

CONSENT AGENDA
to the Open Agenda of the 637th Meeting of the Board of Governors

Tuesday, October 10th, 2023
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 636th meeting of the Board of Governors, as presented.

4.1.2 Board Award Criteria and Jury Selection

MOTION: On the recommendation of the Advancement and University Relations Committee, move to approve the criteria for the 2023/24 Board of Governors Award for Outstanding Community Achievement, proposed timeline and jury composition, as presented.

4.1.3 Founders Award Criteria and Jury Selection

MOTION: On the recommendation of the Advancement and University Relations Committee, move to approve the criteria for the 2023/2024 Founders Award, proposed timeline and jury composition, as presented.

4.1.4 University Operating and Capital Reserves Policy

MOTION: On the recommendation of the Finance and Governance Committees, move to approve the University Operating and Capital Reserves Policy, as presented.

4.2 ITEM(S) FOR INFORMATION

4.2.1 Committee Minutes

- a) Advancement and University Relations Committee
 - April 20, 2023 Meeting Minutes
- b) Building Program Committee
 - April 12, 2023 Meeting Minutes
- c) Finance Committee
 - April 12, 2023 Meeting Minutes

4.2.2 Overview of Major Capital Projects

4.2.3 Ongoing Capital and Deferred Maintenance Project Status Report

4.2.4 Update on Transportation Plan & Parking Strategy

- 4.2.5 **Real Estate Investment Managers for the Pension Plan**
- 4.2.6 **Membership on the Investment Committee**
- 4.2.7 **Investment Report on the Endowment**
- 4.2.8 **Update on 2023/24 Operating Budget**
- 4.2.9 **Update on 2023 Credit Rating**
- 4.2.10 **Undergrad Recruitment Marketing/Campaign Overview and Results**
- 4.2.11 **Advancement Update – Overview and Strategy 2023/2024**
- 4.2.12 **Government Relations Overview & Update**
- 4.2.13 **Board of Governors Schedule of Meetings**
- 4.2.14 **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 636th Meeting of the Board of Governors
Wednesday, June 7th, 2023 at 3:00 p.m.
Richcraft Hall Room 2440R

PRESENT:	G. Farrell (Chair)	L. Grussani	L. Newton Miller
	B. Creary (Vice-Chair)	A. Hamdani	B. O'Connor
	B.A. Bacon	L. Hayes	P. Smith (Virtual)
	A. Chan	L. Honsberger (Virtual)	J. Taber
	P. Dabas (Virtual)	N. Karhu	C. Tessier
	D. Fortin (Virtual)	A. Keung	A. Tremblay
	K. Furlong	A. Khoyani	A. Ullett
	M. Gillis	D. Maseko	P. Wolff
	D. Greenberg (Virtual)	S. Mingie	
REGRETS:	Y. Baltacioğlu	P. Dion	M. Fraser
		K. von Finckenstein	J. Ojangle
GUESTS:	N. Badiou	M. Keough	K. Tousignant
STAFF:	S. Blanchard	T. Frost	K. McKinley
	M. Bright (Virtual)	A. Goth (R. Secretary)	K. Solomon (Virtual)
	J. Conley	C. Khordoc	J. Tomberlin
	L. Dyke	S. Levitt (Virtual)	

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 last meeting of the 2022/23 Board year. The Chair acknowledged the Algonquin First Nation territory on which Carleton University is located. He reviewed the meeting protocols for members in person and attending virtually. He acknowledged the country-wide wildfires, the impact on those affected, and those working to battle the fires.

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 K. Furlong and seconded by A. Chan that the open agenda of the 636th 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 635th Board Meeting.

The following items were circulated in the open consent agenda for information: the University Secretariat Annual Report - June 2023, and the Cyclical Review Program Summary for 2022/2023.

The Chair thanked J. Tomberlin, Provost and Vice-President Academic, and his team for the work that goes into the Cyclical Review Program and A. Goth, University Secretary, for the work done by the Secretariat throughout the year.

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

5. ITEMS FOR INFORMATION

5.1 Student Mental Health Framework 2022-2026 Annual Report

An executive summary, presentation, and report were circulated in advance.

S. Blanchard, Vice-President (Students and Enrolment), advised that after an extensive consultation process, the third iteration of the Student Mental Health Framework (SMHF) was launched.

K. Tousignant, Associate Vice-President, Student Health and Wellness provided a presentation and took the Board through the annual report. The SMHF has four areas of focus for 2022-2026 including Student Engagement, Building Skills and Strengthening Resilience, Coordinated Student Supports and Services, and a Campus Culture of Wellness.

Highlights from the four areas of focus were as follows:

- 1) Student Engagement: partnerships between the Spirituality Centre and the Muslim Student's Association, over 3,000 students engaged with the Health Promotion Team, Wellness Services partnered with CUSA's Wellness Centre to support "In This Together" for mental health and substance use health, and Equity and Inclusive Communities (EIC) hosted plant potting and decorating activities in residence to support de-stressing;
- 2) Building Skills and Strengthening Resilience: the new Carleton Wellness website and Wellness Services Navigator was launched in 2022, First Year Connections in the Student Experience Office supported over 600 first-year students in their transition to university, EIC hosted a variety of workshops to support student resiliency, All People All Pathways, led by Communication Addictions Peer Support Association, continued to host peer support meetings for students, faculty, and staff;
- 3) Coordinated Student Supports and Services: New Office of the Associate Vice President Student Health and Wellness was formed, Student Support documents were updated with streamlined "Stepped Approach", a new Wellness Coordinator position will lead the new initiative "the Wellness Desk" in MacOdrum Library, acquired Breaking Free Online, a self-management tool for substance use, and Counselling Services expanded their team to include a Trans/2SLGBTQ+ counsellor, a racialized counsellor, and a term eating disorder counsellor; and
- 4) Campus Culture of Wellness: Graduate Students' Association opened their GSA Garden, allowing community members access to personal gardens, 24 people added the Student Mental Health and Well-Being concentration to their Student Support Certificate, the Okanagan Charter is being taken through necessary stages for approval, Two Circle of Care meetings have been held to support Indigenous students in crisis, and Health Services trialed having a doctor to provide specialized care for Indigenous students.

Next steps for the SMHF framework include assessing the Carleton community's use and understanding of mental health and wellness services, develop a staff and faculty toolkit to support students in crisis, implement best practices from the Okanagan Charter, contribute to the new Healthy Workplace Strategic Plan, and continue to engage with students and student leaders for feedback.

A member asked if there is any benchmarking to measure the success of the initiatives. K. Tousignant responded that the Health and Counselling clinics have endeavoured to transfer to an electronic medical records system which will allow for better data collection which in turn will inform future iterations of the framework.

A member asked if there were any special initiatives specifically for international students. K. Tousignant responded that conversations are taking place to develop pathways for international students, including creating a checklist for international

students in their first few weeks in Canada and navigating the health care and wellness sector.

The Chair commented on the work being done given that three cohorts of students arrived on campus this year, which would have created additional challenges for the team.

