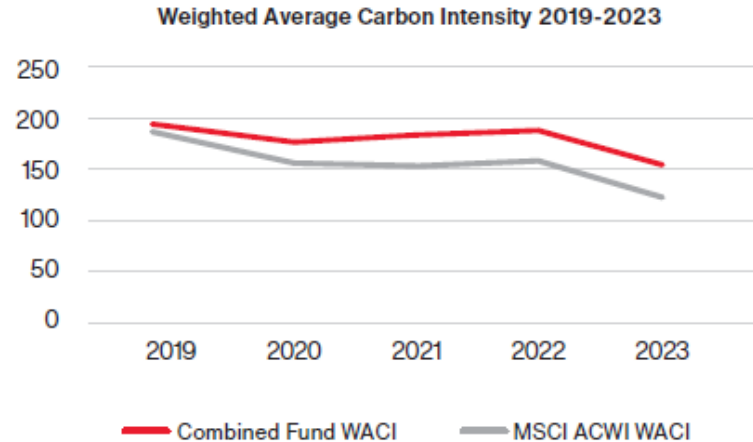
## UNIE Climate Engagements





# Climate Change

- As part of the university's commitment to decarbonization, the Endowment and Non-endowed Funds have set a target for the portfolio carbon footprint to reach net zero by 2050.
- An interim target was set to achieve a 50% reduction in weighted average carbon intensity ("WACI") by 2030 using 2019 as a baseline. This target is for the Scope 1 and 2 emissions of the public equity holdings.
- To date, the portfolio's WACI is down 21% since the 2019 base year.
- Other asset classes will be considered when the data progresses.



Canada is a significant weight in Carleton's public equity holdings relative the MSCI All Country World Index. Canadian equities are more carbon intensive relative to the world.

# UN Principles for Responsible Investing Scorecard

- The Pension Fund Management Office submitted a report on the responsible investing approach of the university's capital. This report is mandatory for UN PRI signatories. The results graded our approach relative to 5,391 signatories and \$121.3 trillion of assets.

## Summary Scorecard

Module score Star score	AUM coverage	☆☆☆☆☆ 0<=25%	☆☆☆☆☆ >25<=40%	☆☆☆☆☆ >40<=65%	☆☆ >65<=90%	>90%
Policy Governance and Strategy ☆☆☆☆☆					87	
Indirect - Listed equity - Active ☆☆☆☆☆	>=10 and <=50%					100
Indirect - Fixed income - Active ☆☆☆☆☆	>=10 and <=50%					100
Indirect - Infrastructure ☆☆☆☆☆	<10%					100
Confidence-building measures ☆☆☆☆☆						100

PRI Median

100 Module Score

# Questions

# Carleton University Responsible Investing Report



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## Commitment to Responsible Investing

Carleton University maintains an Endowment Fund (\$378 million) and Non-Endowed Operating Funds (\$787 million), referred to collectively as the Combined Funds (the Combined Funds), in order to meet, or to supplement, expenditure requirements. The income generated by the Endowment Fund supports student aid (such as scholarships and grants); the Non-Endowed Operating Funds support campus initiatives such as infrastructure refurbishment and transition, and a variety of other campus goals. The objective of the

Combined Funds is to provide a flow of income while maintaining the real value of the capital to ensure that the university is able to continue to fund the above-described activities. We believe that consideration of environmental, social and governance (ESG) factors can have a positive effect on long-term financial performance. Full descriptions of the Combined Funds' approaches to Responsible Investing (RI) are available in the Endowment Fund Responsible Investing Policy and Non-Endowed Funds Responsible Investing Policy (the Policies).

**As part of Carleton's commitment to RI, the University participates in leading investor collaborations and coalitions:**



The [PRI](#) is the world's leading proponent of responsible investment and works to support investor signatories in incorporating ESG factors into their investment and ownership decisions.



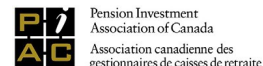
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[PIAC](#) is a forum for pension plans to share information and knowledge. It is made up of over 130 of the largest pension plans in Canada.



# Governance of Responsible Investing

## Governance

Ultimate oversight of the Combined Funds' approach to Responsible Investing is provided by the university's Board of Governors. As part of this responsibility the Board of Governors approves the Funds' Responsible Investing Policies every two years or more frequently as required based on the recommendation of the Finance Committee. The university Investment Committee is responsible for providing oversight and monitoring the implementation of the policies on a quarterly basis including ensuring appropriate internal and external resources are available for successful execution. Fiduciary duty is at the forefront of the decision-making to ensure the objectives of the Combined Funds are met.

## Management

The Pension Fund Management (PFM) office is responsible for day-to-day implementation of the Policies and provides quarterly reporting to the Investment Committee. The PFM team's responsibilities include developing and implementing frameworks for incorporating ESG factors, including risks and opportunities related to climate change. These factors are incorporated into external manager selection and monitoring processes. The Combined Funds' investments are managed by external investment managers, with 95% of the public equities in pooled funds. This limits the university's ability to influence the selection of individual investments and/or undertake direct stewardship with investees. Therefore, the team implements the Policies primarily through ESG-related requirements for external managers and monitoring of external manager activities and performance on ESG matters, including climate risks and opportunities.



# Responsible Investing Approach

## ESG Expectations for External Managers

The Combined Funds' Responsible Investing Policies set out expectations for external managers, including requirements to incorporate ESG through:

- **ESG Integration:** Integrate consideration of material ESG risks and opportunities into the investment decision-making process, alongside financial considerations.

- **ESG Engagement:** Monitor investments and engage with investees where significant ESG concerns are identified.
- **Proxy Voting:** Undertake proxy voting on behalf of the Funds for listed equity holdings, taking ESG considerations into account.

External Manager	Asset Class	Disclosures on RI Approach
Phillips, Hager & North	Canadian Equities	<a href="#">Responsible Investing Policy</a>
	Canadian Fixed Income	<a href="#">Proxy Voting Policy</a>
MFS Investment Management	Global Equities	<a href="#">Responsible Investing Policy</a>
		<a href="#">Proxy Voting Policy</a>
Jarislowsky Fraser	Canadian Equities	<a href="#">Responsible Investing Policy</a>
	Global Equities	<a href="#">Proxy Voting Policy</a>
	Canadian Fixed Income	
Sprott Asset Management	Global Equities	<a href="#">Responsible Investing Policy</a>
	Bullion	<a href="#">Proxy Voting Guidelines</a>

All the Funds' public markets external managers publish details of their RI approach, including their own responsible investing policy, and their proxy voting policy (in the case of equity managers).

## External Managers Engagement Stats

In addition to proxy voting, the Combined Funds external managers engage with investee companies to address ESG issues. We observed over 144 separate engagements on issues including net zero alignment, climate transition risk, toxic emissions, raw material sourcing, packaging, indigenous rights, product safety, health and safety, modern slavery, labour management, privacy and security, human capital, executive compensation, succession planning, board independence, board oversight, and incentive alignment.

## PFM Engagements

The PFM team monitors external investment managers through the annual ESG Questionnaire, as well as data from third-party ESG research providers, including PRI, TCFD, and the Organization for Economic Cooperation and Development (OECD) Guidance on Responsible Business Conduct for Institutional Investors. The PFM team completed a carbon footprint and climate risk assessment of the Combined Funds' public equity holdings and engaged the external investment managers on the progress of decarbonizing their portfolios. The team also volunteers with the Pension Investment Association of Canada (PIAC) which was involved in policy development feedback on the new reporting requirements for [Canadian Sustainability Disclosure Standards](#) (CSDS S1 & S2).





# Climate Change

## Approach to Climate Change

The university recognizes that climate change is one of the ESG factors with the most significant potential to impact the value of investments across all sectors through risks and opportunities associated with both the physical impacts of climate change and the transition to a low-carbon economy. The university believes that climate-related risks can be mitigated by adopting a portfolio decarbonization strategy. The Combined Funds are therefore committed to pursuing portfolio decarbonization by measuring and disclosing the portfolio carbon footprint and setting targets for reducing portfolio carbon emissions aligned with global climate goals.

## Measuring and Disclosing Portfolio Carbon Footprint

The PFM team measures and monitors portfolio climate metrics for the Combined Funds. MSCI provides data on portfolio emissions for all public equity investments. At present, measurement of portfolio carbon is limited to the Scope 1 and 2 emissions of public equities because reliable and consistent data is not yet available for other asset classes or Scope 3 emissions. The PFM team will look to incorporate additional asset classes as data availability improves. Using data from MSCI, the PFM team tracks the following metrics for the Combined Funds:

**Weighted Average Carbon Intensity (WACI):** expressed in tons of CO<sub>2</sub> equivalent per million dollars in revenue (tCO<sub>2</sub>e / \$M revenue). WACI is a portfolio carbon footprint metric that describes a portfolio's exposure to carbon-intensive assets.

## GHG Emissions

**Scope 1 (Direct GHG Emissions):** GHG emissions that occur from sources that are owned or controlled by the company (e.g., emissions from the manufacturing or processing of chemicals and materials, transportation of materials, products, and waste, generation of electricity, heat, or steam, etc.).

**Scope 2 (Indirect GHG Emissions):** GHG emissions from the generation of purchased electricity consumed by the company.

**Scope 3 (Other Indirect GHG Emissions):** GHG emissions that are a consequence of the activities of the company but occur from sources that are not owned or controlled by the company (e.g., outsourced activities, employee business travel, the use of sold products and services, etc.).

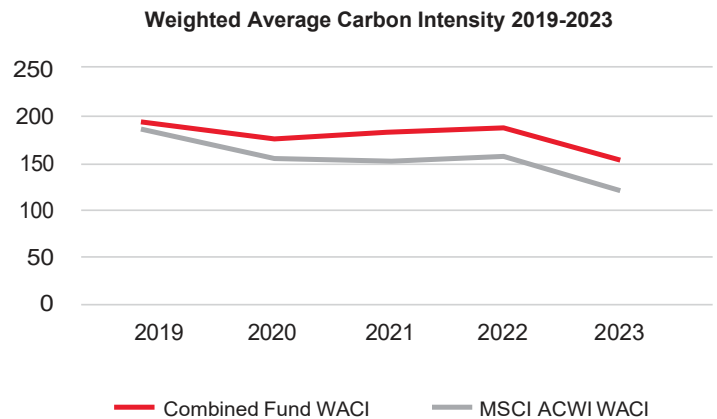
**Net Zero GHG Emissions:** GHG emissions produced are balanced out by the removal of an equivalent amount of GHG emissions. GHG emissions should first be reduced as much as possible and any remaining GHG emissions should be balanced using carbon removal mechanisms (e.g., green infrastructure, carbon capture, utilization and storage, or carbon offsets).

With the exception of the new Fossil Fuel Free Fund, the Combined Funds do not exclude any specific sectors in their indirect investments based on the principle that climate change must be addressed by investors through stewardship across all sectors. However, we are committed to refrain from any direct fossil fuel investments and the new Fossil-Fuel Free Fund has been established so donors may choose to direct their gifts away from fossil fuels.



## Setting Targets for Reducing Portfolio Carbon Footprint

As part of the university's commitment to decarbonization, the Combined Funds have set a target for the portfolio carbon footprint to reach net zero by 2050 and an interim target to achieve a 50% reduction in WACI by 2030 using 2019 WACI as a baseline. 2019 was selected as the baseline year because it offers the greatest level of confidence in the underlying data and it pre-dates the pandemic when fossil fuel use was at full capacity. As of the end of 2023, the Combined Funds had a WACI of 156. In comparison, the benchmark, the MSCI ACWI Index, had a WACI of 123. The Combined Funds WACI has declined 21% since 2019.



## Decarbonization

Carleton University is committed to demonstrating leadership by integrating sustainability principles into its decision-making and activities. As part of this commitment the university has set a target of reducing Scope 1 and 2 emissions associated with campus operations by 50% by 2030 and reaching net zero by 2050. Climate change is also recognized as one of the ESG factors with the most significant potential to impact the value of investments across sectors. The PFM team has begun monitoring the carbon footprint associated with the Combined Funds' public equity investments and, as data availability improves, will also seek to measure additional asset classes. Carleton has also set a target, complementary to the broader campus

target, to reduce the Combined Funds' public equity portfolio carbon footprint by 50% by 2030 and reach net zero by 2050.

## Renewable Energy

Renewable energy investments make up 32% of the Endowment Fund's 15% Global Infrastructure allocation.

Renewable energy includes hydro, wind, solar and storage. The Endowment Fund's infrastructure managers also leverage their scale and global footprint to decarbonize their traditional infrastructure businesses in the digital, utilities, and transportation sectors.

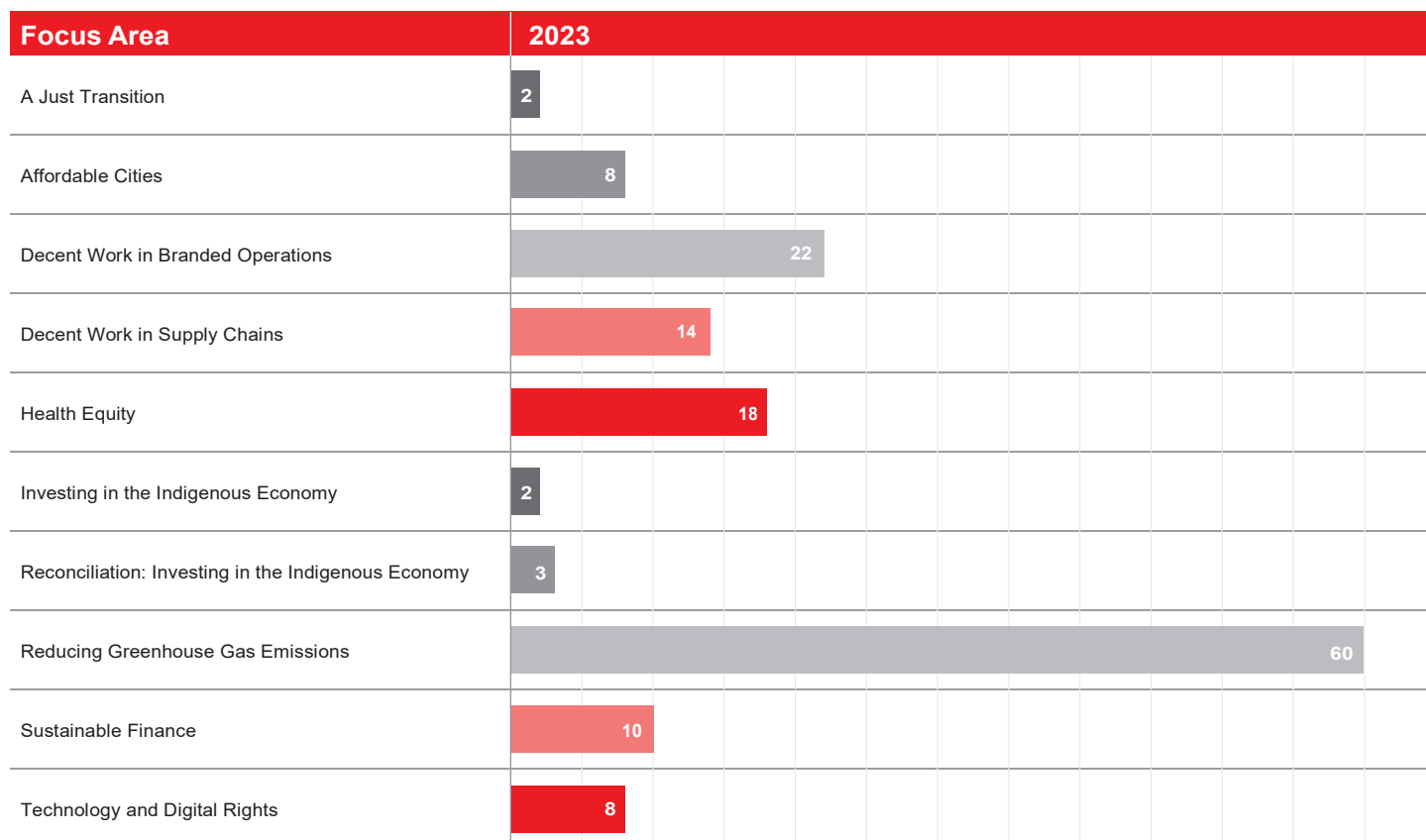


# Climate Engagement

## University Commitment to UNIE

The university participates in the University Network for Investor Engagement (UNIE), a collaborative engagement program for university endowments and pension plans organized through SHARE. SHARE is one of Canada's

leading shareholder engagement programs. UNIE engages companies to enhance climate governance, reduce GHG emissions, implement responsible climate lobbying, and work towards a just transition to a low-carbon economy. In 2023, UNIE engaged with our public equity holdings on the following issues:



## Case Studies

**Metro:** Following the 2023 climate-focused shareholder proposal filed by SHARE Metro issued a press release in November updating its climate plan, committing to setting the following targets with a 2023 baseline year; Reducing absolute Scope 1 and Scope 2 GHG emissions by 42% by 2030; Having 45% of suppliers by spend with science-based targets by 2028; Reducing absolute scope 3 GHG emissions from purchases of goods and services by 25% by 2030; Reducing absolute Scope 3 GHG emissions from downstream transportation and distribution by 25% by 2030; and Reducing Scope 3 FLAG GHG emissions by 30% by 2030.

The parties signed an agreement to withdraw the proposal, which includes a commitment to ongoing engagement.

**Dollarama:** At Dollarama's AGM, the CEO announced a time-bound commitment for the release of Scope 3 emissions first the first time. This announcement can be understood to be a direct result of the shareholder proposal put forward by SHARE, which asked for greenhouse gas emissions disclosure and Paris-aligned target setting and received 25.89 percent of votes in favor of the request. SHARE met with Dollarama in the fall to discuss progress underway at the company where they committed to a timeline of disclosing Scope 3 emissions within two years, including a one-year timeline for preliminary disclosure. SHARE will work to determine next steps that could harness and encourage further executive buy-in of climate work, and escalation of current timelines.

# UN Principles for Responsible Investing (PRI) Scorecard

During the calendar year, PFM submitted a report on the Combined Funds responsible investing activities to the United Nations supported Principles for Responsible Investment (PRI). The report is compulsory and is

required of signatories. The results below assess the Combined Funds' responsible investing initiatives relative to 5,391 signatories representing over US\$121.3 trillion in assets.

## Summary Scorecard

Module score Star score	AUM coverage	☆☆☆☆☆ 0<=25%	☆☆☆☆☆ >25<=40%	☆☆☆☆☆ >40<=65%	☆☆ >65<=90%	>90%
Policy Governance and Strategy ☆☆☆☆☆					87	
Indirect - Listed equity - Active ☆☆☆☆☆	>=10 and <=50%					100
Indirect - Fixed income - Active ☆☆☆☆☆	>=10 and <=50%					100
Indirect - Infrastructure ☆☆☆☆☆	<10%					100
Confidence-building measures ☆☆☆☆☆						100

| PRI Median    100 Module Score



# Responsible Investment Timeline

Timeline	Goal	Action
<b>June 1997</b>	Statement of Investment Policies and Procedures (SIPP) adopted	
<b>Sept. 2009</b>	Socially Responsible Investing (SRI)	Investment managers monitor and flag possible SRI risks
<b>Sept. 2010</b>	SRI evolves to increase focus on ESG factors	<p>Core investment beliefs are formalized consistent with United Nations' Principles for Responsible Investing (UNPRI)</p> <p>Two investment managers become signatories to PRI</p> <p>Investment managers are required to disclose how ESG is being incorporated into analysis and investment decision-making process</p>
<b>April 2012</b>	Manager coalitions	One of three managers signs on to Carbon Disclosure Project and the Coalition for Good Governance
<b>July 2012</b>	<p>SIPP reaffirms RI beliefs consistent with UNPRI</p> <p>All investments shall be made in accordance with the Code of Ethics and Standards of Practice of the CFA Institute</p>	<p>The UNPRI principles will be applied by:</p> <ul style="list-style-type: none"> <li>• Encouraging investment managers and other service providers to incorporate ESG issues into investment analysis and decision-making,</li> <li>• Requiring annual disclosure by investment managers of the processes by which ESG factors are incorporated into the investment decision making process,</li> <li>• Examining ways to support the UNPRI by aligning with coalitions and/or industry groups that support ESG principles within the investment industry, and</li> <li>• Requiring disclosure of proxy voting records by investment managers.</li> </ul>
<b>Dec. 2019</b>	Carbon footprint	2019 is selected as the baseline year for carbon footprint benchmarking
<b>Dec. 2020</b>	100% PRI Signatories	100% of the external Investment Managers are signatories to the Principles for Responsible Investing (PRI)
<b>March 2022</b>	<p>PRI Signatory</p> <p>Decarbonization strategy adopted</p>	<p>Carleton University becomes a PRI Asset Owner Signatory</p> <p>The university sets mid- and long-term GHG reduction targets</p>
<b>Feb. 2023</b>	Fossil Fuel Free (FFF) fund	Opened a FFF fund for donor directed dollars with \$1 million university seed money
<b>June 2023</b>	PRI Reporting	Test year reporting submitted to PRI
<b>June 2024</b>	PRI Reporting	Inaugural PRI report submitted
<b>Jan. 2025</b>	PRI Transparency report	Results of the inaugural report are made public
<b>2030</b>	GHG Emissions Target	50% reduction in Scope 1 and 2 GHG emissions





<b>To:</b>	Governance Committee	<b>Date of Report:</b> 18 February 2025
<b>From:</b>	Vice-President (Students and Enrolment)	<b>Date of Meeting:</b> 4 March 2025
<b>Subject:</b>	<b>Draft Carleton University Sexual Violence Policy</b>	
<b>Responsible Portfolio:</b>	Vice-President (Students and Enrolment)	

## 1.0 PURPOSE

☐ For Approval   ☐ For Information   ☒ For Discussion

## 2.0 MOTION

This report is for discussion only.

## 3.0 EXECUTIVE SUMMARY

After robust consultation processes in 2018-2019 and 2021-2022, Carleton University reviewed and made significant revisions to the Sexual Violence Policy. Beginning in fall 2024, Carleton University has undertaken another extensive consultation and review of this Policy. Carleton is legally required to review the Policy in order to comply with Bill 132 and Bill 26 in addition to the mandatory revision date as noted in the Policy. Further, reviewing the Policy every three years helps us to ensure our Policy is as responsive and supportive to the community as possible.

As noted in the workplan presented to the Governance Committee on September 16, 2024, feedback on the Policy was provided between October to November 2024 by members of the University community through consultation meetings, information and feedback sessions and online submissions. In order to address the ongoing feedback received since the last review of the Sexual Violence Policy, consideration was given to clarify the Policy in the following areas:

- Review the provisions on interim measures and confidentiality
- Review section 6.5 (a) for survivor-centric considerations
- Review the objectives of the Sexual Violence Prevention and Education Committee
- Add a definition of sexual misconduct under Bill 26
- Review section 2.2 – Consensual Romantic or Sexual Relationship Guidelines
- General updates to titles, department names, processes, etc.

Throughout the listening phase of the consultation process, several main themes also emerged:

- **Training and Awareness**
  - Education and Prevention
  - Community Engagement
- **Policy Administration**
  - Definitions and Inclusivity
  - Accountability and Transparency
  - Clarity and Specificity
  - Sexual Violence Review Committee
- **Response**
  - Process and Timelines
  - Reporting and Confidentiality
  - Alternative Resolution Process

- Investigators
- False Claims
- **Support and Resources**
  - Support for Complainants and Respondents
  - Accommodations
  - Resources

A report has been organized by these themes and has the aggregated feedback received during the consultation process. This feedback has been examined and assessed in the review of the Sexual Violence Policy and updates to the Policy have been made based on the above feedback where appropriate. The attached Policy includes the track changes that demonstrate the revisions and additions made. The changes include:

- Addition of the production and distribution of intimate images including generative AI as an example to the definition of "Sexual Harassment" (section 4.1)
- Addition of "Sexual Misconduct" definition per Bill 26 (section 4.1)
- Addition of who is not eligible to serve on the Sexual Violence Prevention and Education Committee (section 5.2)
- Update to the web link for additional supports and services (section 6.2)
- Update to the supports available to Complainants and Respondents (section 8.4)
- Removal of Respondent's ability to initiate an alternative resolution process (section 8.10)
- Addition of when the formal complaint process shall be suspended (section 9.1(c))
- Addition of section 9.7 (d) regarding appeals of trespass order(s)
- General updates to confirm within the Policy, the processes already happening in practice such as the addition of responsibility for educational and training initiatives in section 5.3 and training that is trauma-informed for the Sexual Violence Review Committee and Appeal Board in sections 6.5 (c) and 10.2.
- General updates to titles, names, infrastructure references, formatting, grammar, etc.

The draft tracked change version of the revised Policy has been released to the Carleton community for additional feedback. Feedback will continue to be collected until February 28, 2025.

#### **4.0 INPUT FROM OTHER SOURCES**

The Policy is going through a robust multi-phase transparent consultation process. Feedback and input on the Policy was received and provided through an anonymous online website feedback form, information and feedback sessions and in-person consultation meetings, including with key stakeholder groups. Consultation meetings occurred with:

- CUASA
- CUPE 4600
- CUPE 910
- Rideau River Residence Association (RRRA)

Additionally, and as part of the commitment to providing a transparent process, a report outlining feedback received throughout the listening phase of the review process has been made available on the feedback received web page and is attached. Members of the Carleton community are encouraged to review the revised draft of the Policy and provide additional feedback and comments using an anonymous form, participating in another information and feedback session or by contacting [svpolicy@carleton.ca](mailto:svpolicy@carleton.ca). An ongoing record of all community outreach activities in relation to the policy review process is also kept on the web page.

#### **5.0 ANALYSIS AND STRATEGIC ALIGNMENT**

Pursuant to Bill 132, the University is required to have a stand-alone sexual violence policy which is reviewed and approved every three years by the Board. The purpose of the Policy is to articulate Carleton University's commitment to a safe, supportive and healthy campus and to confirm its commitment to provide support to those members directly affected by sexual violence. As such, the Policy sets out the University's statement of



values and commitments to address sexual violence; provides information about supports and services available at Carleton University and in the community; ensures follow-up once a report is made to the University and provides information about the University’s process for responding to and addressing incidents and complaints of sexual violence.

While the Sexual Violence Policy has provided enough flexibility to support survivors while balancing the requirement for procedural fairness, opportunities to further clarify and improve policy language have been noted. Following the completion of the listening phase, the Office of the Vice-President (Students and Enrolment) along with key stakeholders met to review all the feedback received and discussed appropriate revisions and improvements. Updates to the Sexual Violence Policy were made based on feedback from members of the Carleton community while balancing legal requirements. Subsequently, a draft of the Policy has been released to the Carleton community for feedback. A final version of this revised Policy is to be presented to the Governance Committee at its meeting on May 27, 2025 and to the Board of Governors for final approval on June 4, 2025.

**6.0 FINANCIAL IMPLICATIONS**

There are no financial implications associated with the review and update of this Policy.

**7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT**

The Policy is required to meet the University’s obligations under Bill 132 and Bill 26 including, in particular, the Ministry of Training, Colleges and Universities Act and the Occupational Health and Safety Act with respect to sexual violence, sexual harassment, and workplace sexual harassment. In addition, the Policy reinforces and enhances the Carleton University Statement on Conduct and Human Rights and related policies and procedures addressing sexual violence, sexual harassment and workplace sexual harassment. The revisions to the Policy were made to strengthen the processes therein, improve procedural fairness and addressing feedback received from the community while ensuring the standards required by Bill 132 and Bill 26 and the law were maintained. Failure to have a properly revised policy could expose the University to significant safety, reputational and legal risk.

**8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY**

Failure to have a properly revised policy could expose the University to significant reputational risk. It is essential that the University provides extensive opportunities for members of the community to provide feedback on the Policy. The revised draft of the Sexual Violence Policy has been communicated to the Carleton community through standard communication channels. This includes an email message announcing the revised draft Policy and thanking community members for their feedback and contributions throughout the consultation process. In addition to an email, information about the revised draft Policy will be provided through the current student website, the Carleton Mobile app, social media, various electronic newsletters, and the Carleton Top 5. All information relating to the consultation process is maintained on the [Sexual Violence Policy website](#) including all feedback received.

**9.0 OVERALL RISK MANAGEMENT ANALYSIS**

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

# Draft Sexual Violence Policy

Governance Committee - Board of Governors

March 4, 2025

# Consultation Process

## Six Phases of Consultation

- Process Consultation Phase: September 2024 (Complete)
- Listening Phase: October – November 2024 (Complete)
- Tactical Phase: November - December 2024 (Complete)
- Drafting Phase: January – February 2025 (Ongoing)
- Fine-Tuning Phase: March - April 2025
- Finalization Phase: June 2025

## Listening Phase

- 15 information and feedback sessions scheduled (9 took place)
- 4 consultation meetings with key stakeholder groups
- 17 anonymous form submissions
- 3 emailed comments

# Communications

- Commitment to communicate to all members of the Carleton community throughout the consultation process:
  - Email to the Carleton community (faculty, staff, students)
  - Undergraduate and graduate student websites
  - Carleton Mobile app
  - Instagram Stories, Threads, X (Twitter)
  - Undergraduate and graduate student newsletters
  - Faculty and staff newsletters
  - Carleton Top 5
- A list of all communications sent throughout the consultation process, with dates, is available on the website: [carleton.ca/sexual-violence-policy/consultation-2024-25](https://carleton.ca/sexual-violence-policy/consultation-2024-25)

# Areas to Consider

- Review the provisions on interim measures and confidentiality
- Review section 6.5 (a) for survivor-centric considerations
- Review the objectives of the Sexual Violence Prevention and Education Committee
- Add a definition of sexual misconduct under Bill 26
- Review section 2.2 – Consensual Romantic or Sexual Relationship Guidelines
- General updates to titles, department names, processes, etc.

# What We Heard – Main Themes

## Training and Awareness

- Education and Prevention
- Community Engagement

## Policy Administration

- Definitions and Inclusivity
- Accountability and Transparency
- Clarity and Specificity
- Sexual Violence Review Committee

## Response

- Process and Timelines
- Reporting and Confidentiality
- Alternative Resolution Process
- Investigations
- False Claims

## Support and Resources

- Support for Complainants and Respondents
- Accommodation
- Resources

# Overview of Changes

- Addition of the production and distribution of intimate images, including generative AI as an example to the definition of "Sexual Harassment" (section 4.1)
- Addition of "Sexual Misconduct" definition per Bill 26 (section 4.1)
- Addition of who is not eligible to serve on the Sexual Violence Prevention and Education Committee (section 5.2)
- Update to the web link for additional supports and services (section 6.2)
- Update to the supports available to Complainants and Respondents (section 8.4)

# Overview of Changes (cont.)

- Removal of Respondent's ability to initiate an alternative resolution process (section 8.10)
- Addition of when the formal complaint process shall be suspended (section 9.1(c))
- Addition of section 9.7 (d) regarding appeals of trespass order(s)
- General updates to confirm within the Policy, the processes already happening in practice such as the addition of responsibility for educational and training initiatives in section 5.3 and training that is trauma-informed for the Sexual Violence Review Committee and Appeal Board in sections 6.5 (c) and 10.2.
- General updates to titles, names, infrastructure references, formatting, grammar, etc.



# Training, Awareness, Support and Resources

- Clearer direction and expectations on the development of educational, training and support services initiatives
- Ensure a coordinated approach and central listing of supports and services on the Sexual Violence Policy website.
- Further consideration will be given regarding communication and how resources can be efficiently directed to all university stakeholders
- Commitment to review and enhance guidelines on the intake process
- Clearer guidelines and protocols on how to support survivors and how to handle disclosures, interim measures, accommodations, etc.

# Next Steps

- Released tracked change version for additional community feedback
  - collected until the end of February 2025
- Consideration of additional edits based on the feedback
- Presentation to the Governance Committee on May 27, 2025
- Submitted to the Board of Governors for Approval on June 4, 2025

[carleton.ca/sexual-violence-policy](https://carleton.ca/sexual-violence-policy)

# Thank you!

Questions?

# Report on Sexual Violence Policy Review Feedback

## Listening Phase

Office of the Vice-President (Students and Enrolment)  
January 21, 2025

## Overview

The following report is a summary of the feedback received on Carleton's Sexual Violence Policy throughout the listening phase of the consultation work plan.

### Consultation Meetings

Throughout the listening phase of the consultation process, Health and Counselling Services and the Office of Student Affairs met with key stakeholder groups on campus. While every student government and labour union received an invitation to meet, consultation meetings occurred with:

- CUASA
- CUPE 4600
- CUPE 910
- Rideau River Residence Association (RRRA)
- Other individuals as requested

In total, 9 people participated in consultation meetings.

### Information and Feedback Sessions

A total of 15 information and feedback sessions were scheduled for members of the Carleton community including sessions for groups who traditionally experience oppression and marginalization. In cases where there were no registrations within 24 hours before the scheduled information and feedback session, the session was cancelled with a notice that individuals could schedule a consultation meeting or request a new session. In total, 9 sessions took place and 3 people participated.

Information and feedback sessions were scheduled for:

- |  |                              |
|--|------------------------------|
| • Staff (online* and in person)                            | • Racialized Students*       |
| • Management Staff   | • International Students*    |
| • Faculty and Contract Instructors (online and in person*) | • Residence Students*        |
| • Students (online and in person)*                         | • Indigenous Students        |
| • Graduate Students*                                       | • 2SLGBTQIA+ Students*       |
| • Teaching Assistants                                      | • Students with Disabilities |

*\*Indicates that a session took place.*

The objective of these sessions was to host a supportive space wherein members of the community could provide their feedback on the Sexual Violence Policy. To provide insight into how the feedback from the consultation sessions were conducted, we have included the agenda as an appendix.

### Online Feedback

During the listening phase, there were 17 anonymous form submissions and 3 emailed responses. To ensure anonymity in the feedback received, this online feedback has been summarized within the main themes below.

## Main Themes

Throughout the listening phase of the consultation process, the following themes emerged from the feedback provided:

- **Training and Awareness**
  - Education and Prevention
  - Community Engagement
- **Policy Administration**
  - Definitions and Inclusivity
  - Accountability and Transparency
  - Clarity and Specificity
  - Sexual Violence Review Committee
- **Response**
  - Process and Timelines
  - Reporting and Confidentiality
  - Alternative Resolution Process
  - Investigators
  - False Claims
- **Support and Resources**
  - Support for Complainants and Respondents
  - Accommodations
  - Resources

This report has been organized by these themes and has the aggregated feedback received during the listening phase of the consultation process. This feedback has been examined and assessed in the review of the Sexual Violence Policy. Responses to the feedback received have also been included.

## Training and Awareness

### *Education and Prevention*

- Mandatory training sessions for all members of the university community, including staff, students and faculty
- Develop a certification program for students to complete during their studies
- Training should be trauma-informed and cover the policy comprehensively
- Ensure training is accessible and engaging to encourage participation
- Provide regular refresher courses to keep the community updated on policy changes and best practices
- Outline specific education and prevention initiatives in the policy
- Provide more resources and training for faculty on how to handle disclosures and support students
- Ensure that faculty and staff are aware of their roles and responsibilities under the policy
- Special constables need more training, especially in handling sexual assault cases

### **University Response**

Equity and Inclusive Communities (EIC), in consultation with the Sexual Violence Prevention and Education Committee (SVPEC), is responsible for the development and implementation of the campus sexual violence prevention strategy. Annual reports on its implementation are presented to the Board

of Governors. As noted in section 5.2 (e), the SVPEC is responsible to consider and recommend proposals for new training programs brought forward by EIC and monitor the coordination, implementation and success of training programs related to sexual violence. Feedback from this consultation process in relation to education and training will be provided to EIC and the SVPEC for consideration to enhance their offerings under the campus sexual violence prevention strategy.

Section 5.3 has been added to the Policy to ensure clarity is provided regarding EIC's responsibility in developing and coordinating the University's educational and training initiatives and programs related to sexual violence.

### **Community Engagement**

- Encourage more conversations on consent and awareness of resources
- Consider community guidelines regarding off-campus behaviour and toxic environments in student organizations
- Develop initiatives to engage the community in preventing sexual violence and supporting survivors
- Increase education and training for all involved in the process
- Raise awareness about what constitutes sexual violence and the appropriate responses

### **University Response**

It is the University's commitment to provide and/or make available to members of the University community education and awareness training on this Policy and on the prevention of sexual violence, with content tailored to the audience and relevant to their role and responsibility in responding to and addressing sexual violence. This work falls under the purview of the campus sexual violence prevention strategy. The Sexual Violence Review Committee will provide clearer direction and expectations on the development of educational, training and support services initiatives.

Section 5.3 has been added to ensure clarity is provided regarding Equity and Inclusive Community's (EIC) responsibility in developing and coordinating the University's educational and training initiatives and programs. The feedback collected regarding training and awareness will be shared with EIC and the Sexual Violence Prevention and Education Committee for consideration to enhance their offerings under the campus sexual violence prevention strategy.

## **Policy Administration**

### **Definitions and Inclusivity**

- Add terms like "gender identity," "gender expression," and "age of consent" to the policy definitions
- Include definitions for terms like "transphobia," "trauma-informed approach," and "non-consensual condom removal"
- Update the title to include "Gender-Based Violence" to reflect the scope of the issue and signal inclusivity
- Consider renaming the policy to "Anti-Sexual Violence Policy" for clarity
- Clarify what is not considered sexual violence to avoid misinterpretation

### **University Response**

The Policy addresses intersectionality to ensure that lived experiences and intersectional impacts are considered. Section 1.1 of the Policy includes the following statement: “Carleton acknowledges that individuals who are members of equity-seeking groups who experience intersecting forms of disadvantage based on the protected grounds in the Ontario Human Rights Code may be disproportionately affected by sexual violence and its consequences.” Reference to protected grounds under the Human Rights Code ensures that all possible and legally recognized grounds and groups are covered by the Policy.

Section 2.1(g) recognizes systemic forms of oppression including but not limited to racism, ableism, sexism, transphobia and homophobia. The Policy references related policies under section 12 and are to be read in conjunction with those policies such as Carleton’s Human Rights Policies and Procedures and Workplace Harassment Prevention Policy.

### **Accountability and Transparency**

- Include clear accountability measures for the university in handling sexual violence disclosures and reports
- Provide clear guidelines on the roles and responsibilities of staff involved in the process
- Collect and publish disaggregated data on sexual violence incidents and outcomes
- The policy should be developed with collegial participation and should protect academic freedom

### **University Response**

The Sexual Violence Review Committee has committed to review and enhance guidelines on the intake process so that the survivor is aware of the options available and on the informal and formal complaint process. Clearer guidelines and protocols will be provided to staff within the university on how to support survivors. Specific guidance on how to handle disclosures, interim measures, accommodations, etc. will also be provided.

It is the University’s commitment to provide and/or make available to members of the University community education and awareness training on this Policy and on the prevention of sexual violence, with content tailored to the audience and relevant to their role and responsibility in responding to and addressing sexual violence. This work falls under the purview of the campus sexual violence prevention strategy. The Sexual Violence Review Committee will provide clearer direction and expectations on the development of educational, training and support services initiatives.

Carleton University continues to collect and report on statistics related to sexual violence through six broad categories as required by the Government of Ontario. These statistics are compiled by Equity and Inclusive Communities in collaboration with the Office of the Vice-President (Students and Enrolment) and key stakeholders across campus and are presented annually to the Board of Governors. A copy of the Annual Report on Sexual Violence is available on the sexual violence policy website.

The Sexual Violence Policy undergoes a broad and inclusive consultation process with the entire Carleton community every three years to fulfill the provincial mandate as per Bill 132 and the mandatory revision date as noted in the Policy. Section 5.1 (c) acknowledges academic freedom (as outlined in the applicable collective agreement and in the Carleton University Statement of Conduct and Human Rights) for students, faculty and staff to explore controversial topics related to this issue while contributing to a campus atmosphere in which sexual violence is not tolerated.



### **Clarity and Specificity**

- Simplify the language used in the policy to make it more accessible, especially for neurodivergent individuals
- Include clear definitions for all key terms and concepts
- Provide a plain language roadmap for both students and faculty to understand the process and their roles
- Clarify vague sections of the policy, such as what constitutes a threat to the broader community.
- Use the Oxford comma for clarity
- Ensure the policy covers the production and distribution of intimate images created through generative AI
- Clarify the role of the Sexual Assault Support Centre and EIC

#### **University Response**

Following the consultation process in 2018-2019, the University developed a one-page resource document outlining the reporting process and options for both formal and informal complaints. This continues to be made available on the sexual violence policy website and will continue to be promoted across campus and on appropriate websites.

The provincial government's Bill 26, Strengthening Post-Secondary Institutions and Students Act, added new requirements regarding sexual misconduct towards a student by an employee of a publicly funded university or college. These new requirements came into effect in July 1, 2023.

For clarity, an example on the production and distribution of intimate images created through generative artificial intelligence (AI) has been added to the definition of "Sexual Harassment" in section 4.1.

The Sexual Violence Review Committee has committed to review and enhance guidelines on the intake process so that the survivor is aware of the options available and on the informal and formal complaint process. Clearer guidelines and protocols will be provided to staff within the university on how to support survivors. Specific guidance on how to handle disclosures, interim measures, accommodations, etc. will also be provided.

### **Sexual Violence Review Committee**

- Revise the composition of the Sexual Violence Review Committee (SVRC) to include a diverse group of individuals
- Ensure representation across gender identities, racial backgrounds and equity-seeking groups
- Make the composition and actions of the SVRC more transparent to the university community
- Ensure decision-makers are trained in trauma-informed approaches
- Ensure the SVRC's actions are transparent and scrutinized by the Carleton community
- Replace the SVRC with an expert in sexual violence matters with a trauma-informed approach who would receive, assess and determine whether a matter should proceed through to an investigation

#### **University Response**

Carleton University believes that the best practice for reviewing formal cases of sexual violence is to have a committee review each case following an investigation by a trained, trauma informed investigator. Based on feedback received during the previous consultation process in 2018-2019, a

conflict of interest provision was added as section 8.8. During the 2021-22 consultation process, section 8.8 was further updated to clarify that a party may raise concerns regarding conflict of interest to the General Counsel for review. Further, the Policy states that members of the Sexual Violence Review Committee (SVRC) may have a designate as per section 6.5(c).

Training on sexual violence and procedural fairness that is trauma informed is provided to all members of the SVRC and the appeal board as stated in sections 6.5(c) and 10.2 of the policy. For clarity, the inclusion of training that is trauma-informed has been included in sections 6.5(c) and 10.2. As part of the formal process, Carleton also relies on trained, trauma-informed investigators. Sexual violence training is also provided by Equity and Inclusive Communities. The University is legally responsible for reviewing and making decisions related to sexual violence complaints and senior management individuals have the training, experience, fiduciary responsibility as well as obligations to ensure confidentiality and privacy.

Carleton University continues to collect and report on statistics related to sexual violence through six broad categories as required by the Government of Ontario. These statistics are compiled by Equity and Inclusive Communities in collaboration with the Office of the Vice-President (Students and Enrolment) and key stakeholders across campus and are presented annually to the Board of Governors. A copy of the Annual Report on Sexual Violence is available on the sexual violence policy website.

## Response

### *Process and Timelines*

- Identify specific timelines for actions and decisions to ensure fairness and efficiency
- Provide a step-by-step description of what happens after a disclosure or report is made
- A single centralized officer or administrator should handle policies to ensure consistency and proper training
- Decisions should be made by individuals with no direct relationship to the parties involved
- Interim measures should be proportionate to the situation and should not broadly affect individuals without cause
- Ensure unions are informed and involved in cases involving their members
- All procedures should be subject to grievances and discipline clauses in collective agreements
- Outline reparative actions available to students if their case is mishandled
- Outline the repercussions the respondent might face if they violate the interim measures put in place
- Specify how to report sexual violence if the assailant is in a position of authority
- Include a statement that the university will advise a complainant before it shares information with the respondent (section 8.4)
- Allow for the internal investigation to process regardless of an external proceeding taking place

### **University Response**

Following the consultation process in 2018-2019, the University developed a one-pager resource document outlining the reporting process and options for both formal and informal complaints. This continues to be made available on this website and will continue to be promoted across the campus and on appropriate websites. Further consideration will be given regarding communication and how can these resources be efficiently directed to all university stakeholders.

Section 8.6 of the policy covers timelines and timely progress updates. The university will make every effort to complete the complaint process in a timely fashion without compromising procedural fairness. Each party will receive regular updates on the progress of their case, estimated timeframes and any delays related to the matter. The duration of interim measures and accommodations are determined in accordance with the needs of the survivor, the specific circumstances and the safety of the community.

Section 8.8 includes a conflict of interest provision. Further, the Policy states that members of the SVRC may have a designate as per section 6.5 (c).

Section 9.4 outlines that where the Respondent is a unionized employee, the employee shall have all applicable rights to union representation during any investigatory meetings with the Employer. As noted in section 3.1, the Policy does not replace or supersede existing collective agreement provisions.

Section 9.1(c) has been updated for clarity regarding the suspension of a formal complaint process when jurisdictional or other legal considerations may arise (such as an active police investigation). Continuing with an internal investigation can have a significant impact on the external investigation for both the complainant and the respondent. Regardless of the status of any process, the support, accommodations, and interim and safety measures to complainants will continue to be provided as is detailed in the Policy. For clarity, the support, accommodation and interim and safety measures are available to survivors at any point during the informal or formal complaint process.

### **Reporting and Confidentiality**

- Allow for direct reporting to EIC or HR rather than through the Director of Labour Relations
- Ensure confidentiality and safety for all parties involved

#### **University Response**

Section 6 of the Policy outlines disclosures in an emergency (Campus Safety Services) and disclosures in a non-emergency (Equity and Inclusive Communities). Further, as noted in Section 6.1, at any time, a person who has experienced sexual violence may consult with or seek advice and support from the relevant student association, union or other employee group.

Section 7 of the Policy outlines confidentiality. Specifically, that all reports and disclosures of sexual violence to the University will be treated in a confidential manner and in accordance with the Freedom of Information and Protection of Privacy Act (FIPPA) and with the provisions of applicable collective agreements.

Section 8.8 includes a conflict of interest provision. Further, the Policy states that members of the SVRC may have a designate as per section 6.5(c).

### **Alternative Resolution Process**

- Limit the initiation of the Alternative Resolution process to survivors only

#### **University Response**

Section 8.10 has been updated to remove the ability of the Respondent to initiate an Alternative Resolution process.

### **Investigators**

- Use external investigators who are culturally competent and diverse
- Define what is determined to be competent in conducting investigations into sexual violence
- Indicate that the investigator must use a trauma-informed approach

#### **University Response**

The Policy requires that formal investigations be conducted by trained investigators. For clarity, the addition of trauma-informed has been included. The investigators ensure that all investigations are conducted in an appropriate and sensitive manner

### **False Claims**

- Include language on how to handle fake, unsubstantiated and malicious complaints
- Require minimal evidence for a complaint to be accepted and initiate investigations only after receiving acceptable evidence
- Ensure that the policy cannot be weaponized by disgruntled students or co-workers

#### **University Response**

Carleton engages and relies on trained, trauma-informed investigators who are capable of identifying false claims if the situation arises. Section 9.1 (d) identifies what must be set out in writing as part of a formal complaint.

## **Support and Resources**

### **Support for Complainants and Respondents**

- Ensure equal access to support and representation for both complainants and respondents
- Clearly outline the consequences for respondents if interim measures are disrespected
- The process should allow for a more natural storytelling approach for complainants rather than starting with an interrogative method, acknowledging that survivors may not have a linear recollection of events
- Include a section on support and services available for respondents including the role of the care and support team
- Create a flow chart as a visual outline of the supports and services available to survivors

#### **University Response**

Section 8.4 has been updated to clarify that either party can contact Ombuds Services for assistance in navigating the provisions of this policy. An update was also made to replace the Manager of Student Conduct and Harm Reduction with a Care and Support Case Manager.

The Sexual Violence Review Committee (SVRC) will ensure that there is a coordinated approach and centralized listing on the sexual violence policy website for all supports available to all parties. Further, the SVRC will provide clearer direction and expectations on the development of educational, training and support services initiatives.

## Accommodations

- Clarify the process for academic and employment accommodations with clear guidance for both complainants and faculty or staff
- Specify if accommodations are managed by EIC or directly by faculty members and outline the steps in requesting them

### University Response

Section 6.5(a) of the Policy outlines interim academic or employment accommodations or other measures that can be put in place when a person reports sexual violence. Further, this section clarifies that when a person reports sexual violence to Campus Safety Services and/or Equity and Inclusive Communities (EIC), they will be provided with the option to be contacted by an EIC Advisor who will offer support and present the options available to them in a timely and supportive way.

Supports from EIC can include a referral to Health and Counselling Services, academic accommodations, employment accommodations, etc. Members of the University community can access accommodations by contacting EIC via email or phone to arrange accommodation support. If a complainant has submitted a formal complaint, they can receive support and accommodation from EIC at any stage of the process.

The Sexual Violence Review Committee will provide clarity on the protocols and guidelines on how to handle academic and employment accommodations. For additional clarity, any employment accommodation must be established through Human Resources or Academic Labour Relations.

## Resources

- Frontline services should be prioritized over the colouring book on the website
- Develop a one-page disclosure document that is easily accessible and widely distributed
- Ensure that support resources are proactively provided to graduate students and other underrepresented groups
- Provide a clear explanation on the various supports that resources provide instead of only contact information

### University Response

Following the consultation process in 2018-2019, the University developed a one-pager document outlining the reporting process and options for both formal and informal complaints. This has been made available on the sexual violence policy website.

Under section 6.2 the web link to additional campus and community-based resources is included. The weblink will allow resources to be updated in between policy review periods. As part of this review, the weblink has been updated to ensure that there is a coordinated approach and centralized listing for all supports available to all parties. This website will be updated over the winter 2025 term.

## Additional Feedback

We received general feedback to update titles, buildings, etc. as follows:

- Update Robertson Hall to Pigiavik (ᐱᐱᐱᐱᐱ)
- Update Director of CSS to Executive Director of CSS
- Update information regarding Emergency Call boxes on campus

- Add calling 4444 from any on-campus phone
- Add that survivors can present in person at CSS

**University Response**

As part of the regular review of the Policy, updates to names, titles, etc. have been made.

Carleton University is committed to having a survivor-centric policy while ensuring procedural fairness. The University thanks the Carleton community for this feedback as we continue to make draft revisions to the Sexual Violence Policy.

## Appendix A: Information and Feedback Session Agenda

Duration: 1 hour

1. Welcome, land acknowledgement, introductions
2. Word cloud
3. Start, stop, continue
4. Open questions
5. General feedback
6. Closing remarks

### Contextual Note on These Sessions

These information feedback sessions are open to all members of the specified audience. Facilitators for each session are indicated in advance and will facilitate the workshop as folks who are external to the consultation process. Participants are encouraged to actively and respectfully participate in the session and all viewpoints will be considered. Notes will be taken and consolidated into themes presented in aggregate as part of a feedback report.

If support is needed after the workshop, please reach out to one of the [various support and resources](#).

For feedback on the workshop, or anything related to this process, participants can email [svpolicy@carleton.ca](mailto:svpolicy@carleton.ca) or [submit anonymous feedback](#)







## **Sexual Violence Policy**

DRY



**Policy Name:** Sexual Violence Policy  
**Originating/Responsible Department:** Office of the Vice-President (Students and Enrolment)  
**Approval Authority:** Board of Governors  
**Date of Original Policy:** December 1, 2016  
**Last Updated:** June X 2025  
**Mandatory Revision Date:** June X 2025  
**Contact:** Vice-President (Students and Enrolment)

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## PART A: POLICY AND SUPPORT SERVICES

### 1. Purpose of the Policy

- 1.1 As a community, Carleton University supports and is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated and is treated with the seriousness it deserves. Carleton

acknowledges that individuals who are members of equity-seeking groups who experience intersecting forms of disadvantage based on the protected grounds in the Ontario Human Rights Code may be disproportionately affected by sexual violence and its consequences. The purpose of this Policy is to articulate Carleton University's commitment to a safe, supportive and healthy campus and to confirm its commitment to provide support to those members directly affected by sexual violence.

**1.2** This Policy is also intended to:

- a) Set out the University's statement of values and commitments to address sexual violence;
- b) Provide information about supports and services available at Carleton University and in the community;
- c) Ensure follow-up once a report is made to the University;
- d) Provide information about the University's process for responding to and addressing incidents and complaints of sexual violence;
- e) Meet the University's obligations under the Ministry of Training, Colleges and Universities Act and the Occupational Health and Safety Act with respect to sexual violence, sexual harassment, [sexual misconduct](#), and workplace sexual harassment; and,
- f) Reinforce and enhance the Carleton University Statement on Conduct and Human Rights and related policies and procedures addressing sexual violence, sexual harassment and workplace sexual harassment.

## **2. Carleton's Commitment and Values**

**2.1** Carleton is committed to:

- a) Continually fostering an environment where members of the University community can live, study and work free of sexual violence;
- b) Recognizing that anyone can be harmed by sexual violence and that it is a fundamental affront to an individual's rights, dignity and integrity;
- c) Seeking first to prevent and then to redress sexual violence, by safely intervening and speaking out when the University sees it occurring;

- d) Adopting a survivor-centered approach to providing services to those who have experienced sexual violence;
- e) Ensuring that members of the University community who experience sexual violence are supported, treated with compassion and appropriately accommodated;
- f) Addressing acts of sexual violence in the University community;
- g) Combating broader societal attitudes regarding gender (including gender identity and expression), sex and sexuality that normalize sexual violence and undermine equality in addition to recognizing systemic forms of oppression including but not limited to racism, ableism, sexism, transphobia, and homophobia;
- h) Providing or making available to members of the University community education and awareness training on this Policy and on the prevention of sexual violence, with content tailored to the audience and relevant to their role and responsibility in responding to and addressing sexual violence; and,
- i) Maintaining and reporting annual statistics, without identifying information, on disclosed and reported incidents of sexual violence on campus, and in accordance with legislative requirements.