5.2 Equity, Diversity and Inclusion Action Plan: Progress Report

An executive summary, report, and presentation were circulated in advance.

J. Tomberlin, Provost and Vice-President (Academic) introduced the Equity, Diversity and Inclusion Action Plan: Progress Report and N. Badiou, Assistant Vice-President, Equity and Inclusive Communities.

N. Badiou provided a high-level presentation on the progress made on the EDI Action Plan. The Action Plan provides an operational framework that builds upon efforts to integrate and embed EDI principles into the core activities and academic mission of the University. An important part of the work is to address and eliminate all forms of discrimination. It is complimentary to, and supports, the Kinàmàgwin Strategic Plan and the Coordinated Accessibility Strategy.

The EDI Action Plan is built upon ten interconnected strategic directions that engage all levels of the Carleton community including:

- 1) Curriculum and Pedagogy: Deans EDI working groups were established, creation of a Critical Race Studies Program, and the development of a “Science is for Everyone” toolkit for instructors to support inclusion in the classroom;
- 2) Student Supports: opening of the Pius Adesanmi African Studies Resource Centre and African Studies Student Lounge, Ventus portal for Student Academic Accommodations;
- 3) Research: creation of a student EDI Research Award, EDI speaker series, Responsible Conduct in Research module is being created;
- 4) Senior Leadership and Board of Governors: adoption of the Innovation, Science and Economic Development Canada’s 50-30 Challenge, with the Board meeting and exceeding the commitments, and creation of EDI Educational Modules;
- 5) Leadership Development (Non-Academic): Human Resources developed a non-academic hiring policy and workshop to address issues such as unconscious biases in hiring, Campus Safety Services (CSS) Action Plan: Service Excellence and Engagement with Carleton’s Diverse Communities as well as the Engagement and Inclusion Officer (EIO) Program;

- 6) Leadership Development (Academic): Joint Committee on Employment Equity Diversity and Inclusion, EDI Faculty Recruitments, filling the Associate Dean, Equity and Inclusive Communities position, and Faculty Advisors on Anti-Black Racism and Black Inclusion have been appointed;
- 7) Disaggregated Demographic Data: a draft self-identification survey was created with the support of Carleton University Disaggregated Demographic Data Survey (CUDDDS) Committee, campus-wide consultations are complete, with an online platform to launch in Fall 2023;
- 8) Representation and Outreach: EDI Hiring Framework for Student Staff is being piloted, Recruitment Coordinator, Indigenous Initiatives was hired to develop an Indigenous student recruitment strategy;
- 9) Culture: Pronoun Enhancement Project with options available on key Carleton applications, Facilities Management and Planning is developing a Standard of Behaviour for Contractors Guide; and
- 10) EDI Planning Infrastructure and Reporting: Several recruitment updates to support EDI driven initiatives, EDI councils/action groups and individualized EDI action plans (e.g. housing for Indigenous Students), and the creation of a Student Support Certificate.

Carleton is a signatory to the Scarborough Charter on anti-Black racism and Black Inclusion in Higher Education in 2021.

Next steps include finalizing the progress report for promotion and the EIC website and promotion of the finalized report through Inclusion Week 2023 events. EIC will continue to support faculties and departments with the implementation of the Strategic Actions within Phase 2 of the EDI Action Plan and will launch the Self-Identification Survey (CUDDDS) to gain equity data to support the implementation of future EDI initiatives.

A member inquired about sector-wide benchmarks and options for comparison. EDI initiatives across the U15 Group of Canadian Research Universities were reviewed and found that Carleton fares well in comparison. Some universities are waiting to develop their own EDI strategies, whereas Carleton has already started implementation of a strategy and is reporting on progress.

5.3 Strategic Integrated Plan Progress Update 2023

A report was circulated in advance.

The Chair advised that the Board of Governors approved the Strategic Integrated Plan (SIP) in June 2020 with the three directions of “Share Knowledge, Shape the Future”,

“Serve Ottawa, Serve the World”, and “Strive for Wellness, Strive for Sustainability”. June 2023 marks the mid-way point of the plan.

B.A. Bacon, President and Vice-Chancellor, provided an update on the implementation of the SIP. For context, the Plan was approved in Spring 2020, early in the COVID-19 pandemic and Year 1 was implemented fully virtually, Year 2 was hybrid, and Year 3 has been back on campus. The Plan has been implemented in a tight fiscal context, noting that in Year 1 the Provincial government rolled back tuition fees by 10% and subsequently froze them at that level. Universities now find themselves in a climate of economic instability due to inflation and geopolitical unrest, a different situation than when the Plan was approved in 2019/20. Progress has been made despite the challenging context on all three strategic directions.

The report covers three years of implementation and B.A. Bacon presented the Top Five achievements as follows:

- 1) **Organizational Excellence:** Carleton produced a balanced budget each year, enrolments were maintained through the pandemic, safety and reputation were maintained, and a number of awards were garnered including being one of the top 100 employers in Canada. Carleton received recognition for its work on sustainability, including a gold rating from the Association for the Advancement of Sustainability in Higher Education;
- 2) **Innovative Space:** included advances in pedagogy through online learning and experiential learning. Spaces including the Carleton Dominion Chalmers Centre with the arts and community engaged events, the Hub350 innovation space in Kanata North, the Engineering Design Centre addition to the Mackenzie Building, and the Innovation Hub in the new Nicol Building for student entrepreneurs. The examples include multi-disciplinarity, cross-faculty initiatives, partnerships, and community engagement with Ottawa. The Future Learning Lab includes virtual reality and is a pilot project to ensure that Carleton remains at the forefront of the technology;
- 3) **Wellness and Inclusion:** the Kinàmàgwin Calls to Action Strategy and EDI Action Plan were established and are being implemented. Carleton is a leader in accessibility and has been doing work on mental health which was highlighted at its Challenge Conference;
- 4) **Student Success:** Carleton saw the largest graduation year in its history in 2021, 2022, and 2023 with approximately 6,500 students receiving a degree in each of those years. Carleton’s one-year retention rate is over 90% for the last two years and the two-year retention has increased 1% a year for the past four years. In 2018, Carleton’s graduation rate was 68% and it has increased to 73% in 2022 noting that a 5% increase translates to 250 additional students graduating; and

- 5) Research: research funding represents the willingness of governments and industry to invest in Carleton's ideas, talent, and impact. Carleton has almost doubled its share of the research funding to almost \$100 million a year. Research productivity has increased, with publications and impact through the work and partnerships.

Next steps include the completion of the new student residence which will include 450 beds. Research will continue to drive reputation. Carleton closed its last fundraising campaign in 2019 with \$308 million and are preparing towards the next campaign with a target of \$500 million. The last step will be to prepare for the next iteration of the SIP.

A member commented on the achievement of the graduation and retention rates as well as the research fundraising numbers. B.A. Bacon credited the work of J. Tomberlin and S. Blanchard and their teams for the student success metrics. S. Blanchard commented that students face barriers and connections on campus help them to address problems. The Registrar's Office has taken steps to update students and increase advising so students know how to improve academically. These changes have helped to increase student retention. J. Tomberlin added that changes were made in the classrooms as well, the calibre of incoming students is high which has contributed to the retention and graduation rates. B.A. Bacon added that looking at research, supports are in place for talent at Carleton, and industry partnership funding has also increased.