## 2.2 Consensual Romantic or Sexual Relationship Guidelines

- a) The University recognizes that, within its community, power differences exist between and among faculty, staff, students and associated professionals. The University strongly discourages consensual sexual or romantic relationships between individuals in positions of authority (such as faculty, instructional staff, managers or supervisors, and athletic staff), and the students or employees whose performance they are responsible for grading, supervising or evaluating. These relationships may lead to significant problems including allegations or charges of sexual harassment, conflict of interest, or questions regarding the validity of consent. Pedagogical relationships and the workplace must be protected from influences or activities that can interfere with learning, personal development and the working environment. For these reasons, the University strongly discourages faculty and staff from commencing or continuing any consensual or sexual relationship with a student or employee they are in a position of authority over and emphasizes that such relationships are to be avoided.
- b) If notwithstanding the forgoing, a consensual romantic or sexual relationship is not avoided, any existing or past relationship must be disclosed.

**Commented [A2]:** The reference to the Human Rights Policies and Procedures in this section is not necessary. This policy is listed in related policies and the title will be updated following the current review.

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- c) Accordingly, the University requires timely disclosure of such relationships by the individual in the position of authority to the relevant appropriate authority as follows: the relevant Dean, University Librarian, Vice-President, or the President as appropriate.
- d) Any and all appropriate actions required to manage the conflict of interest will be taken. At a minimum the individual in the position of authority involved in a relationship, must remove themselves from the grading or supervising role and appropriate alternative arrangements will be put in place.
- e) Actions in violation of these guidelines are considered to be unprofessional conduct and may be subject to discipline under the collective agreement or employment agreement the employee is subject.

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### 3. Scope of the Policy

- 3.1 This Policy applies to all members of the University community (as defined below), whether they are in the University's learning, living or work environment, on or off campus, or interacting through social or other electronic media. This Policy does not replace or supersede existing collective agreement provisions.

### 4. Definitions

- 4.1 For purposes of this policy and its interpretation, the following terms are defined:

**"Appropriate Manager/Supervisor"** means the person in a position of authority over the Respondent as identified in any applicable collective agreement.

**"Complainant"** refers to a person who is making a complaint under this Policy.

**"Consent"** means an active, direct, voluntary, unimpaired, and conscious choice and agreement to engage in sexual activity. Consent cannot be given by a person whose judgement is impaired by drugs and/or alcohol or by other forms of impairment. It is not acceptable for a person who is said to have engaged in sexual violence to use their own consumption of alcohol and/or drugs as an excuse for their mistaken belief that there was consent. For further clarity, consent:

- Can be revoked at any time during sexual activity;
- Cannot be assumed nor implied;
- Cannot be given by silence or the absence of "no";
- Cannot be given by an individual whose judgment is impaired by alcohol and/or drugs, is unconscious or asleep;

- Cannot be obtained through coercion or threats;
- Cannot be given if the person who has engaged in sexual violence has abused a position of trust, power or authority; and,
- Might not be given properly if an individual has a condition that limits their verbal or physical means of interaction – in such instances, it is extremely important to determine how consent will be established.

**“Disclose”** means sharing information pertaining to an incident of sexual violence for the sole purpose of learning about and/or receiving support and services.

**“Rape culture”** means a culture in which dominant ideas, social practices, media images and societal institutions implicitly or explicitly condone sexual assault by normalizing or trivializing sexual violence and by blaming survivors for their own abuse.

**“Report”** means to inform about an incident of sexual violence, to learn about the University’s formal complaint procedures, and/or to file a formal complaint under this Policy.

**“Respondent”** refers to the person against whom a complaint has been filed under this Policy.

**“Sexual assault”** means any kind of sexual contact without a person’s consent. It can include unwanted kissing, fondling, oral or anal sex, intercourse, other forms of penetration, or any other unwanted contact of a sexual nature.

**“Sexual harassment”** means engaging in a course of vexatious comment or conduct (based on sex, sexual orientation, gender identity or gender expression) that is known or ought reasonably to be known to be unwelcome. The following is a list of examples that is not meant to be exhaustive:

- Sexual solicitation or unwanted sexual attention from a person who knows or ought reasonably to know that such attention is unwanted;
- A single comment or conduct may constitute sexual harassment if it is of a serious nature or egregious;
- An implied or expressed promise of reward for complying with a sexually oriented request;
- An implied or expressed threat of reprisal or actual reprisal for refusing to comply with a sexually oriented request;
- A sexual relationship that constitutes an abuse of power in a relationship of authority;
- A sexually oriented comment or behaviour that may reasonably be perceived to create a negative psychological and emotional environment for living, work or study; or,

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- The production and distribution of intimate images including generative artificial intelligence (AI) that is of or meant to depict the Complainant.

**“Sexual misconduct”** means in relation to a student

(a) physical sexual relations with the student, touching of a sexual nature of the student or behaviour or remarks of a sexual nature toward the student by an employee of the institution where,

(i) the act constitutes an offence under the Criminal Code (Canada),

(ii) the act infringes the right of the student under clause 7 (3) (a) of the Human Rights Code to be free from a sexual solicitation or advance, or

(iii) the act constitutes sexual misconduct as defined in the institution’s employee sexual misconduct policy or contravenes the policy or any other policy, rule or other requirement of the institution respecting sexual relations between employees and students, or

(b) any conduct by an employee of the institution that infringes the right of the student under clause 7 (3) (b) of the Human Rights Code to be free from reprisal or threat of reprisal for the rejection of a sexual solicitation or advance.

**Commented [A3]:** This definition is from and required by the MTCU Act under Bill 26.

**“Sexual violence”** means any sexual act or act targeting a person’s sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person’s consent. It includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation. For further clarity, sexual assault includes rape.

**“Survivor”** means a person who has experienced sexual violence.

**“University community”** means all individuals who have a relationship with or to the University (or had at the time of the incident), including but not limited to:

- Students, meaning individuals registered as students at the University, whether full-time or part-time (including special students), at the non-credit, undergraduate or graduate level;
- All employees and faculty, including all unionized and non-unionized academic and support staff as well as those whose salary is paid through sources other than the University’s operating funds, such as grants, research grants and external contracts;

- Persons with an academic appointment including but not limited to adjunct, visiting and emeritus professors, post-doctoral or clinical fellows and research trainees;
- Contractors, consultants, suppliers or other entities engaged by the University to provide services or goods when on University property or while acting in a capacity defined by their relationship to the University;
- Members of the Board of Governors, of the Senate and any of their respective committees, as well as members of any advisory committee formed to help the University achieve its goals; and,
- Employees of both unionized and non-unionized employee and student groups when on University property or while acting in a capacity defined by their relationship to the University.

**“Workplace sexual harassment”** means engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

## 5. Education, Prevention and Awareness

**5.1** The University will build the capacity of the Carleton community to address sexual violence and play a role in ending sexual violence in our community. As such, the University and our campus partners, will:

- a) Engage in public education and prevention activities;
- b) Provide the University community with ongoing education and training about sexual violence including information on how to respond to the disclosure of sexual violence;
- c) Contribute to a campus atmosphere in which sexual violence is not tolerated while recognizing academic freedom (as outlined in the applicable collective agreement and in the Carleton University Statement of Conduct and Human Rights) for students, faculty and staff to explore controversial topics related to this issue; and,
- d) Monitor and update University policies to ensure that they remain effective and in line with other existing policies and best practices.

**5.2** The University has a Sexual Violence Prevention and Education Committee (SVPEC) with representation from students, staff, faculty and senior



administrators. This committee will be chaired by the Assistant Vice-President and University Advisor, Equity and Inclusive Communities or their delegate and report to the President. Individuals will be invited to self-nominate/apply for the SVPEC. The Department of Equity and Inclusive Communities (EIC) and the Office of the Vice-President (Students and Enrolment) will collaborate to choose an appropriate number of members from across the university to serve on the committee. A Respondent identified in a formal complaint who is found to have contravened this Policy, would not be eligible to serve as a member of the SVPEC.

Generally speaking the purposes of the SVPEC will be to:

- a) Encourage the University community to work together to promote a safe learning, living and work environment for the members of the University community;
- b) Contribute to a campus atmosphere in which sexual violence is not tolerated;
- c) Make recommendations to the Office of the President on this Policy for consideration during a review process and with regard to sexual violence prevention and awareness;
- d) Make recommendations to the Office of the President on resources required or other measures related to addressing sexual violence and support services; and,
- e) Consider and recommend proposals for new training programs brought forward by EIC and monitor the coordination, implementation and success of training programs related to sexual violence.

5.3 Equity and Inclusive Communities, with the support of the SVPEC, is responsible for developing and coordinating the University's educational and training initiatives and programs, which include educational initiatives for the University community on issues related to sexual violence and this Policy. Prevention through education is a fundamental aspect of the University's commitment to addressing sexual violence.

**5.4** The Board of Governors shall receive and consider annual reports from the Office of the Vice-President (Students and Enrolment) in respect of sexual violence, including the following:

- a) The number of times supports, services and accommodation relating to sexual violence are requested and obtained and information about the supports, services and accommodation;

- b) Initiatives and programs established to promote awareness of the supports and services available;
- c) The number of incidents and complaints of sexual violence, and information about the incidents and complaints; and
- d) The implementation and effectiveness of this Policy.

## **6 Support Services and Disclosure**

### **6.1 General provisions about reporting and disclosure**

- a) At any time, a person who has experienced sexual violence may consult with or seek advice and support from the relevant student association, union or other employee group.
- b) If an incident of sexual violence is disclosed to a member of the University community, the person to whom it is reported has a duty to refer the person to this Policy and inform the person that the Sexual Assault Support Centre within the Department of Equity and Inclusive Communities (EIC) (hereafter "EIC") is the office to contact in order to get information about the availability of supports and services.

### **6.2 Support and Services**

- a) Individuals who disclose that they have experienced sexual violence will be provided support services and will be treated with dignity and respect at all times by the University and its representatives. A person affected by sexual violence is **not** required to report an incident or make a complaint about sexual violence under the formal complaint process of this Policy to obtain support and services, or to receive appropriate accommodation for their needs.
- b) The supports and services available at the University to obtain information about sexual violence and/or support are as follows:

#### **Support and services available from the University:**

Sexual Assault Support Centre  
613-520-5622  
[www.carleton.ca/equity](http://www.carleton.ca/equity)

Health and Counselling Services  
613-520-6674  
[www.carleton.ca/health](http://www.carleton.ca/health)

Campus Safety Services  
General inquiries: 613-520-3612  
Emergencies: 613-520-4444 ([4444 from any on-campus phone](#))  
[In Person: 203 Pigiavik \(ᐱᐱᐱᐱᐱᐱ\)](#)  
[www.carleton.ca/safety](http://www.carleton.ca/safety)

**Support and services available from off-campus providers:**

Ottawa Police Service  
General Inquiries: 613-236-1222  
[www.ottawapolice.ca](http://www.ottawapolice.ca)

Ottawa Rape Crisis Centre  
24 hour crisis line: 613-562-2333  
General inquiries: 613-562-2334  
[www.orcc.net](http://www.orcc.net)

Sexual Assault Support Centre of Ottawa  
24 hour support line: 613-234-2266  
General Inquiries: 613-725-2160

Sexual Assault and Partner Abuse Care Program at the Civic  
Campus of the Ottawa Hospital  
613-798-5555 x 13770

Additional supports and services can be found online at:  
<https://carleton.ca/sexual-violence-policy/resources-and-support>

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**6.3 Disclosure in an emergency – Campus Safety Services (CSS)**

a) In an emergency on campus (i.e., imminent threat of sexual violence and of harm to a person or sexual violence actually occurring) a report can be made 24 hours per day, 7 days a week, 365 days per year in the following ways:

- Call 911 (and notify CSS)
- CSS emergency number 613-520-4444 ([4444 from any on-campus phone](#))
- [Emergency telephones](#) and call boxes (located in building lobbies, corridors, computer labs and parking garages) connect directly with CSS.
- Blue Light Assistance Phones located outside on campus grounds, in parking garages and in the tunnel system provide a direct link with CSS.
- Public telephones on campus – free to dial 613-520-4444 or 911
- In person: CSS – 203 [Pigiavik \(ᐱᐱᐱᐱᐱᐱ\)](#)

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- b) When a person discloses an incident of sexual violence to CSS, they will be provided with the option to be contacted by an EIC Advisor. See paragraph 6.5 of this Policy.

#### 6.4 Disclosure in a non-emergency – Equity and Inclusive Communities (EIC)

EIC is responsible for handling all disclosures of sexual violence involving a member of the University community in a non-emergency situation, whether the sexual violence has occurred on or off campus. An EIC staff member will provide information about available support and services, including information about interim measures that may be available to address the immediate needs (see examples in paragraph 6.5 (a) of this Policy). EIC is the point of contact for a person affected by sexual violence to request academic, employment or other accommodations.

#### 6.5 Follow-up on disclosure and Accommodations

- a) When a person reports sexual violence to CSS and/or EIC, they will be provided with the option to be contacted by an EIC Advisor to offer support and present options available to them. The EIC Advisor will make every effort to assist the person and will discuss options to address or resolve the matter in a timely and supportive way. The appropriateness of these options will depend on the person's needs and on the circumstances. The following list of examples (which is not exhaustive) includes:

- Providing referrals to contacts for suitable supports, services or resources available at the University and in the city, including services available at the [Sexual Assault Support Centre](#) at EIC;
- Sharing information on what options are available and how EIC or other University departments may do to intervene in the situation;
- Discussing the availability of interim academic or employment accommodation or other measures to stabilize a situation, to protect the person from retaliation or the threat of retaliation, to address safety or other concerns, and/or to otherwise support the person. Examples of measures for students include exam or assignment deferral, class and/or schedule changes, housing changes, and no-contact orders. Examples for employees include making changes that are not disciplinary but precautionary to avoid contact between parties or placing the Respondent on a temporary non-disciplinary leave with pay;
- Providing information on methods available to facilitate a resolution;
- Describing the process for filing a formal complaint under Section 9 of this Policy; and,
- Information about any other available options to address or resolve the matter.

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b) Where appropriate the AVP and University Advisor, EIC will engage the Sexual Violence Review Committee to ensure the safety, follow-up and support for those involved in a report of sexual violence.

c) The Sexual Violence Review Committee (SVRC) is composed of:

- Vice-President (Students and Enrolment) or designate (Chair)
- Associate Vice-President, Student Affairs and Student Life (when the Complainant or Respondent is a student) or designate
- Director, Labour Relations, Human Resources (when the Complainant or Respondent is a professional services employee) or designate
- Director, Labour Relations (Academic), Office of the Deputy Provost (when the Complainant or Respondent is an academic employee) or designate
- Associate Vice-President (Student Health and Wellness) or designate
- Executive Director of Campus Safety Services or designate

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All members of the SVRC will receive sexual violence and procedural fairness training that is trauma-informed as directed by the Chair of the SVRC.

d) The Department of Equity and Inclusive Communities must ensure that the following steps occur:

- The person who has experienced sexual violence is given information regarding internal and external personal support and advocacy services, and internal (non-criminal) and external (criminal and other legal proceedings) complaint processes;
- Appropriate academic, employment or other accommodation and interim measures are made available and implemented to stabilize the situation and/or separate the parties and to address any safety or security concerns; and,
- A threat assessment is conducted as required.

e) The Sexual Violence Review Committee can, on a confidential basis, consult or seek the assistance of other internal authorities (such as Health and Counselling Services, Human Resources, or Equity and Inclusive Communities) or resources. They can also consult or seek the assistance of external parties relevant to the particular incident, such as rape crisis centers and counselling services.

## 7 Confidentiality

7.1 All reports and disclosures of sexual violence to the University will be treated in a confidential manner and in accordance with the Freedom of Information and

Protection of Privacy Act (FIPPA) and with the provisions of applicable collective agreements.

**7.2** All members of the University community who receive a report or disclosure of sexual violence or who are involved in addressing or investigating it must keep the matter confidential. This is in order to protect the rights of those involved in the allegations; to prevent an unjustified invasion of their personal privacy; to preserve the integrity of the investigation, and to safeguard individuals against unsubstantiated allegations. See paragraph 8.5 of this Policy for more details on confidentiality related to the formal complaint process.

**7.3** The University will make every reasonable effort to maintain confidentiality when it becomes aware of an incident of sexual violence and will limit disclosure of information about individuals to those within the University who need to know for the purposes of, or those consistent with, addressing the situation, investigating or taking corrective action. Under the following circumstances, however, the University might face additional legal obligations and may not be able to guarantee complete confidentiality if:

- a) An individual is at risk of self-harm;
- b) An individual is at risk of harming others;
- c) Members of the University community or the broader community may be at risk of harm; and/or
- d) Investigation or reporting to authorities where required by law (the following list of examples is not meant to be exhaustive: an incident involving a minor, obligations related to occupational health and safety, human rights legislation and/or community safety).

**7.4** If a person requests that the University not act on a report of sexual violence, the University must weigh that person's request against the University's legal obligation to take action and provide a learning, living and work environment that is safe and free from sexual violence for all members of the University community. Decisions required under section 7 will be made by the Vice-President, Students and Enrolment following consultation with the General Counsel and Privacy officer as appropriate.

## **PART B: COMPLAINT PROCESS AND PROCEDURE**

### **8 General Provisions Regarding the Formal Report and Complaint Process**

#### **8.1 External reporting and recourse**

This Policy and the formal complaint process do not prevent and are not intended to discourage an individual from also reporting sexual violence to the police and pursuing a complaint of sexual violence through the criminal justice system and/or from pursuing a complaint of sexual harassment with the Ontario Human Rights Tribunal pursuant to the Ontario Human Rights Code. The Policy also does not prevent a unionized employee from pursuing a grievance under their collective agreement.

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## 8.2 Choice not to file a formal complaint or not to investigate

- a) A person may choose not to file a formal complaint under Section 9 of this Policy. If a person decides not to file a formal complaint or requests that the University not investigate, the full range of supports and services outlined in this Policy remain available to that person. To the greatest extent possible, the University will respect the person's choice not to proceed with a formal complaint or request that the University not investigate.
- b) A Complainant who has filed a formal complaint may withdraw the complaint in writing at any time. However, the Sexual Violence Review Committee (SVRC) may still initiate an investigation if it has reason to believe that a member of the University community or broader community may be at risk of harm, or if the SVRC determines that the University has a legal obligation to investigate. In such cases, subject to legal requirements, the person has the right not to participate in such an investigation. The SVRC will appoint a [trained, trauma-informed](#) Investigator who will investigate the matter and provide the SVRC with a written confidential report containing the facts and information gathered during the investigation. The SVRC will consult with internal authorities on the investigation report and on the appropriate means for further addressing the matter.

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## 8.3 Harassment and/or discrimination

Complaints of harassment and/or discrimination that do not involve sexual violence will be addressed under the Carleton University Human Rights Policies and Procedures or other workplace harassment/violence prevention policies as appropriate.

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## 8.4 Support person

The Complainant [and/or](#) the Respondent can be accompanied by a support person of their choice at any time during the formal complaint process outlined in this Policy. The support person may be a friend, family member, advisor or employee union representative. The support person cannot be a person who is a witness in the complaint process. The support person may provide encouragement or other emotional or moral support and may accompany the Complainant or Respondent to meetings. The support person's role is not to act or speak on behalf of the Complainant or Respondent. Representations (both

oral and written) must come directly from the Complainant and Respondent. The support person must also agree in writing to maintain confidentiality in accordance with this Policy. Parties will also be offered access to a support person as follows:

- a) The Complainant may wish to access [Ombuds Services](#) or an EIC Advisor to assist with navigating the provisions of this Policy.
- b) Where the Respondent is a student, they may wish to contact Ombuds Services or [a Care and Support Case Manager \(or designate\)](#) for assistance navigating the provisions of this Policy.

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## 8.5 Confidentiality

In addition to the provisions on confidentiality contained in paragraph 7 of this Policy, when a formal complaint is filed under this Policy, the following applies:

- a) Confidentiality of information disclosed at any time pursuant to this Policy is to be maintained to the extent possible, consistent with the University's need to respond appropriately to the situation and to uphold safety of members of the University community. This means that information about the situation may be disclosed as provided for in this Policy only to those who need to know in order to investigate and/or address the formal complaint.
- b) To ensure procedural fairness while a formal complaint process is underway, the Complainant, the Respondent and others who may have knowledge of the matter, including a support person, must maintain confidentiality in accordance with this Policy and not make public statements (for example: media, public and/or social media statements) that may jeopardize the proper handling of the matter. The confidentiality obligations during the complaint process do not prevent a person from seeking counselling, treatment, support services or from speaking to friends and family for support. Any questions regarding confidentiality obligations under this Policy can be clarified by contacting the individual who receives the formal complaint.
- c) Information disclosed by a person during an alternative resolution under this Policy as described in Article 8.10 below is without prejudice to that person and cannot be used during subsequent steps in handling the matter or in the formal complaint process under this Policy. Any person conducting an alternative resolution of a complaint cannot be called to testify in a subsequent proceeding in relation to information disclosed during alternative resolution, unless ordered or compelled by a court,



tribunal or arbitrator.

- d) Documents and information related to a formal complaint, including the written formal complaint, written responses, witness statements, investigation notes and reports, and documents related to the formal complaint and its investigation will be securely maintained by Student Affairs, [Campus Safety Services](#), [Academic Labour Relations](#) or Human Resources as appropriate (see section 9.1 below).

#### **8.6 Timelines and Timely Progress Updates Provided to Parties**

The intention of this Policy is for the complaint process and each of its steps to be completed as expeditiously as practicable without compromising appropriate procedural fairness for all parties. The timelines mentioned in this Policy are meant to ensure that the matters are dealt with in a timely fashion. There may be, in compelling circumstances, reasons to extend a timeline. In such cases, where the request is in good faith and the extension does not prejudice or harm those involved in the complaint, extensions may be granted. It can be difficult to determine appropriate timelines for the resolution, investigation or a final disposition with respect to a formal complaint. Therefore, where no timelines are mentioned in this Policy, the intention is always to use a reasonable time period and to act as expeditiously as possible in light of the nature and complexity of the circumstances of the complaint and in light of other circumstances that may arise during the process that are beyond a party's reasonable control.

The Parties will receive regular updates on the progress of their case, estimated timeframes and any delays related to the matter. The types and frequency of these updates will be determined through discussion with each party.

#### **8.7 Applicable collective agreements**

The formal complaint process provided in this Policy, as it affects any unionized employees shall be construed and applied consistently with any relevant collective agreement. This policy does not abrogate any collective agreement protections to employees.

#### **8.8 Conflict of Interest**

If a University official has a real or apparent conflict of interest in a particular matter or there is a reasonable apprehension of bias, then that individual will not continue their involvement in the matter and the University will appoint an appropriate individual to act in that role for the purposes of that matter. A party may raise concerns regarding conflict of interest or reasonable apprehension of bias. Concerns will be referred in writing to the General Counsel or a delegate

appointed by the Chair of the Sexual Violence Review Committee for review and whose decision will be final.

## 8.9 No Prosecution of Minor Drug and Alcohol Offences

The University recognizes that some individuals may be hesitant to disclose or report sexual violence in cases where there they have been drinking under age or were using drugs at the time the sexual violence took place. A Complainant acting in good faith who discloses or reports sexual violence will not be subject to actions for violations of university policies related to drug and alcohol use at the time the sexual violence took place.

## 8.10 Alternative Resolution

In appropriate circumstances, a Complainant may be willing to resolve the matter before an investigation is commenced or completed, or before a decision is made by the SVRC. If appropriate, EIC will follow-up with the Respondent to determine their willingness to participate in an alternative resolution process. For it to be a meaningful process, participants must engage voluntarily and remain free from reprisal. At any stage during the process, the Complainant may indicate they would like the complaint to move to or resume the investigation and decision-making process. Examples of alternative resolution include mediation/facilitation, restorative justice, education or similar methods.

If the Complainant and Respondent are able to reach a resolution, a written record of the resolution will be prepared by EIC to be signed by both parties. The signed resolution will be kept in EIC. A copy of the signed agreement will be provided to the Complainant and Respondent, and may be provided to relevant university administrators if it is required to implement the terms of resolution. If there is a failure to comply with the terms of a resolution, the complaint may be moved to an investigation and decision-making process.

## 8.11 Procedural Fairness

The University has a duty of procedural fairness to the parties with respect to the process by which investigations and decisions are made that may result in findings of sexual violence and may potentially impose serious consequences against a member of the University community who has engaged in such conduct. The basic requirements of procedural fairness is that a person against whom allegations are made, must know the allegations and evidence against them, and must be given the opportunity to answer prior to a decision being made. Further to the right to know, Complainants and Respondents will also

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have notice of the investigation and decision-making process, and will have the matter decided by impartial decision makers. If credibility of any fact or issue is in question, Complainants and Respondents may appear in person and make oral representations to a decision maker, and comment and ask questions with respect to the evidence in accordance with this policy. As such, the University reserves the right to adjust the process to ensure procedural fairness in accordance with the facts of the individual case with notice to the Complainant and the Respondent.

### 8.12 Interim measures

In some circumstances, it may be necessary to implement interim measures, which are temporary measures put in place to protect the parties and the community during the process. Interim measures may be implemented as part of accommodations, prior to and during the formal complaint process and pending a final decision. Where Interim measures are necessary, the University will seek to implement the least disruptive measures that still promote safety and security. Such measures are without prejudice to the ultimate outcome of the complaint process and are not intended to be disciplinary in nature. The Sexual Violence Review Committee can review the implementation of interim measures to ensure the measures are appropriate in the circumstances. A party may request modifications to interim measures and make a written submission in support of their request to the SVRC for its consideration. All requests for modification will be considered in relation to the circumstances of the individual case and in relation to the University community including its safety. A non-exhaustive list of examples of such interim measures is outlined in paragraph 6.5 (a) of this Policy. Additional examples of interim measures that might be considered include:

- Changes within university housing if the parties are residents
- Restrictions to access campus or part of campus
- No contact/communication orders
- Employment/workplace restrictions
- Changes to class and/or section enrollments

Non-compliance with the interim measures may result in additional measures and/or discipline being imposed. The Complainant will be advised of interim measures imposed where permitted by FIPPA for health and safety reasons.

### 8.13 Irrelevant Questions

A person who discloses their experience of sexual violence through reporting an incident of, making a complaint about, or accessing supports and services for sexual violence, will not be asked irrelevant questions during the investigation process by the investigators or any officials involved in the process, including

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irrelevant questions relating to the person's sexual expression or past sexual history.

## 9 Formal Complaints Process

### 9.1 Filing and initiating a formal complaint

a) Formal complaints must be filed with the appropriate Intake Office as follows:

- The Associate Vice-President, Student Affairs and Student Life (or designate) is responsible for receiving (in writing) formal complaints of sexual violence related to students.
- The Director, Labour Relations (Academic), Office of the Deputy Provost (or designate) is responsible for receiving formal complaints of sexual violence related to academic employees.
- The Director, Labour Relations, Human Resources (or designate) is responsible for receiving formal complaints related to professional services employees.
- In the case where the Respondent is both a student and an employee, the complaint may be submitted to either of these parties but will be jointly received. Only a person who reports experiencing sexual violence (the "Complainant") can choose to file a formal complaint under this Policy.

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- b) A formal complaint can be filed if the parties are members of the University community and or were members of the University community at the time of the incidents alleged in the formal complaint.

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- c) Other than in exceptional circumstances, jurisdictional or other legal considerations may arise (such as an active police investigation) where the formal complaint process in this Policy shall be suspended. Upon the conclusion of jurisdictional or other legal considerations, the Complainant can request that the formal complaint process be resumed. In addition, the University does not have jurisdiction to address allegations made against a person who is not a member of the University Community. However, in the event of such allegations, the University will provide support to Complainants and may be able to take measures such as restricting access to campus by the person against whom the allegations are made.

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- d) A formal complaint must set out in writing the name of the Respondent, the nature and the details of the circumstances, including detailed facts, specific dates and names of potential witnesses. The person receiving the formal

complaint will acknowledge receipt, review it and if necessary, seek clarification from the Complainant on the information it contains.

## 9.2 Sexual Violence Review Committee (SVRC) Initial assessment

- a) The complaint will be provided to the SVRC. The SVRC will assess the formal complaint and determine whether the conduct forming the basis of the complaint appears to fall within the definition of sexual violence as set out in this Policy.
- b) If the SVRC considers that the conduct in question appears to fall within the definition of sexual violence as set out in Section 4 of this Policy, they will appoint an Investigator pursuant to paragraph 9.4(a) of this Policy and inform the Complainant and Respondent in writing.
- c) If the SVRC considers that the conduct does not fall within the definition of sexual violence as set out in this Policy, they will convey this assessment in writing to the Complainant and inform the Complainant of their right to request a review under 9.3 of this Policy, and will provide the applicable timelines and procedures for requesting this review. In these cases, the SVRC may also refer the Complainant to another University policy or office as may be applicable or legally required.

## 9.3 Review of the initial assessment

A request to review the SVRC's initial assessment of the complaint can be made only if it is determined that the complaint falls outside the definition of sexual violence as set out in this Policy. If the Complainant disagrees with the determination that the complaint is outside the definition of sexual violence as set out in this Policy, then the Complainant may ask the University Secretary to review the assessment, if the Complainant submits the request in writing within 14 calendar days after the date of determination. Upon review, the University Secretary's decision is final and will be communicated to the Complainant in writing.

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## 9.4 Investigation

- a) Where the complaint is within the definition of sexual violence as set out in this Policy, the SVRC will appoint a trained, trauma informed, Investigator who has competence in conducting investigations related to allegations of sexual violence, to investigate the complaint.

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- b) Where the Respondent is a unionized employee, the employee shall have all applicable rights to union representation during any investigatory meetings with the Employer. As per the relevant collective agreement, the Director of Labour Relations (Human Resources) or the Director, Labour Relations (Academic) will also inform the Manager/Supervisor of the Respondent of the investigation.
- c) The Director of Labour Relations (Human Resources) or the Director, Labour Relations (Academic) or the Associate Vice-President, Student Affairs [and Student Life](#) will send a written notice to the Respondent and the Complainant informing both of the formal complaint and enclosing a copy of the complaint. The Respondent and Complainant will be informed of the name of the Investigator as soon as possible. The notice will indicate that the Respondent will have an opportunity to provide the Investigator with a written response to the complaint. Both the Complainant and the Respondent will be provided with a copy of the formal complaint process under this Policy.
- d) The investigation will be done in a timely fashion. The Investigator will ask the Respondent to respond in writing to the formal complaint. [Other than in exceptional circumstances](#), if the Respondent does not provide a written response within the time requested, the investigation will proceed in the absence of a response.
- e) The Investigator will then send the Respondent's response to the Complainant, who can submit a written reply within the time requested by the Investigator. [Other than in exceptional circumstances](#), if no written reply is provided within the time requested, the Investigator will proceed in the absence of such reply. The Respondent will receive a copy of the reply, if any.
- f) The Investigator will examine all of the information submitted by the parties as well as any other information gathered during the investigation and conduct all interviews in a fair, impartial and professional manner. The Investigator will remind the individuals of the requirement to protect and keep confidential the personal information of the persons involved in the investigation. [The Investigator may conduct one or more oral interviews with the parties or with witnesses during the course of the investigation.](#)
- g) The Investigator will keep the SVRC informed on the status of the investigation at regular intervals or at the request of the SVRC. The administrators charged with receiving the complaint will keep the

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Complainant and the Respondent informed on the status of the complaint and of the investigation.

### **9.5 Investigation report**

The Complainant and Respondent will be provided with a copy of the report and will be invited to provide comments. Upon completion of the investigation, the Investigator will send a written confidential report containing the facts and information gathered during the investigation to the SVRC including any responses provided by the Respondent and Complainant. The investigator must make a legal conclusion whether the policy was breached on the balance of probabilities. The investigation report will be provided to the Complainant and to the Respondent with a reminder of the need to protect and keep confidential the personal information of those involved in the investigation and to avoid acts of reprisal. The university considers reprisal at any stage to be a serious offence. A breach of confidentiality by any person with respect to a complaint may also constitute reprisal.

### **9.6 Review of report and committee meeting**

- a) After the report and responses are provided to the SVRC, the Chair will convene meetings as appropriate. The notice will indicate the time, place and purpose of the meeting(s) as well as include a statement that if the Complainant or the Respondent does not attend or participate, the SVRC may proceed in their absence. The Complainant or the Respondent may request accommodation from the SVRC regarding their participation at a meeting.
- b) The SVRC meeting(s) will be conducted in person and in camera. However, the support person(s) referred to in paragraph 8.4 of this Policy can attend as an observer(s) only and may not speak on behalf of or represent the Complainant or the Respondent.
- c) The Complainant and the Respondent will be afforded the opportunity to make written and oral representations to the SVRC, including representations on the investigation report and on any potential consequences or measures. The Complainant and the Respondent are expected to speak for themselves. Members of the SVRC may ask questions of the Complainant and the Respondent and may invite witnesses as they deem necessary.

- d) The SVRC will ensure that the Complainant and the Respondent are given an opportunity to know and respond to information that it intends to rely upon in making the decisions and recommendations.

### 9.7 Decision of the Sexual Violence Review Committee (SVRC)

- a) Upon reviewing and considering the final investigation report and any representations made by the Complainant and the Respondent or other person at its meeting with them, the Sexual Violence Review Committee will:

- Decide whether the investigation was fair and conducted properly;
- ~~Review the legal conclusion of whether the policy was breached on the balance of probabilities,~~
- Recommend consequences or measures it considers appropriate to remedy or mitigate any academic or employment harm or disadvantage arising from the complaint, to prevent its reoccurrence and to ensure the safety of all individuals.

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- b) The decisions of the SVRC and the reasons in support of it must be provided in writing to the Complainant and Respondent. The Freedom of Information and Protection of Privacy Act (FIPPA), prohibits the disclosure of the details of any disciplinary actions or consequences taken against the Respondent. The Complainant has a right to know the outcome of the investigation but not the details of the discipline unless sharing that information is permitted by FIPPA for health and safety reasons. In the case of a unionized employee, the decision of the SVRC will also be communicated to the appropriate Manager/Supervisor who will make a recommendation on any consequences, measures, and/or disciplinary action to the appropriate Vice-President. If the Committee decides that the complaint is founded and the Respondent involved was a unionized employee, the SVRC will also provide the appropriate Manager/Supervisor with a copy of the investigation report.
- c) Consequences or measures in response to sexual violence will depend on the circumstances, on the severity of the conduct, on any mitigating factors and on applicable collective agreements or other University policies. If a complaint of sexual violence is substantiated, consideration will be given to preventing its reoccurrence in the future, to correcting the negative impact of the incident on the Complainant and to ensuring or enhancing the safety of all individuals. The following list provides examples of consequences and measures and is not meant to be exhaustive nor necessarily represent a progression of consequences or



measures:

- Attendance at educational sessions on the impact of sexual violence;
- Attendance at coaching sessions to improve communication or conflict resolution skills;
- Restricted or prohibited access to the University campus and/or services;
- For employees discipline up to and including termination;
- For students discipline up to and including suspension from academic studies and/or trespass from University property, and
- In circumstances where the Respondent is a unionized employee, the appropriate Manager/Supervisor under the applicable collective agreement will decide on consequences or measures and on the imposition of any disciplinary measures. Disciplinary processes and measures shall be in accordance with the collective agreement applicable to the Respondent employee.

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d) Any trespass order(s) issued by the SVRC may only be appealed under the Appeal Process set out below.

## 10. Appeal Process

### 10.1 Appeal

An appeal is not an opportunity for the Complainant or the Respondent to repeat the information provided to the SVRC. The right to an appeal is not automatic and an appeal will only be considered if it meets the following requirements:

- a) The appeal is of a final decision of the SVRC;
- b) The appeal is submitted by either the Complainant or the Respondent;
- c) The appeal must be made within 15 calendar days of the date of the final decision that is the subject of the appeal;
- d) The appeal includes the reasons for the appeal, the reasons why the appeal should be granted, the arguments in support of the appeal and the outcome sought;
- e) The appeal must demonstrate that:

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- There has been a fundamental procedural error in the making of the final decision and that such error has caused or will cause actual prejudice to the person seeking the appeal, or
- There are new facts relevant to the final decision that were not available and could not have been provided to the SVRC.

The following is a non-exhaustive list of some examples of situations where an appeal would not meet the requirements of this paragraph:

- The appeal asks for review of a consequence or measure that has not yet been finally decided or approved;
- The appeal repeats arguments made at the meeting of the review committee or in written submissions and does not provide any new information relevant to the final decision;
- The appeal is based only on a disagreement with a finding of fact, including findings made about the credibility of witnesses;
- The appeal raises new arguments that were not made, but could have been made at the SVRC meeting or in written submissions or to the appropriate Manager/Supervisor or University governing body, and
- The appeal amounts to a mere speculation or a bald statement of a procedural error causing prejudice and does not provide detailed and convincing information to establish the error and to establish a link between the error and actual prejudice or a reasonable expectation of prejudice to the person seeking the appeal.

**10.2** The appeal must be filed in writing to the University Secretary. Following receipt of the appeal, the Appeal Board will be convened. The Appeal Board consists of the Assistant Vice President of Human Resources and the Provost and Vice President Academic or their delegates, who will receive sexual violence and procedural fairness training that is trauma informed. The Appeal Board will be chaired by a person external to the University Community who is a lawyer with the appropriate legal training.

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**10.3** The appeal process is conducted in writing. The Complainant or Respondent, as the case may be, will be advised of the appeal and do not need to respond to the appeal unless the Appeal Board sends a letter requesting them to do so.

**10.4** The Appeal Board reviews the appeal, determines whether the appeal meets the requirements of paragraph 10.1 of this Policy. Following review of the written submissions, the Appeal Board may in its sole discretion convene a hearing to determine the matter. All decisions of the Appeal Board are final.

## 11. Review of Policy

### 11.1 Review

- a) OVPSE is responsible for the review and implementation of this Policy. This Policy will be reviewed every three years.
- b) Revisions to the Policy will be sent for comment to the student associations, unions and employee groups, to the committee on the prevention of sexual violence referred to in Section 8 of this Policy and any other stakeholder, as determined by OVPSE, to ensure the provision and consideration of input from a diverse selection of students, faculty and employees who are reflective of the university community.

### 11.2 Amendments

- a) Amendments made to this Policy require the approval of the Board of Governors.
- b) Updates to the following information contained in this Policy do not require additional approval.
  - The supports and services referred to paragraph 6.2 of this Policy;
  - The identity of officials, offices, and departments at the University that provide information about supports, services and accommodation or that receive reports or formal complaints.
- c) A copy of this Policy as approved and amended is posted on the University's website.

## 12. Related Policies and Procedures

### 12.1 Related policies include:

- a) Carleton Human Rights Policies and Procedures
- b) Carleton Student Rights and Responsibilities Policy
- c) [Workplace Harassment Prevention Policy](#)
- d) [Carleton Workplace Violence Prevention Policy](#)
- e) Residence Contract

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In the case of a conflict between any of the above policies and the Sexual Violence Policy, the latter takes precedence to the extent of the conflict.

# **The Evolution of Alumni Engagement**

**Advancement and University Relations Committee**

January 30, 2025

Department of University Advancement

**Carleton University's purpose and driving force is to create positive impact in the world.**

***University Advancement's* role is to help broker that impact by raising funds and strengthening relationships with our alumni and community.**

# Recap - What We Do

- **Revenue:** Sustain a 3-year rolling average of \$40M in philanthropic gifts, sponsorships and Holistic Integrated Partnerships.
- **Relationships:** Engage with Carleton constituents including local, national and international alumni and donors. Foster partnerships with purpose with internal and external community members.
- **Reputation:** Demonstrate Carleton's strengths, increase visibility, amplify contributions to research and society, foster alumni loyalty and secure financial support — contributing to a positive and lasting public image.
- **Research and Records:** Support revenue, relationships and reputation with data and data systems. Maintain 289,000 records for alumni, donors and community members. Issue 17,000 tax receipts annually. Ensure regulatory compliance and protection of privacy.

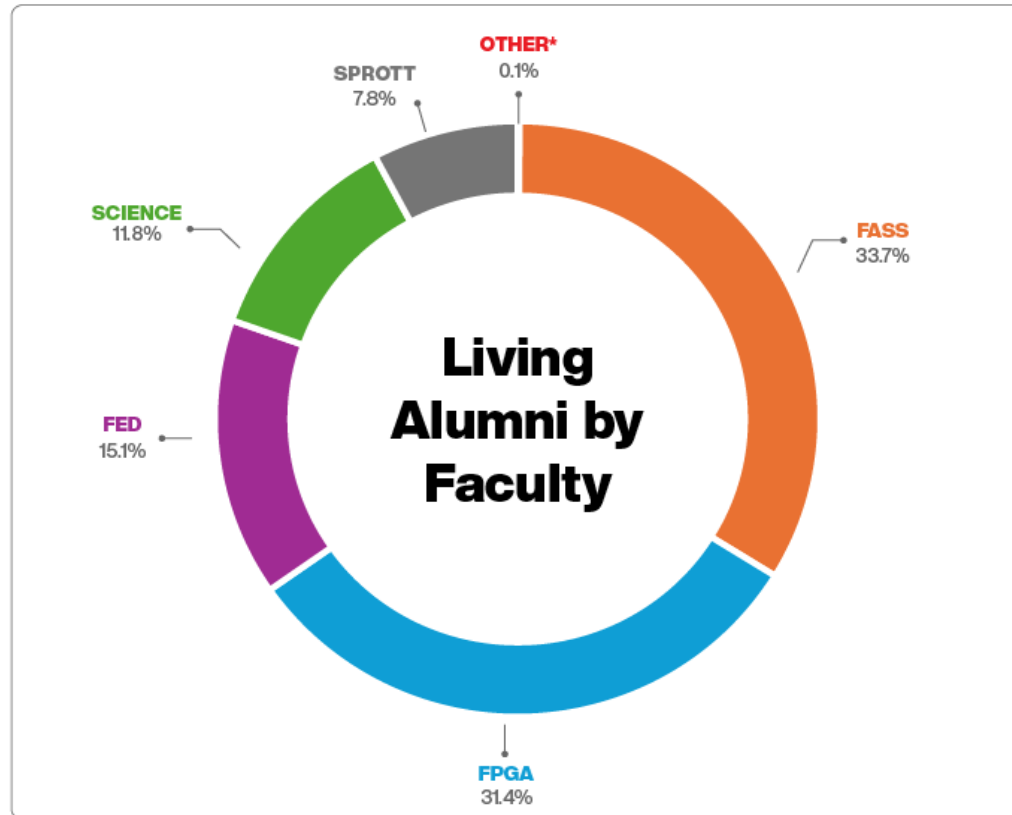


Carleton  
University





# Carleton Alumni Quick Facts



**188,366**  
Living Alumni

**84.6% Are**  
**Contactable\***

 **129,519** Carleton Alumni in Canada

Ontario: **112,738**

- Ottawa: 76,789
- GTA: 15,455

 **167** Countries with Carleton Alumni

Top geographic regions

United States: **2,942**

China: **1,206** and Hong Kong: **305**

India: **399**

United Kingdom: **367**





**Volunteer  
Roles**



**Meaningful  
Experiences**



**Philanthropic  
Investments**



**Informative  
Communications**

**Alumni Engagement  
Metrics**

# 2024 Highlights



- ✓ Delivered personalized outreach to alumni segments based on shared interests – Scholars at Risk, Nursing Program, Make a Will Month etc.
- ✓ Participated in November Convocation with CUProud Alumni Lounge
- ✓ Co-hosted Throwback week with Athletics
- ✓ Supported 32 faculty and athletics events
- ✓ Developed and mobilized a recent grad strategy to promote data acquisition and engagement

# Highlights Cont.



**“** Giving Season Reflections

As a former student-athlete, I understand firsthand the profound impact that giving can have on the future of sports and the well-being of athletes. Contributions like these enable student-athletes to continue thriving in their sport, advancing in their education, and growing as individuals.

Sports have played a pivotal role in my life, shaping values like resilience, determination, and teamwork. Donor support helps inspire the dreams of future student-athletes at Carleton, providing opportunities for continued growth and success.

**Alyson Bush**

Alum (BAHons'13)  
Former Student-Athlete and Donor

 carletonu\_community As a Carleton grad and former member of the Ravens Women's Basketball team, Aly Bush knows just how much a strong community of support can positively affect the experiences and well-being of student-athletes.

Now a Carleton donor herself, Aly strives to pay it forward and reflects on the ways in which Carleton's generous donor community inspires the next generation.

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- ✓ Profiled 29 alumni in various digital and print communications
- ✓ Launched year-long pilot engagement strategy for California based alumni
- ✓ Developed and mobilized critical FIPPA language with academic partners to ensure compliant data acquisition
- ✓ Delivered two awareness campaigns to alumni segments: *Women in Sport* and *Migration and Diaspora Initiative*
- ✓ Partnered with the SEO to promote the CUAA through the SOAR Conference and Orientation

# Sector-Wide Trends in Alumni and Community Engagement



**Geographical barriers**



**Changing interest in both in-person and online events**



**Challenge of speaking to diverse audiences**



**Decreased resources**



**Emphasis on metrics and data informed decision making**



**Difficulty in gathering and maintaining outreach data**

# 2025 Roadmap Principles

- ✓ Set baseline and honour commitments
- ✓ Prioritize consultation and communication e.g. with faculties, campus partners and alumni
- ✓ Support the CUAA Executive in their review of goals, objectives, targets and intended impact
- ✓ Adapt programs and possibilities to budget realities without compromising quality
- ✓ Consider new opportunities/programs/strategies
- ✓ Advocate for the role of alumni engagement on campus
- ✓ Communicate a strong value proposition for staying in touch/opting in and providing contact info
- ✓ Increase digital engagement and communications



# **Establishing a Firm Foundation**

Revamp Alumni Website

Re-engage CUAA and Chapters

Increase Social Media Collaborations

Commit to Baseline Events

Develop Quarterly All Alumni Email Series

Identify New Volunteer Opportunities

Survey Alumni





Carleton University  
**Alumni Association**

**The Carleton University Alumni Association (CUAA) serves as a link between Carleton University and its graduates, helping alumni stay in touch and involved with the university and providing opportunities for social interaction, networking and volunteer service of all kinds.**

To support and strengthen connections with an ever-growing alumni membership, the CUAA provides a worldwide network of 50 chapters and affiliates of the association that exist across major cities in Canada, the U.S. and overseas. Chapters are led by alumni volunteers who work collaboratively with the university to organize events, programs and other opportunities to keep Carleton graduates in touch with the school and each other.

# How you can help inform our plans:



How do you like to engage with your alma mater?



What initiatives have you seen that we could add to our plans?



Do you know alumni who might like to engage with the CUAA?



# Thank you

Corrie Hobin, CFRE  
Interim Chief Advancement Officer  
[Corrie.Hobin@carleton.ca](mailto:Corrie.Hobin@carleton.ca)



# Advancement and University Relations Committee

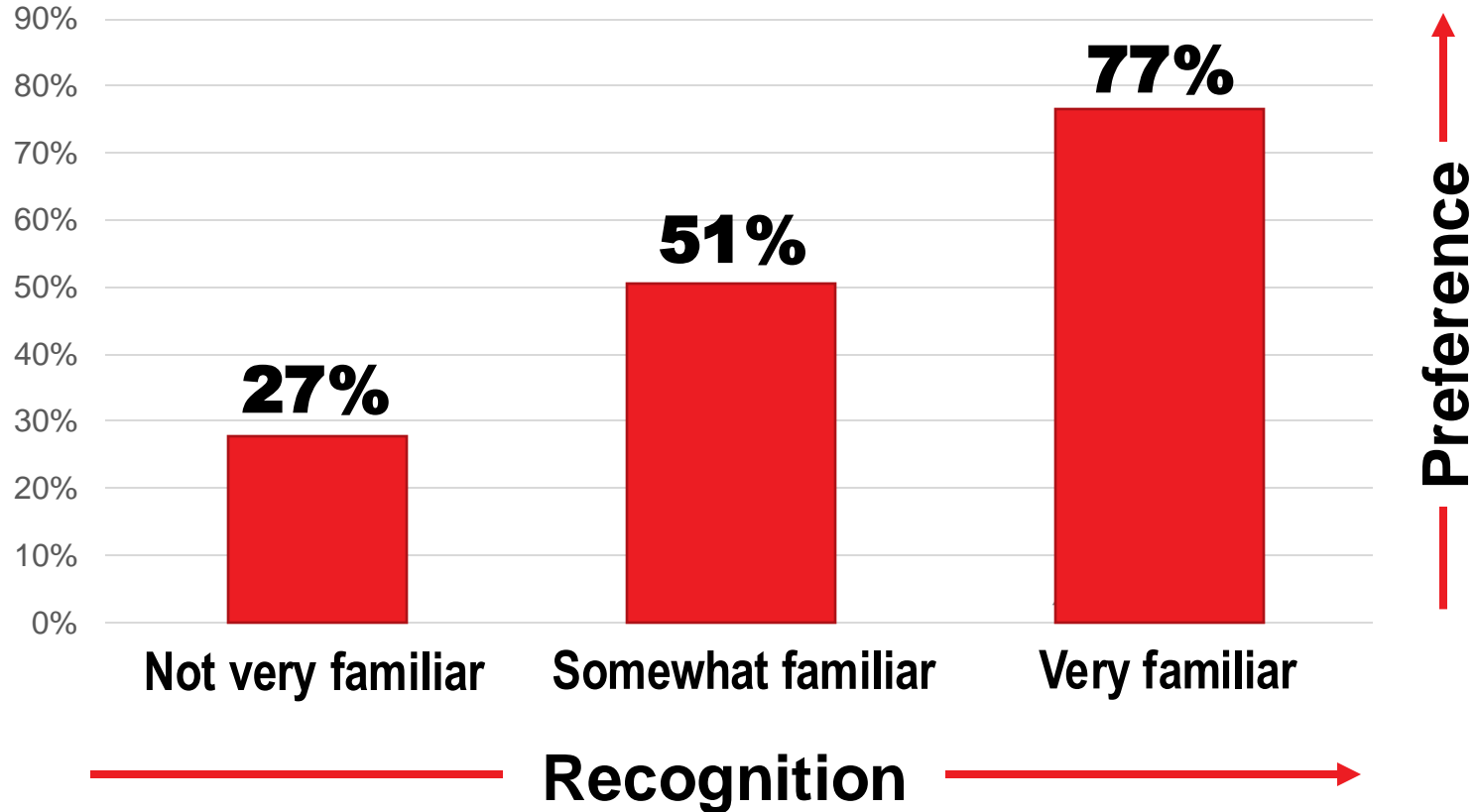
Jan 30, 2024

## Discussion Items

1. Brand/Reputation Campaign
2. Undergraduate Recruitment Campaign (Ontario High School)
3. Carleton Challenge Conference (3C)
4. Communications Update
5. Social Media Update

# Brand/Reputation Campaign

## Rated university as highest quality



# Campaign Overview

- Business, Government, Community and Academic Leaders
- Storytelling approach (narrative strategy)
- Multiplatform approach

**Goal: Create awareness and build profile**



Carleton University (Official)

Sponsored · 🌐



Early detection of Alzheimer's and Parkinson's transforms quality of life — and this fast, non-invasive test holds the key.



# CHALLENGE

**Alzheimer's and Parkinson's testing**

Carleton University 

[challenge.carleton.ca](https://challenge.carleton.ca)

See what's possible

Innovative medical testing

[Learn more](#)

👍❤️👍 432

48 comments 79 shares



Like



Comment



Share

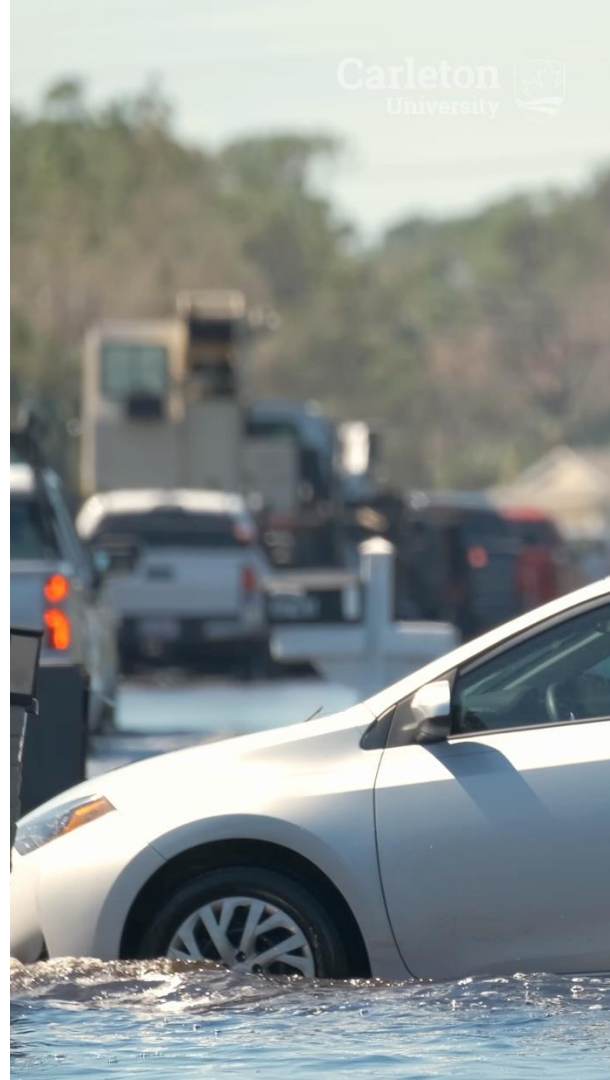
Carleton University 

# CHALLENGE

**risk in pediatric surgery**

**EXPLORE  
HOW**

Carleton University 



# CHALLENGE Campaign Stories Snapshot

- Fast-Tracking Drug Therapies Through Private Sector Partnerships
- Transforming Garbage into Biofuel and Valuable Chemicals
- Safeguarding Newborns to Protect Canada's Most Vulnerable Patients





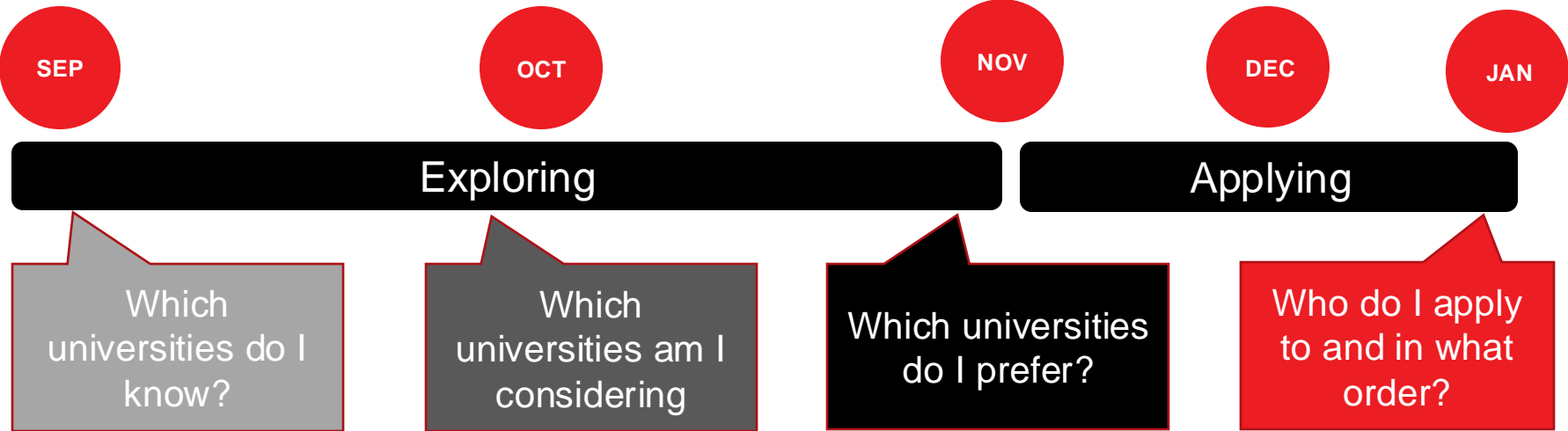
# Undergraduate Recruitment Marketing Campaign

# Campaign Overview

- Underscore brand promise – smart, caring community
- Emphasis on Conversion – visit key web pages/leave info/APPLY!
- Multiplatform approach (Google, Snap Chat, Spotify Tik Tok, etc.)