A member asked if there was additional information from students and how they are reacting to aspects of Carleton's core mission and services they are receiving. B.A. Bacon responded that one indicator is the student satisfaction survey in Macleans magazine, where Carleton is in the top five. S. Blanchard added that another indicator is the National Survey of Student Engagement (NSSE), noting that Carleton scores very high on "a sense of belonging", as well as student and campus life, which does have an impact on retention. Carleton continues to monitor survey results and adjusts resources and messaging accordingly.

5.4 Report from the Chair

The Annual Board Chair Report was circulated in advance.

The Chair commented on the resilience, tenacity, and innovation Carleton has shown in the face of considerable uncertainty during the pandemic, commending actions such as embracing hybrid work and learning models, keen oversight of the University's operations and ancillary budgets, and improving the delivery of student services. As an institution, Carleton is continuously listening, learning, and moving forward.

Throughout the past year, much attention has been on restoring Carleton's beautiful campus, both in look and feel. Through the update of a sustainability-focused Campus Master Plan, implementation of Carleton's EDI Action Plan, the New Names for New Times Initiative, and a focus on wellness, Carleton is creating an environment entrenched in its values.

With multiple projects on the horizon, including a new student residence, work continues between building on an ever-increasing momentum and the University's top priority: ensuring the continued well-being of all staff, students, and faculty.

The Chair thanked all of the Board members for their dedication to Carleton through their volunteer work, including 30 meetings during the 2022/223 Board year with over a 1,000 hours of volunteer work combined.

5.5 Report from the President

A verbal report was provided.

B.A. Bacon commented that the June Board meeting marks the end of the year. He thanked faculty and staff and congratulated all of the students for a successful year. He thanked the Board for their leadership and support through a challenging year, starting with a return to campus at the end of the pandemic, through labour disruptions, and a challenging fiscal context. Through this, Carleton managed to present a balanced budget, will be graduating one of the largest classes in its history, and accomplished almost \$100 million in research funding.

He highlighted that research successes continue with five of Carleton's researchers receiving almost \$2 million from the Federal Government's New Frontiers in Research funds. Professor Lenore Fahrig was awarded the Herzberg prize as the top scientist in Canada and was elected to the United States National Academy of Sciences. Professor Kahente Horn-Miller received the 3M National Teaching Award, the highest teaching award in Canada, for fostering Indigenous ways of knowing in the classroom. On campus, May was Asian Heritage Month and Mental Health Month and he highlighted the work being done such as the Carleton Challenge Conference on May 10th. Life Sciences Day was held on May 25th and was an opportunity to partner with the growing life sciences community. The Centre for Advanced Building Envelope Research was officially opened by the Faculty of Engineering and Design.

Lastly, Spring Convocation begins on June 12th and continues to June 16th with 15 ceremonies and seven honorary degrees, and he encouraged members to attend.

A member inquired how honorary degree recipients were selected. B.A. Bacon advised that the University Secretariat oversees the process. Nominations are submitted to the Secretariat which then go to the Honorary Degrees Committee of Senate for vetting. If approved by the Committee, the names go forward to a closed session of Senate for approval and then onto a list for selection by the President's office.

6. **OPEN-OTHER BUSINESS**

No other business was brought forward.

7. OPEN-QUESTION PERIOD

No additional questions were brought forward.

8. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, it was moved by A. Ullett and seconded by A. Tremblay to adjourn the Open Session of the Board of Governors at approximately 4:30 p.m. The motion carried unanimously.



To:	Board of Governors	Date of Report: 1 September 2023
From:	Chair, Advancement and University Relations Committee	Date of Meeting: 10 October 2023
Subject:	Board Award Criteria Review and Jury Selection	
Responsible Portfolio:	University Secretary	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

On the recommendation of the Advancement and University Relations Committee, move to approve the criteria for the 2023/24 Board of Governors Award for Outstanding Community Achievement, proposed timeline and jury composition, as presented.

3.0 EXECUTIVE SUMMARY

The Board of Governors has established an award entitled *The Carleton University Board of Governors Award for Outstanding Community Achievement*. The award is issued annually to a full-time undergraduate or graduate student, in a graduating class.

The Advancement and University Relations Committee is responsible for reviewing and recommending the Award Criteria, as well as establishing a Jury to review nominations and recommend a recipient.

Presentation of the award takes place at Convocation in either November or June.

4.0 INPUT FROM OTHER SOURCES

Annually the A&UR Committee approves the Board Award Criteria, Jury and timeline. Attached the committee can find proposed revisions for 2023/24 as well as a draft timeline.

The following members are recommended for the Jury for the Board Award Selection Committee for the 23/24 year:

Chair or Vice-Chair or designate of the Board as Chair of the Jury:	Dan Greenberg
Chair or Vice-Chair or designate of the A&UR Committee :	Kim Furlong
Faculty:	Laura Newton Miller
Staff:	John Nelson
Undergraduate Student:	Mira Gillis
Graduate Student:	Georgette Morris

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Board Award for Outstanding Community Achievement supports the Strategic Integrated Plan Direction of Share Knowledge. Shape the Future - We will prepare students for success in an ever-changing future as well as the Direction of Serve Ottawa. Service the World – We will encourage community engagement in research and learning.

6.0 FINANCIAL IMPLICATIONS

The award is given annual in the amount of \$2,000 from the Board of Governors Budget.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

None identified.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Advertising for the award will commence in January 2024 with approval by the Board and announcement in April 2024.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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



2023/2024 Carleton University Board of Governors Award for Outstanding Community Achievement

The Carleton University Board of Governors Award for Outstanding Community Achievement recognizes the spirit of student volunteerism and substantial community contribution while at Carleton University.

The Award

The award recognizes voluntary involvement and is intended to honour non-academic work. Nominees/applicants must be successfully pursuing a full-time program of study, in a graduating class at Carleton University, and be in Good Academic Standing. Preference will be given to all graduate and undergraduate nominees/applicants with an overall CGPA of 7 (B-) or higher, in a graduating class.

Individuals may be nominated for this award by:

- A member of the external community;
- A member of the faculty/staff;
- A fellow student;
- The student themselves/him/herself.

A cash award in the amount of \$2,000 will be awarded to the recipient.

Nominations and applications for the award shall be considered by a jury convened for this purpose.

Qualification Criteria

The recipient of the award is selected based on the following factors:

- leadership in and substantial contributions to the Carleton University community while balancing the demands of student life;
- academic excellence and potential for future personal and professional growth and achievement;
- exemplary service to Carleton University, fellow students and/or the community-at-large;
- a spirit of volunteerism and community service demonstrated through active, unpaid involvement in and contributions to the community, while as a student at Carleton University;
- a record of exceptional commitment and leadership at Carleton University that inspires others to engage in volunteer service;

- the recipient must be expecting to graduate in the academic year 202~~23~~/~~24~~~~3~~;
- the recipient cannot be a current board member.

Nomination Process

All nominations/applications must include:

- ~~a~~A statement of no more than 250 words, written by the nominee, describing how their involvement has made a significant difference to social, environmental, or philanthropic aspects of the Carleton University community;
- ~~a~~A resume, no longer than two pages in length, focused specifically on volunteer experience;
- ~~t~~Two letters of reference, one of which should be from a supervisor of one of their volunteer activities; ~~and~~
- ~~t~~The student's full name, student number, mailing and/or email address, and telephone number.

Deadline for nominations

All nominations/applications must be submitted by email to [Amanda Goth](#), University Secretary or in person to the University Secretariat, Room 607 Robertson Hall, no later than **4:30pm on March 2~~4~~, 202~~4~~~~3~~**. The presentation of the award will take place at Spring Convocation.

Composition of the Board Award Jury

- Chair or Vice-Chair or designate of the Board of Governors, as Chair of the Jury
- Chair or Vice-Chair or designate of the Advancement & University Relations Committee
- One Faculty Representative
- One Staff Representative
- One Undergraduate Student Representative
- One Graduate Student Representative

Timeline

Sept~~-~~ember 1~~3~~~~9~~, 202~~3~~~~2~~: Advancement and University Relations Committee appoints the jury.

Nov~~-~~ember: 2~~9~~~~8~~, 202~~3~~~~2~~: Board Office issues a Call for Nominations through various internal media.

- ~~Post~~ Call for Nomination on BOG website as news item, Top5, Twitter, and through marcomm network

March 2~~4~~, 202~~4~~~~3~~: Deadline for receipt of nominations.

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| **April 202~~23~~**: Jury to review applicants and identify a successful nominee.

| **April ~~11~~²⁰, 202~~43~~**: Advancement and University Relations Committee receives the Jury's recommendation.

| **April ~~30~~²⁷, 202~~43~~**: Board of Governors receives a report from Advancement and University Relations Committee on the recommended recipient.

| **June/Nov. 202~~24~~**: Presentation of Award at Convocation and news feature in Carleton Grad Stories.



To:	Board of Governors	Date of Report: 1 September 2023
From:	Chair, Advancement and University Relations Committee	Date of Meeting: 10 October 2023
Subject:	Founders Award Criteria Review and Jury Selection	
Responsible Portfolio:	University Secretary	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

On the recommendation of the Advancement and University Relations Committee, move to approve of the criteria for the 2023/24 Founders Award, proposed timeline and jury composition, as presented.

3.0 EXECUTIVE SUMMARY

A previous President established an award entitled *The Founders Award* in June 1996 to recognize and pay tribute to individuals who have made significant contributes to the advancement of Carleton University through their dedication, generosity, and commitment to the values of the University. The award is issued annually, when merited, at Spring Convocation. The award is Carleton's highest non-academic honour.

In January 2021, the administration of the Founders Award was transferred to the Board of Governors.

The Advancement and University Relations Committee is responsible for reviewing and recommending the Award Criteria, as well as establishing a Jury to review nominations and recommend a recipient.

Presentation of the award takes place at Convocation June.

4.0 INPUT FROM OTHER SOURCES

Annually the A&UR Committee approves the Award Criteria, Jury and timeline. Attached the committee can find proposed revisions for 2023/24 as well as a draft timeline.

The following members are recommended for the Jury for the Founders Award Selection Committee for the 23/24 year:

Chair or Vice-Chair or designate of the Board as Chair of the Jury
President of the Alumni Association
Chief Advancement Officer
Faculty Representative
Staff Representative
Student Representative
Alumni Representative

Dan Greenberg
Jason Daley
Jennifer Conley
Adrian Chan
Nina Karhu
Mira Gillis
Mat Main

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Founders Award supports the Strategic Integrated Plan Direction of Serve Ottawa Serve the World – We will open our doors to the community, we will develop and foster partnerships with purpose.

6.0 FINANCIAL IMPLICATIONS

The award is given annually, when merited and has no financial aspect. The Board Office will however be responsible for the cost of production of the physical award and maintenance of the plaque in the Board of Governors boardroom.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

There is potential risk with award recipients which can be mitigated as noted below.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

As the highest non-academic honor of the university, there is a degree of reputational risk associated with issuing an award during convocation ceremonies. To help mitigate this risk, upon the receipt of a founder's award nomination, the University Secretary shall: (1) review nominations to verify consistency with the requirements of criteria and to confirm, to the extent possible, that a nomination poses a low risk of reputational harm to Carleton University; (2) if any concerns are identified, consult with the President and Vice-Chancellor and Chair of the Advancement and University Relations Committee.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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



2022~~3~~/2024~~3~~ Carleton University Founders Award

“It is people, not buildings, that make an institution; and if we can put our hearts to it we can do something worthwhile.”

Henry Marshall Tory, June 18, 1942

Led by Dr. Henry Marshall Tory, a small group of Ottawa citizens dared to imagine a university in the nation's capital that would serve Canadians whose education was interrupted by World War II. Carleton University was established in 1942, because of the dedication and commitment of our founders:

Henry Marshall Tory
Dr. Hugh Keenleyside
Mr. William Connor
Dr. John Robbins
Mr. C.H. Bland

Mr. C.C. Gibson
Mr. E.J. Jenkins
Mr. T.R. Montgomery
Mr. Frank Patten
Mr. L.R. Shaw

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It is our individual founders – past, present and future – whose commitment has helped build one of Canada's most respected universities and whose leadership will ascertain our future.

The Award

The Founders Award, Carleton's highest non-academic honour, was inaugurated in June 1996 to recognize and pay tribute to those individuals who have made significant contributions to the advancement of Carleton through their dedication, generosity and commitment to the values of the university. It is awarded annually, when merited, at Spring Convocation.

Administration

The Advancement and University Relations Committee of the Board of Governors will administer the Founders Award. Any recommendations regarding the Founders Award will be brought forward to the Board of Governors by the Chair of the Advancement and University Relations Committee for approval.

Qualification Criteria

- Exemplary leadership, dedication, and commitment to Carleton University.
- Service demonstrated through active involvement in, and contributions to, the community.
- A record of exceptional commitment that inspires others to engage in service.
- Generosity through philanthropy or volunteerism, and.
- The recipient cannot be a current Board member.

All nominations will be considered each year and may be carried forward for a maximum of three years.

Nomination deadline is March 24², 2023⁴.

All nominations/applications must be submitted through the online form at <https://carleton.ca/secretariat/boardofgovernors/founders-award/> no later than 4:30pm on March 24², 2023⁴. The presentation of the award will take place at Convocation.

Application Requirements

- Application Form
- Three letters of recommendation
- Nominee's CV
- Summary of Contributions

Composition of the Founders Award Jury

- Chair or Vice-Chair or designate of the Board of Governors, as Chair of the Jury
- President, Alumni Association
- Chief Advancement Officer
- One BoG Faculty Representative
- One BoG Staff Representative
- One BoG Student Representative
- One BoG Alumni Representative

Timeline

September 13²⁰, 2023²: Advancement and University Relations Committee appoints the jury.