**Goal 1: Create awareness and preference**

# Student Journey



Choice	1st	2nd	3rd	4+	Totals
Confirmation Rate	50%	25%	15%	10%	25%

# Campaign Platforms



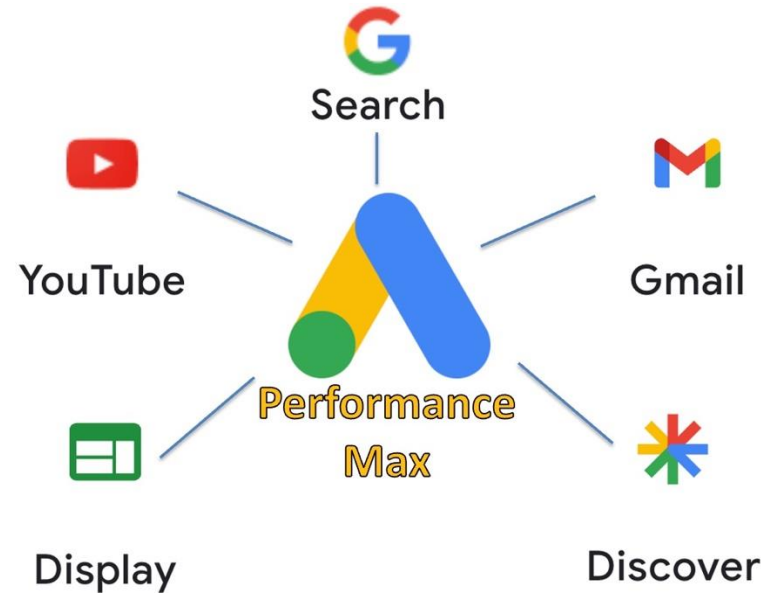
SnapChat



Instagram



inuvo






**Join a smart,  
caring community**

**Carleton**  
University 

**Find a program  
that's right  
for you**

[Explore Now](#)

**Carleton**  
University 



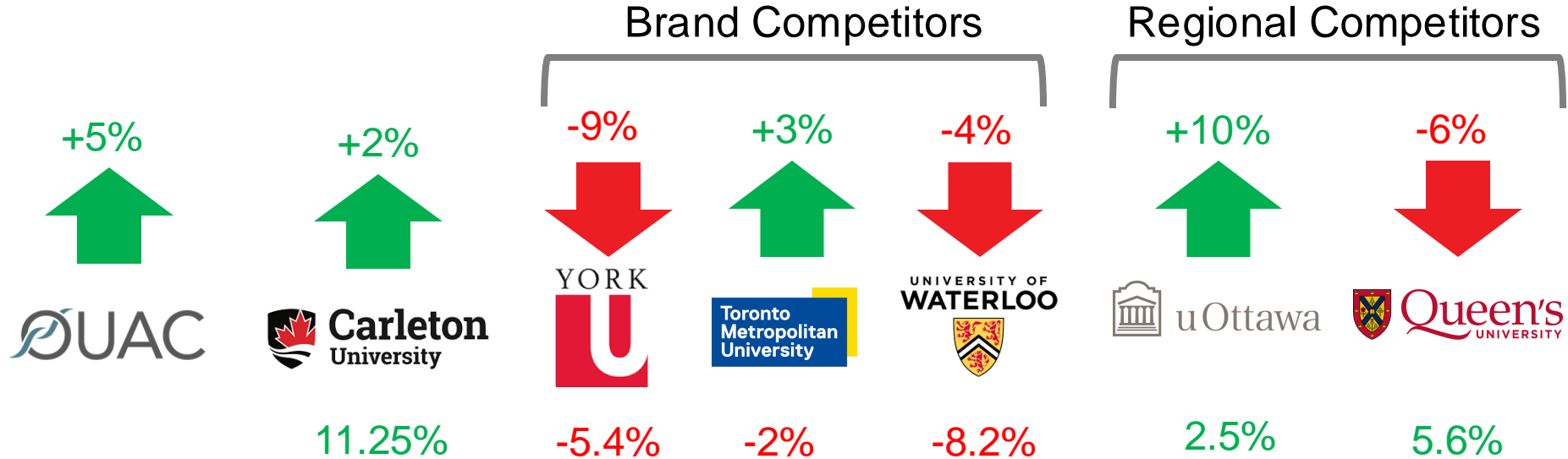
**New programs for  
high-demand careers**

**Carleton**  
University 

# Prospective Undergraduate Campaign Results (Fall)

2022	2023	2024	Difference
61M impressions	31M impressions	30M impressions	-3%
\$3.35 CPM	\$11.10 CPM	\$9.61 CPM	-13%
0.44% CTR	2.6% CTR	2.44% CTR	-6%
270K clicks	813K clicks	724K clicks	-11%
\$0.75 CPC	\$0.44 CPC	\$0.39 CPC	-11%

# 1<sup>st</sup> Choice Applications: 2024 vs 2025





# 101 Applicant Statistics

## 101 by Choice For Carleton

Year	1st	2nd	3rd	4+
2023	-1%	-2%	-1%	6.6%
2024	11.25%	2.9%	-4%	9.9%
2025	2%	-1.5%	9%	-2.4%

\*Data from cubes – week of Jan 22, 2025

# Carleton Challenge Conference (3C)

# Welcome to the Carleton Challenge Conference



**Carleton**  
University

**CHALLENGE**  
Conference

May 14, 2024



# About the Challenge Conference

1. Designed for Influencers
2. Focused on a pressing global issue
3. Forum for forward-thinking discussions and conversations
4. Demonstration of Carleton's engagement, excellence and leadership

**Insights**

**Innovations**

**Inspirations**



# 2025 Theme: Artificial Intelligence (AI)





# Challenge Deep Dive

- Emerging Trends
- Strategic Opportunities
- Adoption and Implementation
- Risk Management
- Talent and Workforce Impact
- Social Impact
- Ethics and Governance



# Communications Update

# Looking Back...

## External

- Earned Media Pitch Strategy
- Media Training
- Globe and Mail Research and Innovation supplement
- Research InfoSource supplement

## Events

- Nursing Program launch
- Tri-Agency Funding Announcement

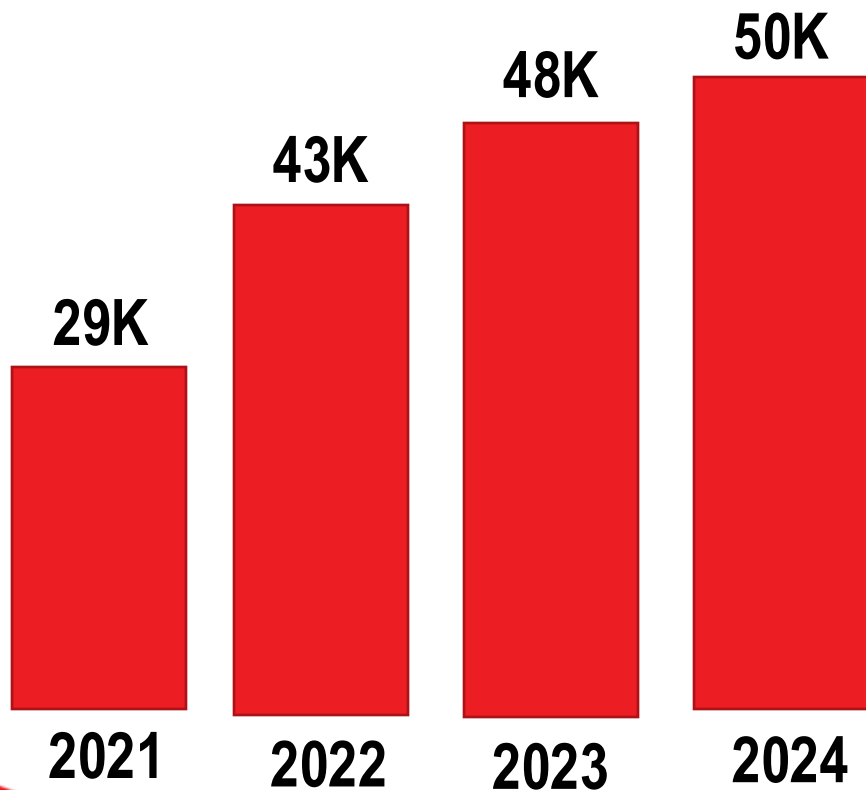
## Internal

- The Voluntary Retirement Incentive Program
- Board of Governors Report
- New President Communications





# Earned Media



**OTTAWA  
BUSINESS  
JOURNAL**



**» TORONTO STAR «**

**NATIONAL POST**



**CBC**



**THE CONVERSATION**

# Looking Forward...

- Communications Strategy Review
- Content Strategy Review
- Crisis Communication Plan
- Media Training (part 2)

# Social Media Update

# Why is social media important to Carleton?

**2 hrs**

Time Canadians spend on social media  
**DAILY**

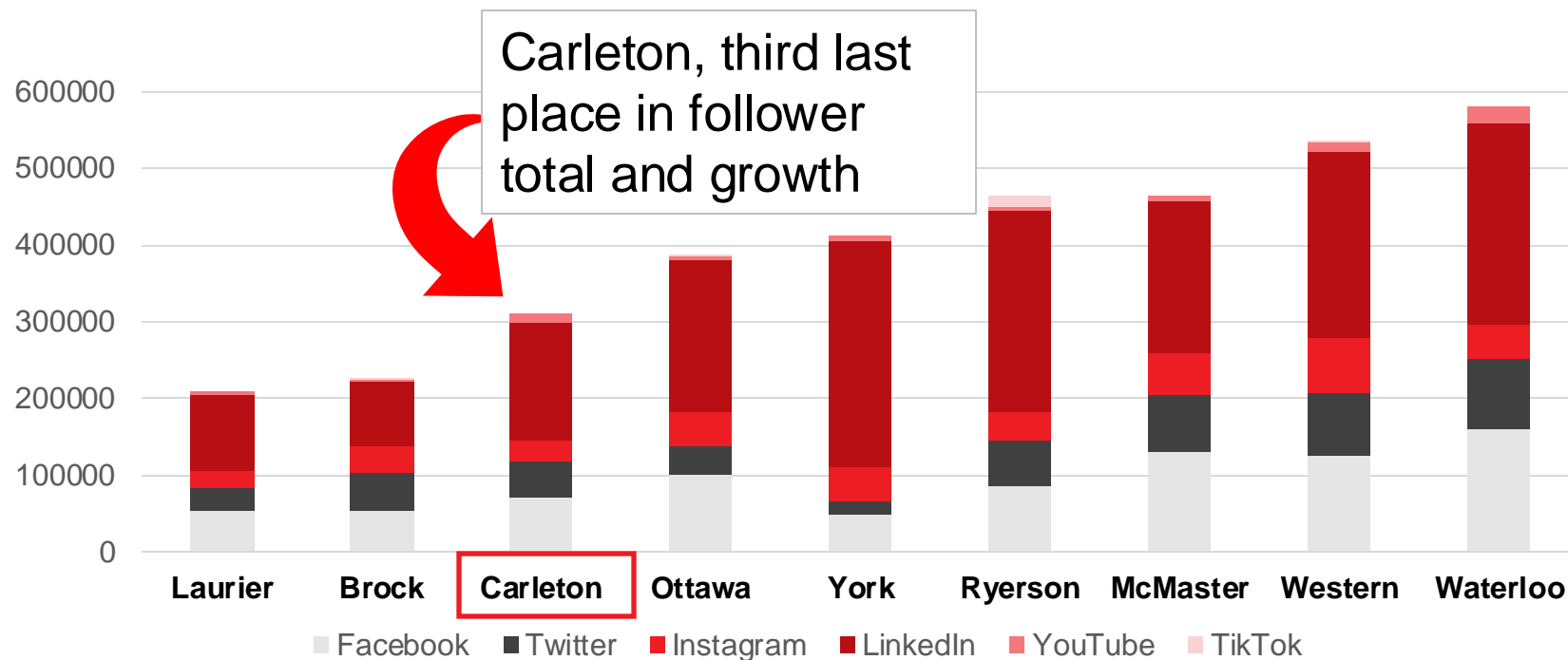
**61%**

Of Canadians who research brands  
through social media

**68%**

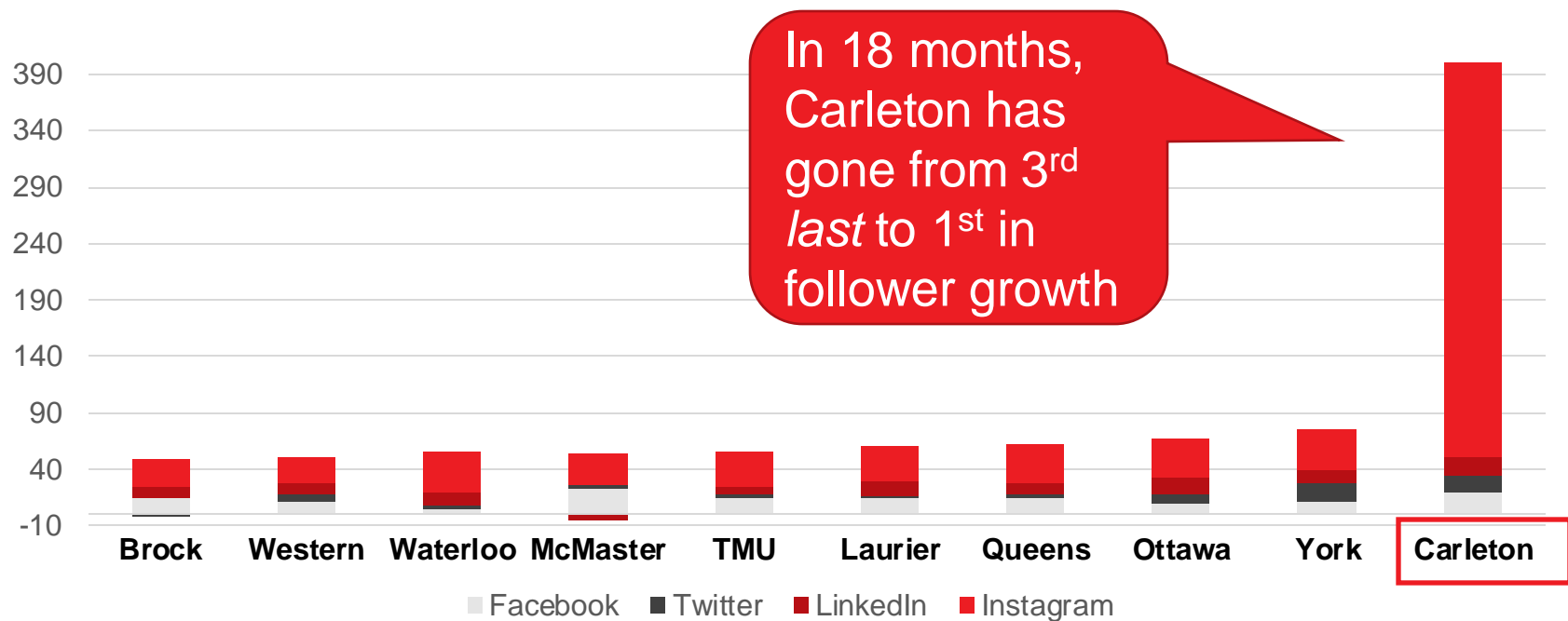
Of high school students who use social media to  
research schools

## Previously – Total # Followers

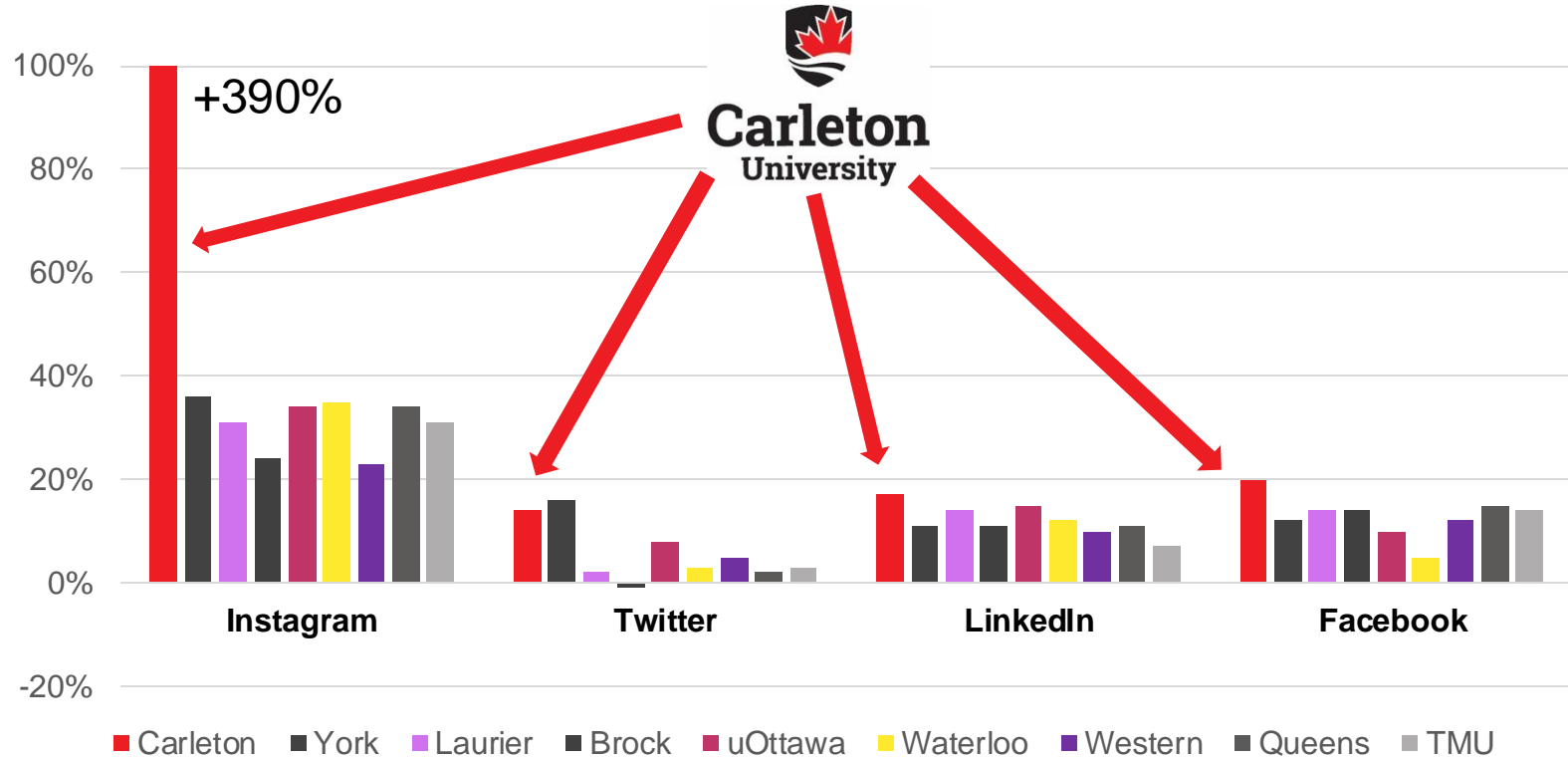


# Results - Audience Growth Rate

as percentage points



# Follower Growth – Individual Platforms



# Results – Engagement Rate

	CU Flagship Starting Point (2022)	CU Flagship Today (Dec 2024)	Industry Benchmarks	Target Platforms
Facebook	0.03%	0.6% (+1,900%)	0.91%	
Twitter (X)	0.02%	4.4% (+21,900%)	2.4%	
Instagram	1.9%	4.6% (+142%)	2.0%	
LinkedIn	0.05%	9.3% (+18,500%)	3.1%	
Tik Tok	--	6.9%	3.7%	

Industry Benchmarks aggregated from RivalIQ 2024 Post-Secondary Benchmark Report, Hootsuite 2024 Social Media Engagement Rate: Education Report, & Sprout Social 2024 Industry Content Benchmarks Report (Data is North American Institutions)



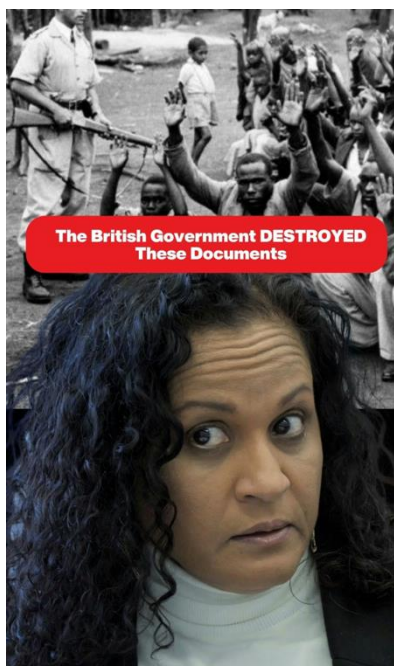
# Our Content Formats - Video



Quick Facts/Tips



Faculty Profiles



Research Highlights



Graduate Features

# Our Content Formats - Video



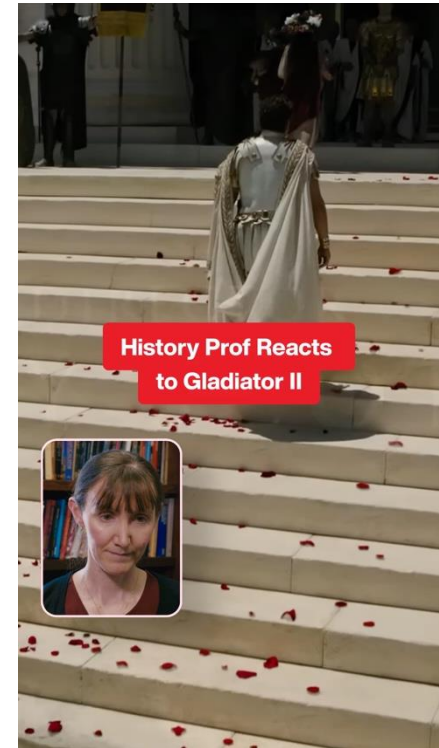
Expert Discussion



CU Spotlight



Community Stories



Experts React

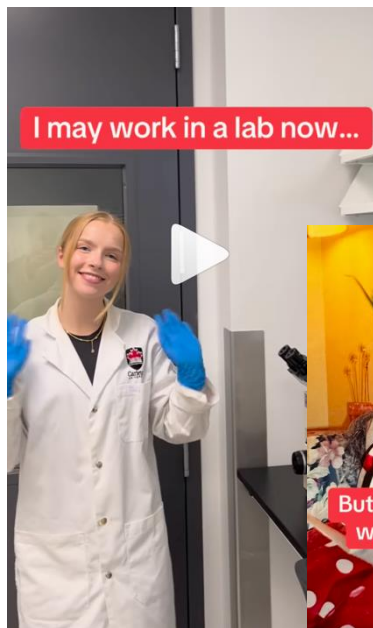
# Famous Engagement - Examples



- Serena Williams (Athlete: Tennis)
- Zoe Saldana (Actress: Avatar, Guardians of the Galaxy, Star Trek)
- Kelly Rowland (Musician: Destiny's Child)
- Gabrielle Union (Actress: Bring it On, Bad Boys II)



# Student Ambassador Program



carleton\_u This is what turning your passion into purpose looks like 🥰👩🔬

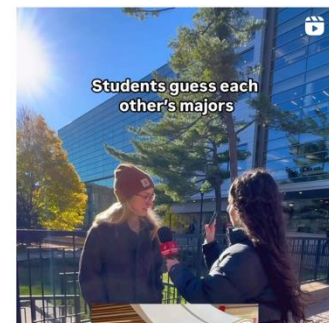
Here's to the women who are closing the gender gap and inspiring the next generation. The future looks brighter because of you. Tag someone who's making moves in STEM and deserves a little love. ❤️ #womeninstem

3w



theurbanbotanist Love this ! ❤️

3w 3 likes Reply



# Discussion

# Government Relations Update

Alastair Mullin

Director, Government Relations

January, 2024

# Outcomes, outcomes, outcomes

- Direct engagement with the Premier's office, Minister and senior officials.
- Over 150 direct contacts with the provincial government
- 60% of our interactions are with the province



# Changes, changes, changes...

- Leadership changes
- Elections





# How will we change....



- Preparing the institution
- Building on strengths



# Continued focus this year

- Remain focused on key issues that affect us.
- Strengthen our vision
- Energize our relationships.