Nov. 28⁹, 2023²: Board Office issues a Call for Nominations through various internal and external media.

March 24², 2024²: Deadline for receipt of nominations.

April 2024³: Jury to review applicants and identify a successful nominee.

April 11²⁰, 2024³: Advancement and University Relations Committee receives the Jury's recommendation.

April 30²⁷, 2024³: Board of Governors receives a report from Advancement and University Relations Committee on the recommended recipient.

June/Nov. 2024²: Presentation of Award at Convocation and feature news story.

Promotions

- Carleton University Raven Magazine
- OSCAR community newspaper
- Board of Governors Website
- Carleton Top 5 – for all employees
- Social Media
- Alumni Network Communications
- Carleton University Retiree Association



To:	Board of Governors	Date of Report: 28 July 2023
From:	Chair, Finance Committee Chair, Governance Committee	Date of Meeting: 10 October 2023
Subject:	University Operating & Capital Reserves Policy	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION

On the recommendation of the Finance and Governance Committees, move to approve the revised University Operating & Capital Reserves Policy, as presented.

3.0 EXECUTIVE SUMMARY

The University Operating & Capital Reserve policy was established in 2018 at the request of the Board of Governors and applies to all operating and ancillary units. The policy indicates that units may carry over unspent budget balances from one year to the next for specific purposes. It outlines the criteria for the establishment and utilization of reserves, as well as the requirement to include the planned use of reserves in the annual budgeting process.

The policy must undergo a mandatory revision review every five years. The revisions to this policy consist of title updates and the inclusion of specific reference to the ancillary units' need to establish reserves for both operating purposes and capital improvements. It also indicates that these accumulated surpluses, or deficits, are included as part of the ancillary annual budget and approved by the Board of Governors.

4.0 INPUT FROM OTHER SOURCES

The revised policy was drafted with input from members of the Senior Management Committee.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

On the recommendation of the external auditor, the 2017 Board of Governors requested that the university establish a policy for operating and capital reserves. The university has always viewed the use of reserves as the cornerstone of financial flexibility, as it allows for effective planning as well as providing a buffer for unexpected issues. Codifying the practice into a policy ensures that reserves are managed in an open and transparent manner, and ensures the allocations to reserves are subject to regular review and reporting.

The policy establishes the criteria for which reserves may be created, including:

- future liabilities or operational needs,
- acquisition of capital assets,
- strategic initiatives,
- unexpected changes in financial conditions, and
- compliance with legal, contractual or funder requirement.

The policy provides oversight to the Finance Committee and Board of Governors through the reporting of reserves in the annual operating and ancillary budgets, and the audited financial statements and Financial Report to the Board of Governors.

6.0 FINANCIAL IMPLICATIONS

There are no direct financial implications with the approval of this revised policy.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

As noted in the criteria, certain unspent amounts must be carried over each fiscal year due to stipulations in collective agreements and funding agreements. The university is in full compliance by use of this policy. Risks associated with reserve amounts that are not subject to legal or contractual compliance are mitigated as the policy provides transparency on how these reserves are established and the requirement to report on the use of these reserves. As these balances form part of the annual budget plan for both ancillary and general operations, this policy supports the Finance Committee's role in the review and recommendation of these plans to the Board. The appropriate use and oversight of reserves is an important part of the university's prudent and conservative fiscal and risk management planning. The policy ensures that there is proper governance and oversight of the matter.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

A policy on university operating and capital reserves is an indication of good governance and would be seen favourably with respect to the university's reputation.

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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Policy Name:	University Operating and Capital Reserves
Originating/Responsible Department:	Vice-President (Finance & Administration)
Approval Authority:	Board of Governors
Date of Original Policy:	April 2018
Last Updated:	April 2023
Mandatory Revision Date:	April 2028
Contact:	Associate Vice-President (Financial Services)

Purpose:

Reserves are the cornerstone of financial flexibility and prudent fiscal management. Reserves provide organizations with options to respond to unexpected issues and afford a buffer against shocks and other forms of risk.

Carleton acknowledges that prudent financial management and effective planning requires maintaining reserves for a variety of purposes. At the corporate level, such reserves may be required to address economic uncertainties, capital projects, capital renovations, facilities maintenance and repair, encumbrances, catastrophic events, or other specified purposes consistent with the sustainable operations of the University.

In academic, research, and administrative Resource Planning Committees (RPCs), reserves may be accumulated or be required to support specific initiatives such as succession planning, equipment purchases, lab fit-up, and research. The University also recognizes, from the perspective of open and transparent governance, that the allocation and use of funds held over a period of one or more years should be subject to regular scrutiny and reporting.

Policy:

Subject to oversight from the Finance Committee of the Board of Governors, the University may establish operating (also referred to as “appropriations” or “carry-forward” balances) and capital reserves by:

- Allowing academic, research, and administrative operating RPCs to carry-forward unspent budget balances from one year to the next for specific purposes. RPCs include: Faculties; Library; President’s Office; Vice-Presidents (including Ancillaries); and, Advancement;
- Reserving amounts for specific university expenditures as recommended by the University’s Provost’s Budget Working Group (PBWG).

This policy defines the criteria for the creation and utilization of specific operating and capital reserves, and recovery of overspending by units. Reserves may also be required to comply with applicable legal, contractual and funder requirements.

Scope:

The policy applies to all Operating and Ancillary units.

Process:

Operating and capital reserves are reviewed by PBWG as part of the annual budgeting process to reflect approved strategic priorities and, at the end of the year, to address the appropriation of operating surplus or recovery of deficits.

Reserves can be established to address:

- Existing or future liabilities such as: pension plan deficits, unexpected events, self-insured claims, legal disputes;
- Acquisition of capital assets including construction of new facilities, major equipment, deferred maintenance;
- One-time strategic initiatives such as donation matching contributions, endowments, major research projects;
- Unexpected changes in financial condition – these could include amongst others: variation in investment returns, declining enrolment, government funding cut-backs;
- Academic, research and administrative operating requirements, such as succession planning, cost of replacing staff on temporary leave, equipment purchases, lab fit-up;
- To comply with applicable legal, contractual and funder requirements.

The appropriation of university funds to centrally managed reserves will be reported to and reviewed by the Finance Committee and approved by the Board of Governors as part of the annual budget process (spring review), and upon presentation of the University's annual audited financial results (fall review).

Operating Budget Carry-forward Balances

The operating budget, for the purposes of carry-forward balances, means the adjusted fiscal budget, excluding any balances classified as University Budgets (i.e. utilities, insurance, benefits). The University acknowledges the need to permit academic, research, and administrative units to carry-forward unspent operating budget resources:

- (1) as a contingency against unexpected change in revenue/expenses;
- (2) for short-term planning/development needs and,
- (3) for longer-term strategic initiatives.

Carry-forward budget balances are meant to encourage academic, research, and administrative units to effectively manage their resources.

Up to 10% (including contingency funds) of a unit's original budget, after all fiscal year encumbrances and expenses, can be carried forward by the academic/administrative unit. For balances over 10%, a plan must be submitted to PBWG for review and approval. Units that do not have PBWG approved plans may see carry-forward balances in excess of 10% re-allocated by the University.

If a unit has a budget deficit (encumbrances plus expenditures) at the end of the fiscal year, 100% of this deficit balance will be carried forward into the next fiscal year.

Carry-forward budget balances will be reported to PBWG at the end of each fiscal year. Determination of carry-forward reserves will be governed by the following process:

- Calculating the unit carry-forward operating reserve

At fiscal year-end (April 30th) the unit's carry-forward is calculated as the free balance before encumbrances and excluding any funds classified as University Budgets (e.g. utilities).

- Use of operating reserves

Units should have established plans for any funds carried forward in excess of permitted amounts. Operating reserves cannot be used to fund recurring and permanent expenditures (e.g. continuing salaries).

- Reporting on carry-forward balances

- i) Unit carry-forward balances for any unspent amount will be reported to PBWG at fiscal year-end, but no later than the June meeting of the following fiscal year.
- ii) The report must describe in detail how the funds carried forward in excess of 10% of budget will be used.
- iii) The Associate Vice-President (Financial Services) will confirm the availability of carry-forward balances.
- iv) In the event that a unit ended the year with a negative budget balance, a plan to recover these funds must be presented to PBWG no later than at the June meeting.
- v) The status and purpose of carry-forward balances will be reported to the Finance Committee and Audit and Risk Committee of the Board of Governors annually concurrent with the discussion of year end results and presentation of the annual audited financial statements.

Ancillary Carry-forward Balances

Ancillary units are expected to generate sufficient revenue to fund the full cost of providing service and capital costs or improvements. The University acknowledges the need for ancillary units to establish reserves for the operating purposes noted above, as well as capital requirements. As such, ancillary units shall carry-forward the accumulated excess or deficit of revenues over expenditures each year. The accumulated surplus or deficit will be presented as part of the annual Budget for Ancillary Services, to be approved by the Board of Governors.

Contacts:

Vice-President (Finance & Administration)
Associate Vice-President (Financial Services)
University Secretary

Related Policies:

Financial Fraud Prevention and Reporting Policy

Policy Name: University Operating and Capital Reserves
Originating/Responsible Department: Vice-President (Finance & Administration)
Approval Authority: Board of Governors
Date of Original Policy: April 2018
Last Updated: April 2023
Mandatory Revision Date: April 2028
Contact: Associate Vice-President (Financial Services)

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contractual and funder requirements.

Scope:

The policy applies to all Operating and Ancillary units.

Process:

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Reserves can be established to address:

- Existing or future liabilities such as: pension plan deficits, unexpected events, self-insured claims, legal disputes;
- Acquisition of capital assets including construction of new facilities, major equipment, deferred maintenance;
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Ancillary units are expected to generate sufficient revenue to fund the full cost of providing service and capital costs or improvements. The University acknowledges the need for ancillary units to establish reserves for the operating purposes noted above, as well as capital requirements. As such, ancillary units shall carry-forward the accumulated excess or deficit of revenues over expenditures each year. The accumulated surplus or deficit will be presented as part of the annual Budget for Ancillary Services, to be approved by the Board of Governors.

Contacts:

Vice-President (Finance & Administration)
Associate Vice-President (Financial Services)
University Secretary

Related Policies:

Financial Fraud Prevention and Reporting Policy

**Minutes of the 121st Meeting of the
Advancement and University Relations Committee
Thursday, April 20th, 2023
Via Videoconference**

Present:	K. Furlong (Chair)	M. Gillis
	D. Greenberg (Vice-Chair)	L. Grussani
	B.A. Bacon	N. Karhu
	B. Creary	L. Newton Miller
		J. Taber
Regrets:	G. Farrell	
Staff:	J. Conley	T. Frost
	A. Goth (Recording Secretary)	M. Bright
	J. Conley	K. McKinley
	A. Mullin	N. Afouxenidou
	S. Levitt	

1. CALL TO ORDER AND CHAIR'S REMARKS

The meeting was called to order at 1:02 p.m. The Chair welcomed the Committee members and reviewed the meeting protocols.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked if anyone on the Committee felt the need to declare a conflict of interest. There were none declared.

3. APPROVAL OF THE AGENDA

The agenda was circulated prior to the meeting. It was moved by M. Gillis and seconded by D. Greenberg that the Advancement and University Relations Committee approve the agenda of the 121st meeting, as presented. The motion carried unanimously.

4. APPROVAL OF MINUTES & BUSINESS ARISING

Minutes of the previous meeting were circulated in advance. It was moved by L. Grussani and seconded by L. Newton Miller that the Advancement and University Relations Committee approve the minutes of the 120th meeting, as presented. The motion carried. There was no business arising from the previous minutes.

5. ITEMS FOR APPROVAL

5.1 Board Award for Outstanding Community Achievement

An executive summary was circulated in advance.

The Chair advised that following review of the thirteen nominations received for the 2022/23 Board Award for Outstanding Community Achievement, the Jury unanimously recommend Dakota Livingston. D. Livingston will be graduating with a Bachelor of Global and International Studies Honours, with a focus in Global Law and Social Justice, and a Minor in Political Science at Spring Convocation 2023.

M. Gillis, jury member, commented she was impressed by all candidates. She has known D. Livingston throughout her time at Carleton noting that she was Vice-President of Carleton's Human Rights Club, served on Carleton's Academic Student Government and epitomizes outstanding community involvement.

It was moved by D. Greenberg and seconded by M. Gillis to recommend to the Board of Governors the approval of the Board Award Jury recommendation that Dakota Livingston receive the Board of Governors Award for Outstanding Community Achievement for the 2022/23 academic year, as presented. The motion passed unanimously.

5.1 Founders Award

An executive summary was circulated in advance.

The Chair advised that following review of the nominations received for the 2022/23 Founders Award, and careful consideration, it was decided that no Founders Award will be awarded this year.

J. Conley, Chief Advancement Officer, advised that the Founders Award is the highest award at Carleton and is only awarded when extraordinary merit standard is met. The Secretariat will work to elicit more applications for the award in future years.

6. ITEMS FOR INFORMATION AND DISCUSSION

6.1 Advancement Strategy 2022/2023 Update

A presentation was circulated in advance.

B.A. Bacon, President and Vice-Chancellor, introduced the item commenting that it has been a successful year for Advancement. In 2019, Carleton closed its largest campaign with \$308 million raised. After the campaign closed, the aim was to maintain \$25 million a year thereafter, increasing to a goal of \$40 million annually. Even through the COVID-19 pandemic and high levels of inflation, Advancement has continued to reach its fundraising goals through an innovative approach and ability to partner on projects.

J. Conley provided an update on Advancement for the 2022/23 fiscal year. Advancement uses a progressive, purpose-based framework for all engagement efforts. All work is in alignment with Carleton's mission as articulated in the Strategic Integrated Plan (SIP). As part of the purpose-based funding, partners are invited to "give through, not to Carleton" to positively affect the world. The four areas of focus (health and wellness, a new inclusive economy, sustainability, and social fabric) mirror the SIP. Partners are invited to activate their mission through the pathways of education, research, and community action.