*Carleton University acknowledges and respects the Algonquin people, traditional custodian of the land on which the Carleton University campus is situated.*

**Carleton University Senate  
Meeting of October 18, 2024 at 2:00 pm  
PK608 + Zoom Videoconference**

**MINUTES – Open Session**

**Present:** M. Abarghouei, M. Bahran, S. Blanchard, A. Bordeleau, A. Bowker, S. Burges, A. Buri, J. Chan, E. Cyr, J. Debanne, M. DeRosa, R. Gorelick, R. Goubran, K. Graham, L. Grant, E. Gray, J. Greenberg, N. Hagigi, M. Haines, X. Haziza, D. Hornsby, D. Howe, L. Kostiuik, P. Kouzovnikov, A. Lannon, A. MacDonald, L. Madokoro, A. Marcotte, J. Mason, A. Masoumi, D. Mendeloff, M. Nadeem, H. Nemiroff, B. O'Neill, M. Pearson, P. Rankin, R. Renfroe, S. Sadaf, O. Saloojee, E. Sloan (Clerk), D. Sprague, R. Tfaily, J. Tomberlin (Chair), R. Treasure, C. Trudel, J. Woldergiorgis (acting for S. El Fitori)

**Present via Zoom:** F. Brouard, J.P. Corriveau, S. Hawkins, B. Heerspink, K. Hellemans, N. Laporte, B. MacLeod, L. Marshall, D. Maseko, M. Rooney, C. Smelser, C. Viau, G. Wainer, P. Williams

**Regrets:** J. Armstrong, G. Lacroix, J. Wallace

**Absent:** M. Barbeau, A. Clarke, S. Everts, J. Garcia, J. Kundu, K. Taylor, R. Teather

**Recording Secretary:** K. McKinley

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## **1. Welcome & Approval of Agenda**

The meeting was called to order at 2:00 pm. The Chair began the meeting by acknowledging the passing of two members of the Carleton community, John Tunbridge, Professor Emeritus in the Department of Geography & Environmental Studies, and Eric Archambault, Adjunct Professor in the Azrieli School of Architecture & Urbanism. The Chair offered sincere condolences to those who knew and loved them.

After reviewing the protocols for online meetings, the Chair reminded Senators that the meeting would begin with a Closed Session to approve the Fall graduation lists.

It was **MOVED** (E. Gray, J. Greenberg) that Senate moved into the Closed Session of the meeting.

The motion **PASSED**.

(See separate document for Closed Session Minutes.)

---

*Continuation of Open Session Minutes, after conclusion of Closed Session:*

It was **MOVED** (D. Hornsby, K. Graham) that Senate approve the open agenda for the meeting of Senate on October 18, 2024, as presented.

The motion **PASSED**.

## **2. Minutes:** September 27, 2024

It was **MOVED** (E. Gray, M. Haines) that Senate approve the minutes of the Senate meeting of September 27, 2024, as presented.

The motion **PASSED**.

## **3. Matters Arising:**

There were none.

## **4. Chair's Remarks**

The Chair began his remarks by reporting on the recent success of this year's Throwback celebration, held from September 26 to October 6. He thanked all who attended and contributed to the event.

The Chair next highlighted the following recent academic achievements:

- Sarah Casteel (Department of English Language and Literature) has been named a Royal Society Fellow. She was named to the Royal Society of Canada (RSC) along with other Carleton researchers in early September of this year.
- Carleton University has risen to #4 in the Maclean's 2025 university rankings, securing the #2 spot in Ontario. Additionally, Carleton's Engineering program has risen to #10 nationally.
- Carleton has been ranked first for the second consecutive year as Canada's Best University for 2025 in the field of Social Sciences and Humanities, according to the annual Maclean's ranking.

Finally, the Chair reminded Senators of the upcoming Fall Convocation on Saturday November 9<sup>th</sup>. Faculty members wishing to join the academic procession for one or more ceremonies were encouraged to register before the deadline.

## 5. Question Period

Questions were submitted in advance by eight Senators.

### Question from Senator Root Gorelick:

This past academic year, there were 2% budget cuts to academic programs. This year, those budget cuts to academic programs are rumoured to be far greater, on the order of an additional 6% cut. What proportion of those academic budget cuts could have been obviated by elimination or deferment of installation of fancy new 'gateway' entrance signs to campus?

- Response from Provost: Budget cuts in 2024-25 were 3% not 2% and these were applied to all Resource Planning Committees (Deans, Library, 4 VPS and President) so were not targeted to academic programs. No decision has been made on budget cuts for 2025-26, but if cuts are made they will be similarly applied to all RPCs. The new gateway sign project was initiated in 2022 as part of the overall rebranding initiative, and the funds for it were earmarked from the Capital Projects envelope. It is worth noting that the project has been substantially scaled back and the cost is 60% less than originally estimated. The installation of all but the Bronson Street sign will commence this month (October) and the Bronson Street sign will be installed after Convocation and before December.

Question from Senator Morgan Rooney (Responses from the VP Students & Enrolment were provided in advance and were circulated in the binder with the questions)

Could we have an update on following matters related to the implementation of the *Academic Considerations Policy*?:

- Is there a plan to issue messaging to students/instructors clarifying the difference between the "[Self-Declaration Form](#)" (which appears to be required only for deferring final exams) and new "[Academic Considerations for Coursework](#)" form (which students use to seek accommodations for all other term work)? Anecdotally, I know a number of instructors who are still using the old self-declaration form.
  - We are continuously working with the Associate Deans to ensure the website is clarified for students. We have developed a communications plan for students and instructors regarding policy and when to use the various forms.

- What statistics do we have regarding the use/uptake of the new “Academic Considerations for Coursework” form? What percentage of our undergraduate students have used it, for instance, and in what percentage of courses?
  - As this is a new process, this is being discussed regularly with the Associate Deans. Currently, the applications are low as not all instructors are requesting the academic consideration for coursework form. The numbers are too low to start making a statistical analysis.
- What does the RO’s/Deans’ oversight of these submissions look like, exactly? How frequently do we do outreach to individual students as a result of what is submitted? What criteria trigger such outreach?
  - As this is still a new process, the numbers are too low to conduct a full assessment. Short-term requests that require follow-up from the Registrar’s Office consist of incorrect or missing information.
- Have we identified any cases where students are suspected of abusing this system (e.g., multiple submissions from one student for multiple months in a term)? If so, how many and what actions did we take?
  - So far, with the data that we have, we have not seen students misuse the process.
- How many appeals have there been? How many were resolved at the level of the chair / the department, and what were the outcomes of those appeals? How many were escalated to the Faculty Dean, on what basis, and what were the outcomes of those appeals? Have there been cases where the instructor’s decision not to accommodate was overturned and some mandate to accommodate the student was imposed, and if so, how many instances? And if so, what criteria trigger such decisions?
  - The Registrar’s Office does not have this data as it is managed individually by academic departments.
- Can Senate have a regular report-back on these matters (number of applications, number of outreaches triggered by those applications, number of appeals granted or denied, and so on)?
  - We can add this data to our yearly report from Petitions and Appeals that we submit yearly to Senate.

Follow-up questions from Senator Rooney: The policy was voted in almost a year ago; when will the communication plan mentioned above be activated? Is it possible to have some numbers/data as requested? It appears that appeals are possible, but there are no guidelines regarding the process. Can we have updates from the Deans on how they are handling appeals?

- Response from VPSE: The Registrar's Office will work with the Associate Deans on the appeals question.

#### Question from Senator Allan Buri

The academic withdrawal date from full-term courses in Fall 2024 is November 15th, 2024. This is three weeks before the final day of classes. CASG recognizes that this is standard practice in Ontario. However, CASG considers this date premature. It places unfair barriers on students who experience unforeseen barriers to their academic success in the last three weeks of the semester. Can the University explain its reasons for not placing the academic withdrawal date on December 6th, 2024, and why those reasons outweigh the benefits to students of this alternative withdrawal date?

- Response from VPSE: Historically, the academic withdrawal date was in mid-November. Approximately 10 years ago, a decision was made to bring the withdrawal date to the last day of classes as it was thought that it would help to minimize the occurrence of DFWs (i.e. Ds, Fs and Withdrawals). Analysis of the data showed that the rates did not change significantly as a result of this later withdrawal date. Consequently, in Fall of 2022 the withdrawal date was changed back to mid-November. Over the past 2 years retention rates, graduation rates and DFW rates have been improving, but the Registrar's Office will continue to monitor the situation.
- It was also noted that there are other options via the petitions and appeals process for students who experience unforeseen barriers in the last 3 weeks of the semester.

#### Question from Senator Matthew Pearson

The results of the 2024 Senate Survey were presented at September's Senate meeting. The following were highlighted as "Areas for Improvement/Change":

- Provide more time for questions, debate and engaged discussion
- Ensure that debate and/or disagreement is not shut down
- Fewer presentations in meetings and shorter Chair's Remarks
- Revise voting protocol for online participants

- Revise orientation to include information on Governance, Rules of Order, Committee work
- Improve audio in room
- More support for students

What substantive changes to the operation of Senate, especially meetings, are being undertaken? What is the timeline for these changes?

- Responses from Clerk of Senate and Chair of Senate: The survey was taken in the spring of 2024, and several of the areas for improvement have already been implemented since then. The Chair noted that ample time is provided for discussion and questions, and that the Chair's remarks have been significantly trimmed. Presentations also have been shortened. The Chair clarified the distinction between closing debate, which happens when nothing new has been added to the discussion and it is time to move to a vote, and shutting down debate which is preventing debate and discussion from happening. Closing debate is a regular duty of the Chair.
- The Clerk reported that a motion to change the online voting protocol is on the agenda, and that the Orientation has been revised to include information on governance, Rules of Order and committee work. The audio issues in the room are still a work in progress. Finally, the Assistant University Secretary has set up regular Senate Office Hours on Friday afternoons for students (or other Senators) who would like more support.

#### Question from Senator Jody Mason

Currently, Carleton's Senate is chaired by the President of the University. We are in a time of transition, as we move from an Interim President to a new President. Could SAGC shed light on the following questions?

- a) How long has the practice of having the University President serve as Chair been in place at Carleton, and what were the reasons for establishing this as our practice?
  - b) What are current practices for chairing Senates at other Ontario universities (do University Presidents typically serve as Chair of Senate)?
  - c) Where this practice is not in place, how is the Senate Chair chosen?
- Response from the Clerk of Senate: The first Carleton Senate meeting occurred in April of 1949, and the minutes of that meeting report that the President was established as Chair. The earliest governing document of Carleton College (An Act Respecting the Ottawa Association for the Advancement of Learning) affirms that the Chair of Senate is the President, and the President has continued to be Chair of Senate since that first Senate meeting in 1949. A current landscape study of 17 Ontario Universities, shows that in all but 4 of the universities surveyed, the President is Chair of Senate. York, Algoma, OCAD, and Brock elect faculty members to act as Chair of their Senate for a



period of 12, 18 or 24 months. It was noted in the response to the landscape survey that the elected Chair requires significant support from governance professionals and staff, and that the President as Chair provides a greater degree of stability, but that an elected Chair also frees up the President to participate in debate.

Follow-up from Senator Mason: According to historical records, in 2013 there was a vote at Senate to establish President Runte as Chair of Senate. Who was the Chair before that vote?

Response from Clerk: The question regarding elected vs ex officio Chair was raised at Senate just before President Runte began her tenure in 2008, and again when she stepped down in 2017, but it doesn't appear that any changes to the established structure were made.

#### Questions from Senator Laura Madokoro

- The records of Senate are critical not only for our present deliberations but also for future generations of students, staff, faculty, and researchers. At present, any decision to abstain must be introduced following the yes and no votes. The pace of senate means that such decisions are often missed resulting in a misleading account of the final votes. This process also places an unnecessary burden on Senators to interject and disrupt proceedings in order to record an abstention. Given this situation, would it be possible to call for a show of abstentions in the same way that yes votes and no votes are called at Senate?
  - Response from Clerk of Senate: In accordance with parliamentary procedure, there are two types of vote: for and against. Abstentions are not considered votes, and so are not counted. This position was affirmed by the Senate Academic Governance Committee at its recent meeting. Senators can always request that their abstention be recorded in the minutes if, for example, they are in a conflict of interest. The Clerk added that a majority or 2/3 vote is calculated by the total number of people voting; abstentions are not included in the calculation.
- At the last Senate meeting, the need for openness, exchange and dialogue was discussed and affirmed. Shortly after that meeting, and fifteen days before it was set to open, organizers of Silenced by Scholasticide exhibit, which was planned for the ground floor of MacOdrum Library, learned that it was being cancelled. No substantive explanation for the cancellation was provided. Organized by Independent Jewish Voices Carleton, it bears underscoring that this initiative was supported by a number of academic units and organizations at Carleton and that the Provost had previously approved the exhibit. Free Speech Policy approved by Carleton University Senate in 2018 states that the university is committed to the principle "That the University

introduces students to a wide range of ideas and does not attempt to shield students from debates or opinions that they may disagree with or find offensive”.

Given this commitment, as well as the discussion at the 27 September 2024 meeting of Senate, could we please be provided with fulsome answers to the following questions:

- Why was the Silenced by Scholasticide exhibit cancelled?
  - Will the decision to cancel be reviewed?
  - What measures will the university take to ensure that it upholds the commitments made in its Free Speech Policy?
- 
- Response from the Chair: The decision on the Scholasticide exhibit was based on the venue rather than the exhibit per se. A risk review ascertained that the Library would not be an appropriate venue for exhibits that would require security, particularly after hours. The decision will not be reviewed. Carleton is committed to free speech but this needs to be balanced by the need to provide a harassment-free and safe work and study space for all students, faculty and staff.
  - There was a follow-up question regarding how decisions are made, based on risk assessments, as to which exhibitions are cancelled while others that also may be considered controversial are allowed to go ahead. The Chair noted the decision is made based on whether security is required. In this specific case, the location chosen would have required security.

Question from Senator Azar Massoumi:

On September 26th we received notice that the next day's Senate meeting will be held virtually due to concerns for safety and security of members. Could you clarify how this decision was made, why the Risk Management Office found the risks to be grave, what the risks were and to whom?

- Response from the Chair: The reasons for moving the meeting online were provided in the opening remarks to that meeting.
- Follow-up question: The minutes indicate that the reason for moving online was that a protest had been planned for that day. Given that peaceful protest is a protected right, was there any indication that the protest was not going to be peaceful? How was that decision made?

- Response from the Chair: The President is required to make judgement calls on the safety and security of the Carleton community. These decisions are made based on the best advice from risk analysis. Senators may disagree with those decisions.
- In response to another follow-up question, the Chair noted that the decision on whether to move the Senate meeting online was made by the Chair, and not by the Office of Risk Management.
- Several Senators noted a lack of transparency in how the risk assessments are made by the Office of Risk Management.

Question from Senator Nir Hagigi:

In recent months, the Office of Risk Management has been utilized by certain groups on this campus to stifle discussions and events that should fall under the protection of academic freedom. Events related to Palestine, for example, are constantly shut down, while card writing campaigns to Israeli soldiers actively involved in the Gaza genocide goes unnoticed. Could the administration clarify its definition of 'safety' and explain how the University plans to prevent discomfort or differing viewpoints from being misrepresented or weaponized as threats to safety?

- Response from the Chair: Many decisions need to be made concerning the safety of the community whether that is due to an exhibit, protest, or a power outage. These decisions are made based on the best information received at the time.

## 6. Administration (Clerk)

### a) Senate Membership Ratification

The Clerk presented a memo to ratify a new graduate student Senator.

It was **MOVED** (E. Sloan, M. Pearson) that Senate ratify the new Senate appointment, as presented.

The motion **PASSED**.

### b) Report on Senate Committee Chairs/Secretaries meeting

The Clerk noted that the annual Senate Committee Chairs and Secretaries meeting is an opportunity for committee Chairs and Secretaries to meet as a group to share information and best practices, and to bring any issues to the attention of the Clerk and the Senate Office. This year's meeting was held in person on October 7<sup>th</sup> and was

attended by representatives from SCCASP, SQAPC, the Undergraduate Student Awards Committee, the Senate Review Committee, the Senate Academic Integrity Appeals Committee, the Senate Undergraduate Studies Committee and the Senate Academic Governance Committee. Topics discussed included succession planning, Orientation best practices, revising Terms of Reference, the development of a potential Code of Conduct and/or Confidentiality Agreement, and aspects of records management.

**c) Clerk of Senate – Call for Nominations**

The Clerk reminded Senators that the Call for Nominations for the new Clerk of Senate is open until the end of October. She encouraged anyone who might be interested in the position to contact her for more information. The term of service is 3 years and begins on July 1, 2025.

**7. Reports:**

**a) Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP)**

There was no report from SCCASP.

**b) Senate Quality Assurance and Planning Committee (SQAPC)**

Committee Chair David Hornsby presented a motion for one major modification for Senate approval.

It was **MOVED** (B. O'Neill, M. Pearson) that Senate approve the introduction of the Undergraduate Certificate in Journalism in Indigenous Communities as presented to commence in Fall 2025.

The motion **PASSED**.

**c) Senate Academic Governance Committee (SAGC) (E. Sloan)**

The Clerk presented a motion to approve three new committee nominations:

- Senate Honorary Degrees Committee – Logan Breen (undergraduate student)
- Senate Committee on Curriculum Admissions and Studies Policy – Jacky Chan (undergraduate student)
- Senate Quality Assurance and Planning Committee – Aron Darmody (Spratt faculty member)

It was **MOVED** (E. Sloan, A. Masoumi) that Senate ratify the nominees for Senate committees as presented for service beginning immediately upon approval.

The motion **PASSED**.

The Clerk presented a second motion to approve the membership of two new Ad Hoc Committees of Senate (The Senate Ad Hoc Committee on the Academic Integrity Policy and the Senate Ad Hoc Committee on Petitions & Appeals). The Terms of Reference of these two committees were approved at the September 27<sup>th</sup> meeting of Senate.

It was **MOVED** (A. Bowker, P. Rankin) that Senate ratify the memberships of the Ad Hoc Committees as presented, for service beginning immediately upon approval.

The motion **PASSED**.

## **8. New Investment Review & Transparency Motion (Hagigi)**

This motion was presented by Senator Nir Hagigi. It is a revised version of a motion that was presented, and then withdrawn during the meeting on September 27, 2024.

MOTION:

**WHEREAS** [at least](#) 9,839 students and 411 educators have been killed by the Israeli military, and at least 625,000 school-aged children have been denied education for the second year in a row, in an act [described](#) by the United Nations as scholasticide;

**WHEREAS** [at least](#) 85% (477 out of 564) school buildings have been damaged or destroyed;

**WHEREAS** on July 19, 2024, the ICJ released its [advisory ruling](#) on the legal implications of Israel's long-term occupation of Palestinian territories, declaring the occupation to be in violation of international law, calling on Israel to stop its unlawful occupation "as rapidly as possible" and make reparations, and calling it unlawful for other States, and by extension State institutions, to ignore Israel's failures to respect international law;

**WHEREAS** members of the Carleton University community have been personally affected by the ongoing human rights violations perpetrated against Palestinians, partly funded by Carleton University's investments;

**WHEREAS** the University abides by a public commitment to Responsible Investment principles [which outlines that](#):

“Managers are expected to consider all material environmental, social, and governance (ESG) factors and be mindful of the interplay between those factors when analyzing investments. While all relevant ESG factors should be considered in investment decision-making, the following are some of the important strategic priorities for the University:

- Climate Change
- Indigenous Rights
- Human Rights, including Accessibility and LGBTQ2S+ Rights
- Diversity, Equity and Inclusion
- Mental Health and Wellness”;

**WHEREAS** responsible corporate behaviour with respect to environmental, social and governance (ESG) factors can have a positive effect on long-term financial performance, as exemplified by Carleton’s Fossil-Fuel Free Fund;

**WHEREAS** the [Carleton University Students’ Association](#) (CUSA) and the [Graduate Students’ Association](#) (GSA) have passed motions urging the University to take action regarding the University’s investments;

**WHEREAS** the [University of Windsor](#), [California State University Sacramento](#), [University of California, Riverside](#), [Northwestern University](#), and [dozens of other institutions](#) around the world have agreed to initiate a process to divest their funds from companies that are profiting from violations of international law;

**WHEREAS** many members of the Carleton University community, including students, faculty, and staff, have expressed a strong interest in the transparency of the University's investment practices;

**AND WHEREAS** the Board of Governors should not maintain investments that expose pension plan members to equities from businesses that derive revenue from the manufacture, sale, or distribution of weapons, armaments, or other military equipment that either are currently or may plausibly be contributing to the commission of war crimes, according to established International Humanitarian Law (hereafter “IHL”).

**BE IT THEREFORE MOVED** [\(N. Hagigi, A. Masoumi\)](#) that Senate:

1. **Recommends** the Board of Governors, Pension Committee, Pension Fund Management Office, Investment Committee, and all other relevant University committees (hereafter “entities”) amend the existing responsible investment policies, with consultation from the Carleton community, to reflect that Carleton's investments comply with IHL by excluding stocks from companies that directly contribute to human rights violations in war and armed conflicts, particularly through activities in occupied territories.
2. **Recommends** that Carleton’s responsible investment guidelines and policies reflect a permanent commitment to fully divest, within no more than 2 years, from the following, with ongoing adherence to this standard in all future investments:
  - a) Corporations, institutions, or entities that may derive revenue from activities that benefit from the occupation of any territory recognized as illegally

occupied under international law.

- b) Corporations, institutions, or entities that derive revenue from the manufacture, sale, or distribution of weapons, armaments, or other military equipment used in armed conflict.

3. **Recommends** the immediate disclosure and publication of all the university's financial investments, encompassing both endowed and non-endowed funds, from 2023 onwards, with an annual update on February 1st.

#### Discussion:

Senators discussed the possibility of embracing a broader definition of fiduciary duty as a statement of trust and standard of care vs. the narrow definition (via Ontario Regulator FSRA) with regards to investments that Senators received in the VPFA presentation.

Senators speaking against the motion noted that:

- Financial matters are subject to very strict financial guidelines.
- From a governance perspective, it is improper for Senate to weigh in on the management of the university's endowment and pension funds, as these matters are not in Senate's purview. Senators should respect the principles of bicameral governance. (It was also noted that General Council was not consulted for a legal opinion on the decision to bring this motion to Senate.)
- Bringing this motion to Senate is troubling and precedent setting.
- The issues involved in the motion are complex and multi-layered, but the motion presents a single narrative.
- Senate should not involve itself in the political arena to endorse political positions.

Senators speaking for the motion remarked that:

- The motion addresses important issues (primarily responsible investment practices) that need to be discussed openly, and Senate appears to be the only place these issues may be addressed.
- As a principled institution, Carleton should not and cannot ignore the human rights violations that have occurred in this area.
- Carleton students and colleagues from the region are being directly affected by this conflict and should be heard and supported.

The discussion concluded with a call to vote.

The motion was **DEFEATED**.

## 9. Online Voting Protocol Motion (Mason)

Senator Jody Mason presented this item.

**Whereas** there is currently an established practice of holding Senate meetings in a hybrid (online / in-person) format,

**Whereas**, since the establishment of hybrid meetings during the pandemic, the program used for the online portion of the meeting has been Zoom,

**Whereas** the current method of voting online (show of hands) makes it difficult to distinguish between “yes” and “no” votes (because voting happens quickly and the same symbol is used for “yes” and “no”),

It was **MOVED** (J. Mason, E. Gray) that Senate adopt a new voting practice for Zoom users that will clearly distinguish between “yes” and “no” votes—the use of the green button for “yes,” and the use of the red button for “no.”

It was noted that the Senate Office performed a number of trials of the protocol and confirmed that previous issues (disappearing icons) had been resolved. The Senate Academic Governance Committee also reviewed the proposal and did not have any concerns.

The motion **PASSED**.

## 10. SIP Implementation Report

A report on the progress made over the past academic year on the Strategic Integrated Plan (SIP) was circulated to Senators in advance. The Chair invited questions from Senators on the report.

A Senator asked how many Indigenous faculty and staff have been hired since 2020, when the SIP was created. The Chair noted that there are specific numbers for Indigenous faculty hires, and this information will be presented to Senate at a future meeting. A Senator confirmed that Science has hired one Indigenous faculty member.

A Senator noted that the report indicates that 88% of graduating students are employed in a related field. Is this self-reported data? The VPSE responded that the data comes from the Ontario University Graduate Survey (OUGS) which is run on behalf of the Ministry of Colleges and Universities. The OUGS is sent to all graduates of undergraduate programs two years after their graduation date to collect data on employment outcomes.



**11. Reports for Information**

- a) Senate Executive Minutes

There was no discussion of this item.

**12. Other Business**

There was none.

**13. Adjournment**

The meeting was adjourned (L. Kostiuk, E. Gray) at 3:43 p.m.



*Carleton University acknowledges and respects the Algonquin people, traditional custodian of the land on which the Carleton University campus is situated.*

**Carleton University Senate  
Meeting of November 29, 2024 at 2:00 pm  
PK608 + Zoom Videoconference**

**MINUTES – Open Session**

**Present:** J. Armstrong, M. Barbeau, S. Blanchard, S. Burges, A. Buri, J. Chan, E. Cyr, M. DeRosa, S. Everts, R. Gorelick, R. Goubran, E. Gray, J. Greenberg, N. Hagigi, M. Haines, S. Hawkins, X. Haziza, K. Hellemans, D. Hornsby, D. Howe, L. Kostiuik, G. Lacroix, A. Lannon, N. Laporte, J. Lynch, A. MacDonald, L. Madokoro, A. Marcotte, A. Masoumi, D. Mendeloff, H. Nemiroff, M. Pearson, P. Rankin, R. Renfroe, M. Rooney, E. Sloan (Clerk), C. Smelser, K. Taylor, J. Tomberlin (Chair), C. Trudel, C. Viau, G. Wainer, J. Wallace

**Present via Zoom:** M. Abarghouei, M. Bahrán, A. Bordeleau, A. Bowker, F. Brouard, J.P. Corriveau, J. Debanne, J. Garcia, B. Heerspink, P. Kouzovnikov, B. MacLeod, L. Marshall, D. Maseko, J. Mason, M. Nadeem, B. O'Neill, S. Sadaf, R. Tfaily,

**Regrets:** K. Graham, L. Grant, O. Saloojee, D. Sprague

**Absent:** S. El Fitori, J. Kundu, R. Teather, R. Treasure, P. Williams

**Recording Secretary:** K. McKinley

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## **1. Welcome & Approval of Agenda**

The meeting was called to order at 2:00 pm. The Chair began the meeting by acknowledging the recent passing of Carl McMillan, Professor Emeritus of the Institute of European, Russian and Eurasian Studies (EURUS) and Priscilla (Percy) Walton, Professor of English in the Faculty of Arts and Social Sciences. The Chair expressed condolences to all those who know and loved them.

Following a quick review of new procedures for Senators attending online, the Chair noted that the meeting would begin with a Closed Session.

It was **MOVED** (C. Viau, S. Blanchard) that Senate moved into the Closed Session of the meeting.

The motion **PASSED**.

(See separate document for Closed Session Minutes.)

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*Continuation of Open Session Minutes, after conclusion of Closed Session:*

It was **MOVED** (M. Haines, R. Renfroe) that Senate approve the open agenda for the meeting of Senate on November 29, 2024, as amended.

The Clerk requested that the title of agenda item 9 be changed to “Motion from Senator Jody Mason (Reviewing Practice re Chair of Senate).”

The motion **PASSED**.

## **2. Minutes:** October 18, 2024 (open session)

It was **MOVED** (D. Mendeloff, N. Hagigi) that Senate approve the minutes of the open session of the Senate meeting of October 18 2024, as amended.

The recording secretary noted a few errors in the attendance record in the circulated draft; these errors have been since corrected.

The motion **PASSED**.

## **3. Matters Arising:**

Provost Pauline Rankin provided a report on Indigenous hires, in response to a question posed in the October Senate meeting during the discussion of the SIP Implementation Report.