The fundraising goals set for 2022/23 included maintaining a three-year rolling average of \$40 million and launching phase four of the holistic integrated partnerships initiative with the Vice-President Research and International, R. Goubran. Advancement is continuing positive momentum of new industry-leading "purpose-based" community engagement centered around the Hub for Good and continuing international relations momentum through connecting and engaging with alumni and donors. Advancement is focused on donor and talent retention via thought leadership, creation of best practices, and developing "first and only programs" in the sector.

Revenue as of March 29, 2023 was almost \$38 million. The funds included major and transformation donations such as \$1 million from Dr. C. McMillan to fully fund the McMillan Chair in Russian Studies, more than \$2.6 million secured in expected bequests, \$4.2 million in annual giving revenue, and \$1.2 million raised on Giving Tuesday.

Advancement's relationships are evidence and data based. Relationship highlights included a 63% donor retention rate (industry average is 55%) and engaging with 5,700 constituents, in-person and virtually, to showcase Carleton. Advancement continued to partnership internally with alumni, staff, and retirees as well as with the new Centre for Community Engagement to develop a "front door" for community partners. Other relationship highlights included the targeted engagement program to activate strategic partnerships in Hong Kong.

Resilience includes the foundation of Advancement's people and a Flexible Work Plan was implemented and the rollout has been successful. Retention and recruitment strategies are in place to maintain Advancement's culture of collaboration and developing training programs to ensure that the team engages around the department's core values.

The Chair noted the focus on relationship-building and wondered if there were any other strategic areas or cities of focus for in-person visits. J. Conley responded that there are deep relationships and a strong alumni base, particularly in the area of engineering, in California which would be the next logical area to pursue. B.A. Bacon confirmed that both the west

coast and the east cost of the United States are focus areas and that India is also being considered as a destination.

B.A. Bacon advised that soon it will be time to set goals for the coming year with the goal increasing by \$5 million annually. He noted that given the challenging economic conditions the rate of growth may slow for 2023/24 and stabilize before the next campaign launches.

6.2 Reputational Enhancement Project & Brand Campaign Update

A presentation was circulated in advance.

B.A. Bacon introduced the Reputational Enhancement Project which aims to strategically brand the institution on a national scale. Over the past two years, Carleton has revamped with a full brand campaign. Carleton's reputation has increased in the Maclean's magazine ranking and student applications have also increased.

T. Frost, Chief Communications Officer and Associate Vice-President (Communications and Public Affairs), provided a presentation on the updates on the Reputational Enhancement Project and Phase Two of the Student Recruitment Campaign. Phase 1 recruitment ran from February to June 2022. Phase 2 started in September 2022 with a prospective undergraduate student campaign with the goal to create awareness, build preference, and drive applications. The campaign built upon lessons learned from Phase 1 for different platforms, looked at the student journey alignment, and had full cycle integration. Examples of the brand campaign look and messaging were provided highlighting the use of strong colours and the wave imagery, as well as the types of message such as "Find Your People and Purpose".

Phase 2 specifically reached out to prospective students when they were making application decisions. Impressions increased from 40 million to almost 100 million impressions during Phase 2. Similarly, clicks increased from 100,000 in Phase 1 to 294,000 in Phase 2. The goal was to increase first choice applications. Overall, the trends from Phase 2 show positive momentum for shifting the Carleton brand.

T. Frost provided a presentation on the Carleton Challenge Conference taking place on May 10, 2023. The Conference is national in scale and will bring together business, government, community, and academic leaders from across Canada to discuss the mental health imperative. Twenty experts from across several sectors will be providing keynote addresses, there will be a panel on the state of mental health, leadership as a platform for change as it relates to mental health, and the economic and social costs of the Canadian mental health crisis.

One of the functions of the conference is to promote that Carleton is engaged in important matters and global issues. Carleton has been engaged in a national reputation building campaign with the Globe & Mail, the official media partner for the conference. Ads were taken out on the Globe & Mail site as well as in print, and examples of the creative were provided.

T. Frost provided a brief presentation on the Carleton Gateway Signage. New signs along Bronson Avenue are proposed for University Drive, Stadium Way, Raven Road, and Brewer Park, as well a sign at Colonel By Drive with brand recognition at all of the other entrances. The goal is to have the main signs completed by Summer 2024 to be ready for the return of students in the Fall.

6.3 Government Relations Update

A presentation was circulated in advance.

B.A. Bacon introduced A. Mullin, Director of Government Relations. A. Mullin provided a presentation and update on Government Relations, and the strategic government relations plan. The focus is on three main objectives:

- Bringing government to campus and campus to the government;
- Speaking with a clear and distinct Carleton voice; and
- Innovation and distinction.

The government-campus relationship includes working on elections, supporting the Department of University Communications (DUC) in strategies with the media, and bringing government officials to campus.

The continued focus for 2023 is on the renewal at the municipal level with the new mayor and new councilors, policy changes at the provincial level focusing on the Ministry of Colleges and Universities (MCU), and a potential election at the federal level. To advance government relations, Carleton has engaged with the new mayor and council and has renewed the focus on collaboration on a potential aquatics facility. With the Provincial government, Carleton is responding to the MCU Blue Ribbon Panel with messaging on funding, grants, and tuition for the sector. The department is starting to develop relationships at the federal level, noting it is a minority government and are expanding that relationship to the opposition parties.

Carleton has a new deputy minister champion, Erin O’Gorman, Carleton alumni, at Canada Border Services Agency, which will open opportunities in the co-op sector and for the Carleton brand. He added that there will be Members of Parliament attending the upcoming Challenge Conference.

A member inquired about the Carleton Caucus. A. Mullin responded that progress on the Caucus has slowed. There is a Chair but he has decided to run for Provincial leadership but a replacement has been lined up. There have been good discussions with the Riddell School and collaboration on events.

The Chair inquired as to A. Mullin’s thoughts on Carleton’s real estate downtown and if the Carleton Dominion Chalmers Centre is an asset. A. Mullin responded it is a great asset. The Jordan Bitove lecture was recently held at the Centre, and MPs were in attendance.

The Challenge Conference has offered some interesting opportunities, including bringing in the Clerk of the Privy Council and Deputy Ministers into the conversations. A. Mullin has spoken with T. Frost regarding pulling together some smaller events under the Challenge brand. He spoke to the professionalization of the service within the University and the more organic events being organized by faculty across campus. B.A. Bacon added that there is the opportunity for Carleton to bring in federal funding that may be available on several topics, including mental health. Future Carleton Challenge Conference topics could include accessibility and sustainability. The Chair added that it is also an opportunity for Carleton to promote its experts on topics to government for discussions that happen beyond committees.

7. OTHER BUSINESS

There was no other business brought forward.

8. IN-CAMERA SESSION

An in-camera session was held.

9. ADJOURNMENT

There being no further business, the committee adjourned at approximately 2:29 pm.