Twenty-seven individuals self-identifying as Indigenous have started positions at Carleton since January 1 of 2020, including 18 faculty members and 9 staff members in continuing positions. In 2019, 10 Indigenous faculty positions were approved through a memorandum of agreement with CUASA, and as part of the 2021-24 Carleton-CUASA agreement the

university agreed to designate 5 additional positions to Indigenous candidates over the course of that collective agreement. One additional position to the Library was approved in the 2021 Budget. These designated positions were created under the special provisions of the Ontario Human Rights Code, but additional Indigenous faculty and staff members have been hired outside of the designated positions as well.

The equity census data that informs reporting on hires is dependent on the survey participation rate. The Provost reminded Senators that participation in the self-identification survey provides data on our community through the lens of equity diversity and inclusion, and Indigenous ways of knowing and learning. The survey can be completed at any time on Carleton Central.

#### **4. Chair's Remarks**

The Chair reported that Fall Convocation was held on Saturday November 9 to celebrate the graduation of approximately 1200 students. He thanked all who attended and those who made the event a success.

Carleton's new Bachelor of Science in Nursing program was official launched at a special event on November 5 on campus with a follow-up event at CU@Kanata North. Premier Doug Ford and Minister of Health Sylvia Jones were in attendance. This program will be the first new university-based nursing program in Ontario for 20 years, arriving at a crucial time given the current challenges in health care. Classes will start in September of 2025.

The Chair next highlighted the following academic achievements:

- Dr. Hubert Jean-Ruel in the Department of Electronics has been appointed as Canada Research Chair in Advanced Photonic Sensing Components.
- Nicco Timpano, Industrial and Product Design graduate, has been selected as the 2024 Canadian winner of the James Dayson Award, for his ArmBar+ invention that transforms a wheelchair's armrest into a vital support tool. This marks Carleton's second consecutive win.
- For the 3<sup>rd</sup> consecutive year, Carleton University has been named one of Canada's Top Employers.

Finally, the Chair mentioned the following events:

- Giving Tuesday will be held on December 3, 2024. Carleton is hosting over 60 initiatives live on the FutureFunder.ca website. This year, \$100,000 in matching incentive funds will be available through the Giving Tuesday Challenge.
- Friday December 6 marks the National Day of Remembrance and Action on Violence Against Women, which was established to commemorate the murder of 14 women in

1989 at the École Polytechnique (now Polytechnique Montréal). The Faculty of Engineering and Design will host a commemoration event at 12:15 pm in the lobby of the Minto Centre. Remarks will be provided by the President, the Associate Dean of EDI Cynthia Cruickshank, and the VP External of the Carleton Student Engineering Society Monica Paul, followed by a moment of silence.

The Chair also remarked on the presence of Rebel News on campus on the morning of November 20<sup>th</sup>. Rebel News has a record of provoking people to express anger through unwelcome impromptu interviews, which occurred when they visited Carleton. Campus Safety was alerted and Rebel News was subsequently asked to leave. No physical violence occurred. The Chair institutionally apologized to those members of the community who were confronted in this unwarranted and unwelcome manner.

Finally, the Chair noted that this will be the final Senate meeting for Interim VP Finance & Administration Angela Marcotte, Faculty of Engineering & Design Faculty Board Secretary Karen Taylor, and FPGA elected faculty member Sarah Everts. The Chair thanked all for their service. He noted as well that this would be his last Senate meeting, as incoming President Wisdom Tettey will be starting his term on January 1, 2025. The Chair stated that it has been a privilege to serve at Carleton in a variety of roles, and he congratulated Senators on conducting themselves in a collegial and collaborative manner throughout.

## **5. Question Period**

Questions were submitted in advance by 3 Senators:

### **Question from Senator A. Buri:**

Following the release of the Maclean's Canadian university rankings, the Faculty of Public & Global Affairs published on its social media that Carleton was ranked #1 in social science research in Canada. This is false, Carleton is ranked #8 in social science research when compared to *all* Canadian universities. Carleton was ranked #1 only among those universities placed in Maclean's "Comprehensive Universities" category, but this critical detail was omitted from the FPGA's posts. Will this misrepresentation be corrected? If it will not be corrected, why not? (I have attached a photo of the LinkedIn post plus the actual Maclean's rankings as proof)

Response from Dean Brenda O'Neill: This was a simple error on the part of those posting, which was corrected in a timely manner.

### **Question from Senator J. Chan:**

At Senate's last meeting, the memberships for the Senate Ad Hoc Committee on the Academic Integrity Policy and Senate Ad Hoc Committee on Petitions and Appeals were established. Why are there no student members on these ad hoc committees? Moving forward in the process, how can students offer feedback on the development of the Academic Integrity Policy as well as the Petitions and Appeals Policy?

Response from Clerk of Senate: The question was raised at the first joint meeting of the two committees. Student perspective is very important and mechanisms for student input such as anonymous feedback via surveys and/or presentations to the committee will be made available once the committees decide which is most appropriate. SAGC will recommend one or more modes for student involvement after consultation with the committees early in the new year. The Chair added that in the future, questions regarding the membership of ad hoc committees should be raised when the Terms of Reference are presented at Senate for approval, and not after the committees have been constituted and have begun their work.

**Questions from Senator J. Mason:**

1. The Provost and the [Interim] VP Finance released an "Operating Budget Update" by email on Nov. 8th. This email advises that the deficit for 2024-25 will be worse than initially estimated, and that a Financial Sustainability Framework will be implemented to analyze "cost containment strategies, revenue growth ideas, academic program renewal" and to create "an organizational excellence and optimization plan." Any academic matters related to such "renewal" and "optimization" will need to pass through Senate. My question is as follows: has a private consulting firm been hired to help the university create this "framework," and, if yes, what specific tasks related to "academic program renewal" have been assigned to consultants, and what will their services cost the University?

Response from Provost Pauline Rankin: No consulting firm has been engaged in any way for this process, and so there are no fees attached to any of the measures being implemented.

2. OCUFA reports that Ontario universities recently received information about the Strategic Mandate Agreement 4 from the Ministry of Colleges and Universities. What are the parameters of the SMA4, and how and when will Senate be consulted about the SMA4-related issues that are relevant to academic governance?

Response from Provost Pauline Rankin: The Strategic Mandate Agreement (SMA) is a bilateral agreement between the university and the Ministry of Colleges and Universities. It is related to the funding the university receives from the province. The document includes several

metrics that explain Carleton's institutional mission and strategic goals, and how they support the priorities of the Ontario government. Carleton is now in the final years of SMA3 (2020–25) and is beginning the conversations with the government around SMA4 (2025-30). The provincial government provides the set of metrics on which Carleton will be required to report, including graduation rate, graduate employment rate in a related field, graduate employment earnings, community and local impact, experiential learning, and what we identify as our institutional strength. Carleton will also choose from a set of metrics that the government supplies, one of which will be research. Senate will be consulted on any matters of academic governance.

A Senator asked if the SMA is essentially a funding contract. The Provost responded that Carleton needs to meet the government targets to ensure funding. The metrics provide a sense of what the government wants and expects.

In response to another question on metrics, the Provost noted that Carleton has 2 choices on metrics to add to the menu that the government provides. One of these from the last SMA was degree-level expectation on experiential learning. Carleton has performed very well on this metric, and will continue to report on that metric for SMA4. The other metric choice will be around research; the options for that metric choice have not yet been provided by the Ministry.

The Provost also noted that productive ongoing discussions and sharing of information is occurring via the Council of Ontario Universities. The Academic Colleague added that the group is also working on public advocacy.

A Senator asked if consultations with Senate are planned for the SMA4. The Provost responded that the initial meeting with the ministry suggested very little scope for choice, including metrics, so there is not much capacity for consultation. However, once the ministry releases more information Senate can be updated.

## **6. Administration (Clerk)**

### **a) Senate Membership Ratification**

The Clerk presented a memo to ratify 3 new FASS faculty members:

- Alexis Shotwell
- Megan Rivers-Moore
- Tonya Davidson

It was **MOVED** (E. Sloan, L. Madokoro) that Senate ratify the new Senate appointments, as presented, for service beginning immediately upon approval.  
The motion **PASSED**.

#### **b) Chancellor Search Committee**

The university is beginning the process of finding a new Chancellor, and Senate is assisting the Board of Governors in this process by electing faculty members and students to serve on the search committee. Open calls for nominations for two faculty members and one student (undergraduate or graduate) were circulated and published in October, and the following individuals have been elected or acclaimed to positions on the committee.

- Emily Gray – faculty member (acclaimed)
- Kevin Graham – faculty member (acclaimed)
- Jayesh Kundu – graduate student (elected)

The Clerk thanked all three for stepping forward to serve on this committee.

### **7. Reports:**

#### **a) Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP)**

Committee Chair Julia Wallace presented 4 items for Senate approval and 5 items for information.

##### Items for approval:

##### Amending First-Year Grading Policy to allow ESP and IESP students to be eligible

It was **MOVED** (J. Wallace, D. Hornsby) that Senate approves the revisions to TBD-1892 R-UG-5.4 Grading System, effective for the 2025/26 Undergraduate Calendar as presented.

A Senator noted that the First-Year Grading Policy is highly valued by students.

The motion **PASSED**.

##### English Language Proficiency – specifying Duo Lingo criteria

It was **MOVED** (J. Wallace, S. Blanchard) that Senate approves the revisions to UG-ADM-General-4 R-ADM-General-Section 4. English language Proficiency effective for the 2024/25 Undergraduate Calendar as presented.



The motion **PASSED**.

Dual Degree Agreement – clarifying language to show courses at each institution

It was **MOVED** (J. Wallace, R. Renfroe) that Senate approves the revisions to TBD-1842 R-UG-2.2.5 Transfer of Credit Subsequent to Admission effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

Engineering Regulations, adding the new ECOR 1030 series of courses

It was **MOVED** (J. Wallace, L. Kostiuik) that Senate approves the revisions to Regulation R-UG-BENG; R-UG-B.Eng effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

Items for Information:

- Minor modifications – UG from October 15, November 5 and November 19
- Minor modification – GR from November 5
- Academic Schedule for the 2025-26 year

The Chair recognized former SCCASP Chair Nadeem Siddiqi, who spoke to the Academic Schedule, and noted that unfortunately, the fall break for Carleton does not align with the fall break at the University of Ottawa. As a result students in graduate level joint programs will not have a fall break, and neither will the T.A.s for those courses. Approximately 1/3 of Carleton's graduate courses are joint with the University of Ottawa, particularly in Science and Engineering. However, moving the break to align with the University of Ottawa will create other issues. The committee Chair acknowledged that this issue needs to be addressed and options will be explored by SCCASP and other interested parties.

**b) Senate Quality Assurance and Planning Committee (SQAPC)**

Committee Chair David Hornsby presented 5 major modifications for Senate approval. To expedite the process, these were combined into one omnibus motion:

It was **MOVED** (D. Hornsby, M. Pearson) that Senate approve the major modifications as presented.

The motion **PASSED**.

Individual motions from the omnibus:

- THAT Senate approve the deletion of the Graduate Diploma in Conflict Resolution and LAWS 5708 as presented with effect from Fall 2025.
- THAT Senate approve the introduction of the Collaborative Specialization in Climate Change to the MA program in International Affairs as presented with effect from Fall 2025.
- THAT Senate approve the deletion of the MBA concentrations in International Business, International Business Development Management and Technology Management as presented with effect from Fall 2025.
- THAT Senate approve the deletion of the Mention Français in Political Science and PSCI 4909 as presented with effect from Fall 2025.
- THAT Senate approve the introduction of COMS 6101, 6102 & 6908 to the PHD program in Communications and the PHD in Communications with Collaborative Specialization in Political Economy as presented with effect from Fall 2025.

**c) Senate Academic Governance Committee (SAGC) (E. Sloan)**

There was no report from SAGC.

**8. Proposed Human Rights Policy and Procedures**

Associate Vice-President, Equity and Inclusive Communities Noël Badiou presented this item. He reported that the Office of Equity and Inclusive Communities had begun updating Carleton's Human Rights Policy and Procedures earlier in 2024, and had planned an extensive consultation timeline with focus groups that would stretch into summer of 2025.

In May 2024, the provincial government enacted Bill 166, the *Strengthening Accountability and Student Supports Act*, and subsequently issued the *Minister's Anti-Racism/Anti-Hate Directive* on September 9, 2024. The directive requires universities to develop policies and procedures to address and combat racism and hate, and to implement these by January 31, 2025. The directive contains guidelines on content within in the policy/procedures document(s) and mandates a detailed complaints process with timelines.

An annual reporting process is also outlined in the directive, with the first report to the minister due on January 31, 2026. Specific reporting criteria will include number and type of complaints by community member type, number of complaints that do not proceed to review, associated code groups and sub-categories, and incident outcomes.

In compliance with this directive, a new Human Rights Policy and Procedures has been drafted by EIC; this draft was circulated to Senators in advance. The language of the new

policy has been drawn from Carleton's existing policies and incorporates legislative definitions on harassment and discrimination. Content has been guided by the Ontario Human Rights Commission, and definitions have been kept to a minimum as per best practices. Due to the tight timeline imposed by the government, updating the existing policy with new language clarifying and modifying existing procedures seemed to be the best tactic, and this is consistent with the approach taken by other universities.

Consultations with the Carleton community will take place in November and early December and the policy will be presented to Senior Management Committee in January for approval, to meet the Ministry's deadline of January 31, 2025. Members of the community are welcome to review the draft policy and provide feedback over the next few weeks via an online portal on the EIC website.

#### Discussion:

In response to a question from Senate, AVP Badiou confirmed that the government expects the final policy (and not just a draft) to be posted and fully implemented by January 2025.

A Senator asked if disability could be included as an area of specificity within the policy, particularly in paragraph 2. In response, it was noted that the Accessibility for Persons with Disabilities Policy, as required under the AODA, would cover this area. That policy is also due to be updated, and will include a consultation phase as part of the process.

Another Senator asked if a section of paragraph 2 listing types of discrimination could mirror the Ministry's more inclusive language: "including *but not limited to* Indigenous racism, anti-Black Racism, antisemitism and Islamophobia." They also asked why students' academic freedom under the students' rights and responsibilities were not referenced in the policy.

In responses to other questions, AVP Badiou also noted that:

- "code-protected group" is a category defined by the Human Rights Code. General harassment would be covered under workplace harassment policies.
- the policy is working from definitions provided by the Ontario Human Rights Commission and also through a study of case law on human rights.
- Reporting will include statistics only (number and type) and will avoid any identifying information to protect the privacy of informants.

- The revision schedule of 5 years is standard for university policies, but this policy can be revised earlier as needed.

The Chair thanked AVP Badiou for the presentation and Senators for the thoughtful engagement and feedback.

## 8. Motion from Senator J. Mason (Reviewing Practice re Chair of Senate)

Senator Jody Mason presented this item.

Whereas we are transitioning to new leadership under a new University President, a change that invites inquiry into the question of how well current governance practices are working,

Whereas there are other examples of universities in Ontario that maintain a practice of electing the Chair of Senate (York University, Brock University, Algoma University, OCAD, NOSM [Northern Ontario School of Medicine] University),

Whereas the academic decision making that Senate is tasked with carrying out often intersects with non-academic considerations (i.e., labour relations, university finances),

Whereas it is important to the integrity of Senate as a body of academic governance that it be managed without prejudice,

It was **MOVED** (J. Mason, N. Hagigi) that the Senate Academic Governance Committee review the current practice of having the University President serve as Chair of Senate (Article. 5.1 in the Academic Governance of the University) research/consider alternatives (i.e. Clerk of Senate, elected Senator, rotating chairship) and report back to Senate.

Senator Mason noted that back in March 2008 Senate voted in favor—in principle—of the Chair of Senate being an elected faculty member, on the provision that SAGC investigate and come back with a recommendation. In the fall of 2008 Senate passed a motion to confirm the President as Chair of Senate.

The motion **PASSED**.

## 11. Reports for Information

- a) Senate Executive Minutes (October 8 + October 25 e-poll)
- b) Report from COU Academic Colleague

There was no discussion of these items.

## 12. Other Business

Senator David Hornsby rose to present a courtesy motion of thanks to the Chair, Interim President Tomberlin, on behalf of Senate. In honour of the occasion, AVP Hornsby composed the following poem:

### A Poem for Jerry

For sixteen years, you've walked these halls,  
Guiding Carleton through its calls.  
From Sprott's vision to Provost's might,  
To Interim President, shining bright.  
With wisdom deep and steady care,  
You've shaped a legacy beyond compare.

Through challenges faced and goals pursued,  
Your leadership has stood renewed.  
You saw in others what they could be,  
Including a chance you gave to me.  
A mentor's voice, a guiding hand,  
You helped us grow, you helped us stand.

Jerry, your mark will ever remain,  
In every triumph Carleton will gain.  
With thanks profound, we honor you,  
For all you've done, and all you do.

It was **MOVED** (D. Hornsby, H. Nemiroff) that Senate thank Interim President Jerry Tomberlin for his service as Chair of Senate.

The motion **PASSED UNANIMOUSLY**.

## 13. Adjournment

The meeting was adjourned (L. Kostiuk, S. Blanchard) at 3:45 p.m.





*Carleton University acknowledges and respects the Algonquin people, traditional custodian of the land on which the Carleton University campus is situated.*

**Carleton University Senate  
Meeting of January 31, 2025 at 2:00 pm  
PK608 + Zoom Videoconference**

**MINUTES**

**Present:** J. Armstrong, S. Blanchard, A. Bordeleau, A. Bowker, S. Burges, A. Buri, J. Chan, E. Cyr, M. DeRosa, , R. Goubran, K. Graham, L. Grant, E. Gray, J. Greenberg, X. Haziza, , K. Hellemans, D. Hornsby, D. Howe, L. Kostiuk, G. Lacroix, A. Lannon, N. Laporte, A. MacDonald, B. MacLeod, A. Marcotte (acting for D. McNair), J. Mason, D. Mendeloff, M. Nadeem, P. Rankin, R. Renfroe, M. Rivers-Moore, O. Saloojee, A. Shotwell, E. Sloan (Clerk), C. Smelser, W. Tetty (Chair), C. Trudel, C. Viau, G. Wainer, J. Wallace, P. Williams

**Present via Zoom:** M. Barbeau, F. Brouard, J.P. Corriveau, T. Davidson, S. El Fitori, R. Gorelick, N. Hagigi, S. Hawkins, J. Lynch, L. Madokoro, L. Marshall, D. Maseko, A. Masoumi, H. Nemiroff, Y. Ono, M. Rooney, S. Sadaf, R. Tfaily

**Regrets:** M. Bahran, J. Debanne, M. Haines, B. O'Neill, M. Pearson, D. Sprague, R. Teather

**Absent:** M. Abarghouei, J. Garcia B. Heerspink P. Kouzovnikov, J. Kundu, R. Treasure,

**Recording Secretary:** K. McKinley

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## **1. Welcome & Approval of Agenda**

The meeting was called to order at 2:03 pm. The Chair, President Wisdom Tetty, welcomed Senators to the first meeting of 2025, and his first meeting as Chair of Senate. He noted that it is an honour and privilege to serve and to be part of the Carleton community, and he thanked Senators for the work they do to support the university's academic mission.

The Chair also welcomed the following new Senators:

- Vice President Finance & Administration Duane McNair
- Faculty members Janine Debanné, Alexis Shotwell, Megan Rivers-Moore, Yuu Ono and Tonya Davidson.

The Chair acknowledged the recent passing of Professor Patricia Smart, from the Department of French, and Professor Mark Salber Phillips from the Department of History. He expressed condolences to their friends and families.

After reviewing the meeting protocols, the Chair introduced the agenda.

It was **MOVED** (D. Mendeloff, R. Goubran) that Senate approve the agenda for the meeting of Senate on January 31, 2025, as presented.

The motion **PASSED**.

**2. Minutes:** November 29, 2024 (open session)

The recording secretary noted an error on page 9 of the minutes; MBA was misspelled as MGA.

It was **MOVED** (E. Gray, C. Viau) that Senate approve the minutes of the open session of the Senate meeting of November 29, 2024, as amended.

The motion **PASSED**.

**3. Matters Arising:**

There were none.

**4. Chair's Remarks**

The Chair began his remarks by highlighting some of the recent achievements of members of the Carleton community.

Four esteemed Carleton alumni have been named to the Order of Canada:

- Vijayakumar Murty, an alumnus of the Faculty of Science for his work advancing knowledge in Mathematics,
- Barbara Jean Perry, an alumna of the Faculty of Arts & Social Sciences and an internationally recognized expert on hate crime,
- Michael Prince, an alumnus of the Faculty of Public and Global Affairs and an advocate for disability rights, and



- Diane Sims, an alumna of the Faculty of Public & Global Affairs (Journalism) who is a writer and accessibility advocate.

The Chair then acknowledged the following achievements in research:

- John Anderson, Assistant Professor in the Department of Cognitive Science, has received a Canadian Hearing Services grant and is leading an impactful study on the link between hearing loss and cognitive reserve, research that will offer the potential for breakthroughs in deaf studies and interventions targeting brain health.
- Carleton University has been recognized as one of Canada's fastest growing research-intensive universities by ReSearch Infosource. In 2022-23, Carleton's sponsored research income surpassed \$113M, marking a 108% increase in research investment since 2017. This growth secures Carleton's position among the top three comprehensive universities in the country. The Chair congratulated all researchers for this accomplishment.

The Chair also reported on the efforts of Carleton Engineering graduates to rehabilitate Parliament's iconic Centre Block. Dan Carson, lead structural engineer and graduate of Carleton's Bachelor of Civil Engineering and Master of Structural Engineering programs, will be working alongside 15 other Carleton graduates to bring the historic building into the 21<sup>st</sup> century.

Finally, the Chair reminded Senators of the upcoming annual Service Excellence Awards on February 20, to recognize the dedicated efforts of faculty and staff. The event will be held in Teraanga Commons but will also be live-streamed.

## 5. Question Period

Questions were submitted in advance by 8 Senators:

### Question from Edward Cyr

When I was a student at Waterloo, the fall break was first implemented to address concerns regarding student mental health and wellbeing. Because many students travel from afar to come to university, it was deemed important that the fall break align with thanksgiving so that students could visit family during this traditional gathering holiday, and have sufficient time to travel while having minimal impact on missing classes.

Here are the problems I see and experience. When thanksgiving is offset from reading week (e.g. F24):

1. The student population is growing, and available spaces/times to hold midterm exams is vanishing. SES only allows scheduling of midterms (through them) on weekends or Friday evenings (I've only ever had weekends). I cannot hold my midterm exams during

scheduled class times because the classroom is not sufficiently large, making cheating easy. Student midterms are increasingly scheduled during weekends of these breaks (including thanksgiving), as this is the only time available. Before the break is too early (not enough content has been covered), and after thanksgiving is too late to provide meaningful graded feedback in a reasonably early time in term. Therefore, students are not afforded the break as intended to travel to see family/friends that would help them to destress. Thanksgiving is (in my opinion) one of the most important weekends for 1st-year students to be able to visit home after being away for the first month of schooling.

2. The value of the break as a divider between 0.25-credit course almost guarantees that students will have final exams on one (or both) weekends of the break. This has been the case in engineering for the duration of the ECOR 104x course offerings.
3. Courses that have Monday lectures, under the current schedule, will miss 2 weeks of lectures and that needs to be made-up at the end of the term (I know they don't miss two weeks of lectures, but they have nearly 3 full weeks, or 20 days, without a single lecture for that course). This particularly affects our engineering capstone projects. When these lectures are made-up at the end of the term, the course becomes very back-end heavy. If the exam is scheduled at the beginning of exams, students do not have enough time to learn/practice/get help. This is exactly what happened to my capstone and 2nd-year dynamics course this term.
4. For multi-section courses, where the Lab sections are cross-listed, some students are behind by 1-week in lecture content. This makes lab/tutorial planning difficult.

I propose to align the fall break with thanksgiving (and the winter break with family day), to minimize the number of missed classes. I also propose that the university implement a policy that protects students by prohibiting examinations on the weekends of thanksgiving and family day.

Response from VPSE Suzanne Blanchard:

- Q1: The issue in the first question has arisen partly due to the shortage of spaces that can accommodate large classes for midterm exams. The Registrar's Office is working to minimize this issue by converting extra large spaces for exam use, so that exams do not need to be held on weekends.
- Q2: Most of the 0.25 credit courses are ECOR offerings, and there will be fewer ECOR exams during the break for the 2025-26 academic year.
- Q3/4: These issues exist mostly in Engineering and Computer Science. Scheduling is working to ensure that capstone and other special courses are not scheduled on Mondays.
- Winter Break will begin on the Family Day Monday. Fall break will be held in the 7<sup>th</sup> or 8<sup>th</sup> week of the semester, as this provides the most positive impact for students.

Thanksgiving may occur in the 4<sup>th</sup> week of class, which is a less optimal time for a Fall Break.

**Questions from Gabriel Wainer:**

**Question 1**

Students facing Academic Offenses have the right to appeal decisions made by the Dean's office to the Senate Appeals Committee.

However, in some situations, the opposite would need to be considered. There are cases related to Academic Integrity or Academic Offenses dismissed without proper investigation due to delays in the process or the backlog of cases. Additionally, there are instances where the Dean's office dismisses an offense despite the instructor's strong certainty regarding the violation and adherence to standard reporting procedures, sometimes without providing a clear explanation on the decisions.

- Is there a mechanism in place to ensure that all Academic Integrity and Academic Offense cases are handled consistently across all Faculties, so that students are evaluated based on the same criteria and standards, regardless of their Faculty of origin?
- Is there a mechanism for instructors to appeal decisions made by a Dean's office when they believe a case warrants further investigation, similar to the process available to students?

**Response from Clerk of Senate Elinor Sloan:**

There is no mechanism for handling Academic Integrity offences consistently across Faculties, and this would be difficult and impractical to implement, given the distinctions between the Faculties. There also is no mechanism for Instructors to appeal decisions made by their Faculty Deans. The Ad Hoc Committee on the Academic Integrity Policy has been made aware of this question and they will review it during their work revising the policy.

**Gabriel Wainer Question 2 – Self-Declaration Form for Deferred Exams**

On November 22<sup>nd</sup>, 2022, Senate introduced the new Self-Declaration Form for Deferred exams. The introduction of this form brings a concerning trend, especially in Engineering, where up to 30% of students in certain courses are seeking deferrals. This raises suspicions about the authenticity of these requests. This may indicate a need for more robust mechanisms to assess and verify the legitimacy of deferral claims to ensure fairness and accountability in the academic process.

What measures are being implemented to reduce the number of potentially fraudulent requests? Are there any specific plans in place to address this issue, other than putting the onus on the instructors in charge of the course?

Follow-up question:

As part of the Deferral process, we must now submit the "Missed Deferred Final Examination Information Request" form, which has created additional workload for the responsible instructors. This form is intended solely for situations involving a Request for Special Consideration.

Filling out this form is often a time-consuming endeavor, as it is rarely utilized. In classes with 30% of students requesting deferrals, and 50% of those missing the deferred exam, instructors would face an additional workload ranging from 45 minutes (for a small class) to a staggering 3 hours (for a large class), making this process inefficient and burdensome.

Are there any measures being considered to address this matter? Which? Would it be possible to have the Registrar's office reach out to instructors only when there is an official Request for Special Consideration, rather than completing a form for each individual student who misses the deferred exam? This could significantly streamline the process.

**Response from VPSE Suzanne Blanchard:**

The self-declaration form has been operational for approximately 1.5 years, and as such it is still too early to be able to detect systematic trends, including those regarding fraudulent claims. The Registrar's Office is continuing to monitor the numbers, and to follow up where necessary with students to identify issues. VPSE Blanchard agreed to confirm a timeline for when an evaluation of the process would be reported to Senate.

VPSE Blanchard also noted that the goal of the form is to support students, to identify students with issues, and to eliminate the need for a doctor's visit. The RO will also be monitoring the form's impact on graduation and retention rates.

In response to the question regarding the missed deferred final examination and information request form, the VPSE noted that this should only be submitted by the Instructor if the Registrar's Office requests it.

**Question from Azar Masoumi:**

The results of the 2024 Senate Survey highlighted the strong desire among Senators for increased time for questions, debate and discussion, and ensuring debates and disagreements are not shut down. As our incoming President and Chair of Senate, how do you plan to ensure meaningful and substantial debate and discussion can happen in Senate?

What is your approach to chairing discussions that involve critique, debate and disagreement?

Response from Senate Chair Wisdom Tettey:

Fulsome deliberations and robust discussions are important to the purposes of this body, and we need to provide the opportunities for all Senators to thoughtfully engage in these conversations. At the same time, we also need to discipline ourselves collectively to be able to operate within the time that we have, so that we are able to deal with our core business. The solution is to focus on the quality of our deliberations.

Questions regarding Carleton's financial situation:

Laura Madokoro:

Could Senate please be provided with an update on the financial situation at Carleton? Over the past year, we have received a number of helpful updates and the sense was generally that we were headed into difficult circumstances but that there was a great deal of contingency planning in place. This past fall, the messaging that we received as a university community became more urgent as did the accompanying initiatives e.g. early retirement packages. Did something change to precipitate these shifts?

Response from Provost Pauline Rankin:

The university's financial picture has declined since May of 2024 when a full report on Carleton's finances was presented to Senate. At that point, the deficit for 2024/25 was predicted to be in the vicinity of \$26M. Since then, our financial situation has become even tighter, with the deficit growing as a result of our current enrolment pressures, particularly with regards to international students.

The current tuition shortfall (the difference between the predicted tuition revenue vs. the actual) for 2024/25 is \$14M. This stems from a 55% decline in undergraduate international student enrolment and a 35% decline in new international graduate students. This reality has necessitated a more urgent need to consider how to reduce expenditures.

In order to keep Senate informed on these matters as they continue to unfold, the Provost will offer another presentation to Senate in February. This presentation, based on a series of questions submitted by Senator Sean Burges, will focus on government funding, the corridor model and an explanation of how academic programs are funded. At the April meeting of Senate, the Provost will provide a full picture of the financial presentation as part of the annual budget process.

A Senator asked how faculty members can receive more information on the university's financial situation. It was suggested that Senators review the published audited financial statements of the university, which are available online along with Carleton's operating budget. However, since financial forecasts are changing on a weekly basis it is not always possible to provide the most current information online. The Provost indicated that she has provided presentations at Faculty Board meetings and will continue to speak at Senate in response to questions from Senators. The Chair added that Senators can take advantage of meetings organized by Chairs/Directors and Deans to have these conversations at the department and Faculty level, to contextualize the situation in a more local setting.

In response to a follow-up question regarding engagement with the provincial government leading up to the election, the Provost encouraged all Senators to speak with candidates in their ridings on this issue. Carleton's Director of Government Relations has prepared packages for all political parties to highlight the issues faced by universities, and both the Council of Ontario Universities and Universities Canada have been active in promoting information on this issue. The Provost added that a multi-pronged approach is essential, and it is the responsibility of everyone in the Carleton community to be as engaged and active as possible.

In response to a follow-up question, the Chair clarified that the university Department of Government Relations deals with various levels of government, and not necessarily with professional bodies. However, COU is mobilizing support from various groups, including students, in its advocacy work.

#### **Jody Mason:**

The deadline for acceptance of the Early Retirement Incentive is Jan. 31<sup>st</sup>. This program could potentially have a dramatic effect on the ability of units to run their programs. In my own unit (English), it looks like we'll lose roughly 18% of our full-time faculty (and we've already lost 20% since 2018 with no new hires to replace them). Meanwhile, faculties are instituting cuts to CI budgets for 2025-26. My question is as follows: sound budgeting requires forecasting for best- and worst-case scenarios. What are the best- and worst-case scenarios planned for the Early Retirement Incentive? In other words, if all eligible full-time faculty and staff choose to take the offer, what is the plan?

#### **Response by Provost Pauline Rankin:**

The Volunteer Retirement Incentive Program (VRIP) is not an "early" retirement incentive as the individuals who received the offer already are eligible to retire. Before the university announced the VRIP, a benchmarking study of similar actions undertaken by Queen's and other universities was completed. The benchmarking study shows an average of 15 – 20% participation rate

among those eligible for the program. There are indications that Carleton's VRIP participation rate may be slightly higher than this average, but there are no concerns that all faculty and staff who were offered the incentive will take the offer. Once the application and approval process has been completed, there will be a communication regarding the outcome of the initiative.

### **Megan Rivers-Moore**

In the context of the early retirement offer, and the fact that tenure lines in FASS that are lost (to retirement or because colleagues take jobs elsewhere) are not being replaced, the idea of amalgamating units or programs is circulating widely. How would merging units help the university financially in any significant way? What cost would this have for students and our ability to run meaningful programs? How is senate involved in this process? Is there any centralized oversight of this process as part of long-term planning for the time after austerity?

### **Response from Provost Pauline Rankin:**

Restructuring discussions initially occur at the Department and Faculty level. Proposals for altering or amalgamating units or programs falls under the purview of individual Faculties. These proposals are discussed and voted on at Faculty Board meetings. Those decisions are then reviewed by the Vice Presidents' Academic and Research Committee (VPARC), the Senate Quality Assurance and Planning Committee, and then Senate for discussion and approval. In the case of structural changes or name changes, final approval occurs at the Board of Governors. Final approval for new programs and the closure of programs occurs at Senate and not the Board of Governors. A robust governance process is in place with multiple checkpoints to cover all of these decisions.

### **Alexis Shotwell**

Current austerity measures have significant potential impact on Carleton's mission to be a place for high-quality teaching and research. There have been conversations about potentially reorganizing, amalgamating, or closing departments at the level of Faculty Chairs and Directors meetings. Given that these conversations have much higher-level implications, very much involved with our academic mission, have there been discussions about striking a Senate-level ad hoc committee to take oversight of potentially substantial changes to Carleton's function and community?

### Response from Provost Pauline Rankin:

There have been no discussions about creating an Ad Hoc Committee at Senate on these issues because of the robust governance process and oversight described in the previous answer. The Provost noted that there is no university directive to close departments. She reminded Senate that we recently created the School of Nursing so growth does continue even during periods of financial constraint. She added that she has indicated publicly in various settings that it must be a priority to support our research mission as much as possible during this difficult financial period.

### Morgan Rooney

1. Recent [reporting](#) from the Board of Governors indicates that one of Carleton's "cost-containment measures" is a " 'drill down' on scholarships, teaching assistants, and contract instructors." Can the Provost confirm if one anticipated result of that "drill down" is reductions to incoming graduate students' offers of admission? If so, does that mean that new grad students would be offered fewer guaranteed teaching assistantships, or that fewer grad students overall would be offered guaranteed teaching assistantships, or some combination of both, or something else? More fundamentally, how can we expect our graduate programs to continue to attract new grad students, let alone boost their current enrollment, if our admissions offers are not competitive with those provided by other Canadian institutions?
2. In combination with planned reductions to TAs (?) and Contract Instructors (CIs) – with some faculties looking to reduce CI-taught courses by as much as 50% – the institution has also offered early retirement buy-outs to (reportedly) as many as 300 full-time instructors. At the same time, [OIRP's data cubes](#) show that student enrollment at Carleton has remained relatively stable, with (for example) 30,139 students in Fall/Winter 2024-2025 compared to 30,231 students in the same period in 2023-2024. With relatively stable student enrollment but radical reductions in the staff who do the actual teaching (full-time instructors, CIs, and TAs), Carleton students face the prospect of fewer course offerings, more students in those classes that do run, and reduced personalized feedback and attention. How are instructors supposed to teach courses that deliver on institutional priorities (e.g., experiential learning, student engagement, authentic assessment tasks, etc.) if they have more students than ever but no additional – or perhaps even less – TA support than previously? How, in other words, will instructors be able to evaluate students without relying primarily or exclusively on high-stakes assessments that can be automatically graded (i.e., multiple-choice exams and the like)?



#### Response from Provost Pauline Rankin:

In response to the first question, the Provost reported that Graduate Studies is predicting a 7% growth in domestic graduate enrolment for 2025/26. Four out of five Faculties opted to adopt rolling graduate admissions this year and current accepted offers suggest that this strategy will help to grow Carleton's graduate programs. Graduate Studies has made no cuts to their base budget for scholarships for 2025/26. Entrance scholarships (\$3,000, based on GPA only) have been cut, in line with practices at other Ontario universities, but this decision has not made an impact on graduate applications and accepted offers.

Vice-Provost Graduate Studies Dan Siddiqi was recognized by the Chair and added that Graduate Studies is changing the kinds of offers they make to new graduate students. The offer will include a guaranteed dollar value instead of a guaranteed position; this will allow flexibility in placing students where needed. Vice-Provost Siddiqi noted that this approach is common in the university sector.

In response to the second question, the Provost reported that Deans are working with individual departments on this process to determine course offerings for 2025/26. The overall number of courses will be reduced but the goal is to ensure that programs will continue and that students have sufficient choice and variety. Faculties also are doing their best to ensure that there is no reduction in priority TA spending for 2025/26. The Provost added that Teaching & Learning Services offer a variety of supports for assessment strategies that go beyond multiple choice and they can be contacted for more information.

## **6. Administration (Clerk)**

### **a) Senate Membership Ratification**

The Clerk presented a memo to ratify 4 new FASS faculty members and 2 undergraduate students:

- Tim Haats FED – Faculty member - Industrial Design
- Gabriel Maracle – Faculty member - FPGA
- Maya Papineau – Faculty member - FPGA
- Simon Viel – Faculty member - Science
- Samantha Monastero – Undergraduate Student – FASS
- Ashley Paiva – Undergraduate Student - FASS

It was **MOVED** (C. Trudel, R. Renfroe) that Senate ratify the new Senate appointments, as presented, for service beginning immediately upon approval.  
The motion **PASSED**.

#### **b) Convocation Dates**

The Clerk presented a motion to approve the suspension of Fall Convocation. This proposal follows a review of Convocation ceremonies at other post-secondary institutions across the province, and a consideration of Carleton's budget challenges. The Clerk noted that most Ontario universities, including the University of Ottawa, have already suspended their Fall Convocation ceremonies. The suspension would take effect in Fall of 2025, with November 2025 graduates invited to the June 2026 ceremony. The Clerk clarified that students do not need to attend Convocation in order to graduate; once Senate has approved the list of graduands, those students have officially graduated.

It was **MOVED** (G. Wainer, L. Kostiuk) that Senate approve the suspension of Fall Convocation effective as of Fall 2025, and the move to one Convocation period per year, to be held in the Spring (June).

#### Discussion:

In response to a question, the Clerk confirmed that June convocation would most likely be kept within one week but the number of ceremonies per day could increase.

In response to a question regarding cost savings, the VP Students & Enrolment noted that setup costs for Fall Convocation total approximately \$400K, with staff overtime costs added to that. A Senator added that in addition to cost savings, suspending the Fall Convocation will result in less disruption for the athletics centre and all of the activities normally scheduled in that facility during the week of Fall Convocation.

The motion **PASSED**.

### **7. Reports:**

#### **a) Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP)**

Committee Chair Julia Wallace presented 6 items for Senate approval and 6 items for information.

Items for approval:

Updating General Information - Co-op

It was **MOVED** (R. Renfroe, K. Hellemans) that Senate approves the revisions to R-UG-COOP-General Information effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

The next four items from the memo were combined into an omnibus motion.

Revisions of Co-op admission and continuation requirements – various programs

It was **MOVED** (G. Lacroix, K. Graham) that Senate approves the revisions to TBD-1581 R-UG-COOP-B.A. B.Sc. Psychology, TBD-2294 R-UG-COOP-B.A. Human Rights and Social Justice, TBD-2293 R-UG-COOP-B.D.S. Admission and Continuation Requirements, and TBD 1585 R-UG-COOP-B.ENG Admission and Continuation Requirements effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

Individual motions from the omnibus:

- THAT Senate approves the revisions to TBD-1581 R-UG-COOP-B.A. B.Sc. Psychology effective for the 2025/26 Undergraduate Calendar as presented.
- THAT Senate approves the revisions to TBD-2294 R-UG-COOP-B.A. Human Rights and Social Justice effective for the 2025/26 Undergraduate Calendar as presented.
- THAT Senate approves the revisions to TBD-2293 R-UG-COOP-B.D.S. Admission and Continuation Requirements effective for the 2025/26 Undergraduate Calendar as presented.
- THAT Senate approves the revisions to TBD 1585 R-UG-COOP-B.ENG Admission and Continuation Requirements effective for the 2025/26 Undergraduate Calendar as presented.

Update to Admission regulations for B. Sc. Nursing – additional language added for upper year admission for internal applicants (advanced standing)

It was **MOVED** (M. DeRosa, K. Hellemans) that Senate approves the revisions to TBD-2262 R-ADM-Program-Nursing B.Sc.N. effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

Items for Information:

- Minor modifications – UG – Dec 3
- Minor modifications – GR – Dec 3
- Minor modifications – UG – Dec 17
- Minor modifications – GR – Dec 17
- Minor modifications – UG – Jan 21
- Minor modifications – GR – Jan 21

There was no discussion of these items.

**b) Senate Quality Assurance and Planning Committee (SQAPC)**

Committee Chair David Hornsby presented 1 cyclical review and 37 major modifications for Senate approval.

Cyclical Review: UG and GR Programs in Political Science

It was **MOVED** (D. Mendeloff, J. Greenberg) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate and graduate programs in Political Science.

The motion **PASSED**.

Major Modifications:

To expedite the process the 37 major modification motions were combined into one omnibus motion.

It was **MOVED** (R. Renfroe, J. Wallace) that Senate approve the major modifications as presented.

A Senator asked for motion #28 to be pulled from the omnibus and to be discussed separately.

With motion #28 removed, the omnibus motion **PASSED**.

Individual motions from the omnibus:

- THAT Senate approve the deletion of the introduction of ACSE 3999 as presented with effect from Fall 2025.

- THAT Senate approve the introduction of the B.Cyber. course categories as presented with effect from Fall 2025.
- THAT Senate approve the introduction of the minor in Cognitive Science as presented with effect from Fall 2025.
- THAT Senate approve the introduction of DATA 3999 as presented with effect from Fall 2025.
- THAT Senate approve the deletion of GINS 3900 and introduction of GINS 3910 as presented with effect from Fall 2025.
- THAT Senate approve the deletion of GINS 3901 and introduction of GINS 3911 as presented with effect from Fall 2025.
- THAT Senate approve the deletion of GPOL 3100 & 4908 and introduction of PSCI 4699 as presented with effect from Fall 2025.
- THAT Senate approve the introduction of the BA Combined Honours in History with a Concentration in Public History as presented with effect from Fall 2025.
- THAT Senate approve the introduction of HRSJ 3999 as presented with effect from Fall 2025.
- THAT Senate approve the major modification to the Industrial Applications Internship Option for BCS Honours as presented with effect from Fall 2025.
- THAT Senate approve the introduction of the stream and minor in Information Systems as presented with effect from Fall 2025.
- THAT Senate approve the introduction of the streams in International Business and International Management and minor in International Business as presented with effect from Fall 2025.
- THAT Senate approve the introduction of the streams in International Business and International Management and minor in International Business as presented with effect from Fall 2025.
- THAT Senate approve the introduction of the minor in Supply Chain Management as presented with effect from Fall 2025.
- THAT Senate approve the deletion of the BSc (Hons) in Computational Biochemistry as presented with effect from Fall 2026.
- THAT Senate approve the introduction of the stream in User Experience and User Interfaces to the BCS Honours as presented with effect from Fall 2026.
- THAT Senate approve the introduction of the stream in Artificial Intelligence to the BEng in Software Engineering A stream as presented with effect from Fall 2025.
- THAT Senate approve the major modifications to the BCom concentration in International Business as presented with effect from Fall 2025.

- THAT Senate approve the major modification to the MA in Music and Culture programs as presented with effect from Fall 2025.
- THAT Senate approve the introduction of the minor in Integrated Science as presented with effect from Fall 2025.
- THAT Senate approve the introduction of MECT 3999 as presented with effect from Fall 2025.
- THAT Senate approve the deletion of the minor in Industrial Economics as presented with effect from Fall 2026.
- THAT Senate approve the deletion of the BGIInS Specializations and Streams in Global Literatures; and Global Migration and Transnationalism as presented with effect from Fall 2026.
- THAT Senate approve the major modification to the BGIInS Specialization in Global Politics as presented with effect from Fall 2025.
- THAT Senate approve the deletion of the Concentrations in International Political Economy; and Natural Resources, Environment and Economy as presented with effect from Fall 2026.
- THAT Senate approve the major modification to the MA Art and Architectural History with collaborative specialization in Digital Humanities as presented with effect from Fall 2025.
- THAT Senate approve the deletion of CHST 4908 as presented with effect from Fall 2025.
- THAT Senate approve the deletion of the B.G.In.S. streams and specializations in French and Francophone Studies and Teaching English in Global Contexts as presented with effect from Fall 2026.
- THAT Senate approve the deletion of the minor in Professional Writing as presented with effect from Fall 2026.
- THAT Senate approve the introduction of the Bachelor of Data Science course categories as presented with effect from Fall 2025.
- THAT Senate approve the deletion of the MA programs in Religion and Public Life as presented with effect from Fall 2025.
- THAT Senate approve the major modification to HLTH 5813 as presented with effect from Fall 2025.
- THAT Senate approve the introduction of the advanced completion option to the MSC in Health: Science, Technology and Policy as presented with effect from Fall 2025.
- THAT Senate approve the major modification to MCS and MCS specialization in Cybersecurity as presented with effect from Fall 2025.

- THAT Senate approve the major modification to MIT in Data Science Analytics and Artificial Intelligence as presented with effect from Fall 2025.
- THAT Senate approve the introduction of the minor in Business (Finance) as presented with effect from Fall 2025.
- THAT Senate approve the major modification to the PhD program in Linguistics, Language Documentation and Revitalization as presented with effect from Fall 2025.

Motion #28: Undergraduate Programs in Canadian Studies:

Committee Chair David Hornsby noted that the motion is to delete undergraduate programs in Canadian studies including the BA, BA Hons and combined Honours in Canadian Studies, the Mention Français, Mention Français Honours and Combined Honours, and the Minor in Quebec Studies. This decision has been made due to lack of enrolment and a shortage of teaching staff for these programs.

It was **MOVED** (A. Bowker, E. Gray) that Senate approve the deletion of the undergraduate programs in Canadian Studies as presented with effect from Fall 2025.

Discussion:

A Senator asked that motions to close programs not be included in an omnibus motion, as Senators would likely wish to discuss these proposals separately before voting on them. The Senator also noted that Canadian Studies is a long-standing important program at Carleton, dating from 1957; it was also suggested that previous decisions not to put resources into this program have resulted in the lower student enrolment and loss of faculty members dedicated to it. Courses in Canadian studies are still popular.

Senator Jody Mason proposed the following amendment to the motion:

It was **MOVED** (J. Mason, L. Madokoro) that the motion be amended to the following: THAT Senate approve the deletion of the undergraduate programs in Canadian Studies, *with the exception of the minor in Canadian Studies*, as presented with effect from Fall 2025.

During the discussion it became apparent that there was some confusion as to whether the minor in Canadian Studies was included in the list of programs to be cut through the original motion. The Dean of FASS proposed that Senate pause the discussion so

that FASS may reassess the motion and return to Senate with more information specifically regarding the minor in Canadian Studies

The motion to amend was **WITHDRAWN**.

It was **MOVED** (A. Bowker, A. Shotwell) that the motion regarding the deletion of undergraduate programs in Canadian Studies be postponed to the next meeting of Senate on February 28, 2025.

The motion to postpone the original motion **PASSED**.

**c) Senate Academic Governance Committee (SAGC) (E. Sloan)**

Committee Chair Elinor Sloan presented a motion to ratify 4 new faculty members to 2 Senate committees:

- Senate Quality Assurance and Planning Committee
  - Matthias Neufang (Faculty member – Science)
  - Augustine Park (Faculty member – FASS)
  - Johan Voordouw (Faculty member – FED)
- Senate Student Academic Integrity Appeals Committee
  - Beth Hughes (Faculty member – FASS)

It was **MOVED** (E. Sloan, P. Rankin) that Senate ratify the nominees for Senate committees, as presented, for service beginning upon approval.

The motion **PASSED**.

**d) Senate Review Committee (SRC) (G. Wainer) – Enrolment Report**

Committee Chair Gabriel Wainer introduced this item. He reported that the Senate Review Committee, in following its mandate, met on January 20, 2025 to review the annual Enrolment Report submitted by the Vice-President Students & Enrolment (VPSE). After completing its review, the committee prepared a list of questions that were submitted to the OVPSE. The questions along with the Enrolment Report were circulated to Senators in advance in the Senate binder.

The VP Students & Enrolment, Suzanne Blanchard, then presented the Enrolment Report, addressing the questions of the Senate Review Committee in her presentation.



Undergraduate Provincial Count: Between 2023 and 2024, domestic undergraduate enrolment at Carleton has increased by 3% but international enrolment has declined by 55%. This decline is significantly higher than the 25% decrease predicted for this period. Declining international enrolments began during COVID but have continued as a result of recent IRCC policies and legislation. Overall domestic undergraduate enrolment is mostly flat, but graduation and retention rates have improved.

The VPSE next spoke to questions about government funding. Each academic program at Carleton is assigned a specific weighted grant unit. Some programs, such as those with labs for example, have a higher weighted grant unit. Graduate programs also are rated higher than undergraduate; as a result one graduate student would bring in more money from the government than one undergraduate student.

In terms of corridor funding, Carleton has been very close to the top of the corridor throughout the term of the current Strategic Mandate Agreement (SMA3).

New first year students per Faculty: FPGA and Sprott enrolment numbers are recovering and FED has achieved modest growth, with high results for Mechatronics and Aerospace/Mechanical Engineering. Science enrolment for first-year students has declined mostly because of declining international student numbers in Computer Science. However, greater interest is evident in Cybersecurity and Data Science.

For Fall 2025, the prediction for undergraduate enrolment is flat domestic enrolment and a continued decline in international enrolment of 20%.

Graduate Enrolment: Total domestic graduate enrolment has increased while international enrolment has declined, although this decline is less pronounced than it is for undergraduate students. It was noted that most of the graduate enrolments are part-time rather than full-time, so calculations are made using full-time equivalents to obtain a more accurate portrait.

New graduate enrolment has seen a healthy increase of 13% for domestic students, with a 34% decrease for international students. For Fall 2025, admissions for domestic masters should increase, but international enrolment is estimated to decline by approximately 10%. This decline can be offset by earlier conversion rates. Returning graduate enrolment shows positive growth throughout.

An analysis of undergraduate enrolment trends per Faculty shows potential slow growth in Sprott and recovery in FPGA, particularly in key programs such as Political Science,

Journalism and Economics. The Recruitment Office is continuing to work with individual departments on initiatives and strategies to further boost undergraduate enrolment within certain programs.

Master's enrolment trends show steady growth through all Faculties with a large recent increase in Sprott enrolment due to the new Online MBA program. In response to a question from the Senate Review Committee, VPSE Blanchard noted that without considering the MBA, Sprott's other Masters programs have experienced an increase in enrolment of 9% over a period of 3 years.

PhD enrolments are generally smaller and as a result they have more variations from year to year. Aside from the spike in new PhD enrolment spiked during COVID (in 2021), variations for other years are within normal parameters.

In response to a question from the Senate Review Committee on predictive modeling, the VPSE reported that Carleton uses the Ontario Ministry of Finance population projections which are based on data from Statistics Canada. In conjunction with Carleton's Office of Institutional Research and Planning (OIRP) the VPSE reviews the demographic data and also parses out regional changes and variety in preparing the report.

A regional comparison of undergraduate applications over a 10-year period shows positive increases in applications from Ottawa and Eastern Ontario, and some recovery in applications from the GTA since the decline during COVID. The recently approved new undergraduate programs could help to increase this enrolment moving forward. It was noted that Carleton was the first choice in 25% of the applications received from Ottawa and Eastern Ontario.

International undergraduate admissions have decreased in the past year, and there is a larger gap between the number of students confirmed and those who actually registered. This is due to VISA processing delays and other issues.

In response to a question from a Senator, VPSE Blanchard noted that recruitment from the United States is very challenging as the American post-secondary landscape provides so much choice and variety. The RO has developed initiatives for USA recruitment, but the market is not easy to pierce.

A Senator asked for more information on the lower enrolment numbers for students from the GTA. VPSE Blanchard responded that enrolment numbers declined for obvious

reasons during the pandemic and have been slow to recover. In the current economic climate, students in the GTA are less willing to move away from home to attend university. Strategies to improve this situation include renewed in-person recruitment in high schools and communities in the GTA and spreading awareness of Carleton's specialized new programs, such as Nursing, Mechatronics and Cybersecurity which could bring more students to Ottawa.

A Senator asked why first year admissions in Mechanical and Aerospace Engineering are 60% over the targets that were set. Another Senator added that resources within the department cannot handle such a large increase. For example, Aerospace labs have a maximum capacity of 160 students and last year over 200 students were admitted to the program. The VPSE noted first that targets are difficult to hit precisely and that the numbers in Mechanical and Aerospace Engineering do need to be stabilized. The Dean of the Faculty of Engineering and Design agreed that this is an unsustainable path, and that it is a challenge for the Faculty.

The Chair thanked the Senate Review Committee Chair and VPSE Blanchard for the presentation, and Senators for their engagement.

## **8. Reports for Information**

- a) Senate Executive Minutes (October 8 + October 25 e-poll)
- b) Report from COU Academic Colleague

Council of Ontario Universities (COU) Academic Colleague Kim Hellemans spoke briefly to this report, noting that the COU is now focused on advocacy around the provincial government election and post-election strategies. COU is also formulating strategic messaging in response to the threat of US tariffs, that universities are well-positioned to handle the upscaling of potential labour market needs. Senator Hellemans concluded by urging Senators to engage with local MPs and MPPs to advocate for our sector.

## **9. Other Business**

A Senator noted issues during the meeting with the sound system for those joining online and asked for this to be resolved by the next meeting. The University Secretary responded that IMS is aware of the issue and that the Secretariat staff is also aware and have been doing their best to provide a work-around until the issue is resolved.

## **19. Adjournment**

The meeting was adjourned (L. Kostiuk, J. Chan) at 3:58 p.m.