**Minutes of the 172nd Meeting of the Building Program Committee
Wednesday, April 12th, 2023 at 12:30 a.m.
Richcraft Hall Room 2440R**

MINUTES

Present:	A. Tremblay (Chair)	D. Greenberg (Virtual)
	C. Tessier (Vice-Chair)	A. Keung (Virtual)
	B.A. Bacon (President)	A. Khoyani (Virtual)
	A. Chan	S. Mingie (Virtual)
	B. Creary (Virtual)	A. Ullett
	G. Farrell	
Staff:	N. Afouxiendou	C. Khordoc
	B. Billings	S. Levitt
	S. Blanchard (Virtual)	S. MacDonald
	M. Bright	G. Nower
	L. Dyke	K. Solomon
	A. Goth (Recording Secretary)	J. Tomberlin
Guests:	A. McIlroy (BMI, Virtual)	

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 12:30 p.m. The Chair acknowledged the Algonquin Nation's traditional and unceded territory that members have gathered upon. The Chair welcomed everyone to the meeting and reviewed the meeting protocols.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked if anyone on the Committee felt the need to declare a conflict of interest. None were declared.

3. APPROVAL OF THE AGENDA

The agenda was circulated in advance.

It was moved by A. Chan and seconded by C. Tessier that the agenda of the 172nd Building Program meeting be approved, as presented. The motion carried unanimously.

4. APPROVAL OF THE MINUTES AND BUSINESS ARISING

4.1 Minutes of Previous Meeting

The minutes of the 171st meeting of the Building Program Committee were circulated in advance.

It was moved by A. Chan and seconded by C. Tessier to approve the minutes for the 171st Building Program Committee meeting, as presented. The motion carried unanimously.

5. ITEMS FOR APPROVAL

5.1 Campus Master Plan 2022-2027

An executive summary, plan, and presentation were circulated in advance.

L. Dyke, Vice-President (Finance and Administration) advised that extensive consultation on the updated Campus Master Plan was undertaken over the past few months. The draft plan was posted online for four weeks and feedback was incorporated. She introduced A. McIlroy, principal at Brooke McIlroy (BMI) to provide a presentation on the final plan.

A. McIlroy advised that from public feedback, BMI heard an emphasis on sheltered and outdoor spaces. Additional multi-faith spaces have been added to the cultural and inclusion guidelines, and sheltered transit waiting areas have been included in the plan. An emphasis to include more bird-friendly design was included in the sustainability guidelines section. There was strong support for Indigenous culture and history integration into the Campus Master Plan as well as for the Green Ribbon areas around campus. There was strong support for the tunnels including a desire for more public art and student involvement in the tunnels. The arrival of the Light-Rail Transit (LRT) will impact transportation and a need to alleviate traffic and improve intersections, better connecting campus with the broader community.

Conversations have taken place with the National Capital Commission and Rideau Valley Conservation Authority for future construction in low-lying areas. Guidelines with respect to flood risk have been built into the Plan. The natural features and storm-water management map has been updated to include the 1-in-100 and 1-in-50 year floodplains. With the floodplain updates, the site on the south side of Raven Road has been removed as a location for potential future development. Tunnel updates include a new tunnel connection between the Stacey-Richcraft buildings, under the LRT tracks to Pigiavik (formerly Robertson Hall). The transportation consultants, Parsons, have recommended the inclusion of above-grade, glass-enclosed bridge connection over the tracks as part of

the north campus expansion in future years. University Drive has been adjusted for wider bus lanes.

Seven key focus areas to the updated Campus Master Plan included:

1. The Natural Campus: integration with the 2020 Outdoor Space Master Plan, the Green Ribbon and Geological Time Trail, and restoration of habitats and riparian areas;
2. Community Connection: consideration of new space for socialization, individual and group study, inclusion of new and anticipated physical connections to Carleton's neighbours to the east, west, and south;
3. A Multi-Campus Approach: creating unity and awareness between the main campus, Kanata North, and Carleton Dominion Chalmers Centre;
4. Inclusion and Accessibility: designing pedestrianized campus streets, enhancing the tunnel system, and prioritizing transit, cycling, vehicle access, and parking for a diverse community;
5. Sustainability: new framework for energy, carbon, and waste reduction, efficient buildings, and resilience, and prioritizing building conservation and enhancement;
6. Limited, Intentional Growth and Expansion: incorporation of recent and anticipated buildings, diverse mixed-use development in the North Campus as a long-term aspiration; and
7. Flexibility in Future Growth: consideration of short and long-term needs with a flexible phasing and implementation strategy.

It was moved by A. Ullett and seconded by A. Chan to recommend to the Board of Governors, the approval of the Carleton University Campus Master Plan Update, dated April 2023, as presented. The motion carried unanimously.

5.2 Loeb Building Renovations – Capital Proposal Form

An executive summary, presentation, and capital proposal form were circulated in advance.

L. Dyke introduced the item, noting that some of the materials make reference to a Class “D” Estimate, where it should refer to a Class “C” estimate. She reviewed the process for capital planning with the Committee. At this stage, the concepts and estimates are preliminary and more detailed designs and estimates will follow. A 2021 Loeb Building Assessment found that its cladding was at end of life and could potentially present safety concerns.

G. Nower, Associate Vice-President (Facilities Management and Planning) confirmed that the Loeb Building cladding is at the end of its useful life, adding that the project also includes work to stairways and the third floor. HPA Civil Constructions (HPA) have been retained on the development of the project envelope. The design methodology is focusing on the building exterior and envelope, looking at energy efficiency, improving thermal barriers, while maintaining the appearance and architectural integrity of the facade.

The preliminary design will integrate photovoltaic panels, adding larger windows with sun shading. The photovoltaic panels should produce 30,000 KW a year generating

approximately \$10,000 a year in savings. The building will save 500 tonnes in GHG emissions a year with energy efficiency through improved insulation and natural light.

The project has entered the design phase until 2024 with the construction phase expected in 2025. The funding for the project will come from the debenture proceeds along with possible Facilities Renewal Program Funding from the Province of Ontario for deferred maintenance.

Project risks include the building will be occupied during construction. The risk will be mitigated through the use of phasing, swing space, hybrid teaching and learning, as well as extending the schedule or condensing the scheduling during the spring/summer when the building is less occupied. Inflation and budget constraints is another risk as the project was based on a 2021 report, Class “D” estimate. The budget risks will be mitigated using design-assist and budget reconciliation as the project moves forward.

The Chair inquired what would trigger the need to move occupants into swing space during the construction phase. G. Nower responded that occupants will need to vacate their offices for about a week while glazing is replaced. If an individual cannot work from home than swing space will be provided.

A member inquired if G. Nower was comfortable that the project will not exceed \$40 million given it was based on a report from 2021. G. Nower responded that the costing has been updated with a revised Class “D” and the team is comfortable with the budget.

It was moved by A. Ullett and seconded by D. Greenberg to recommend to the Board of Governors, to approve the Capital Proposal Form and proceed to a Project Planning report to include a schematic design and a Class “C” estimate for the Loeb Building Envelope remediation and Replacement Project at a project cost not to exceed \$40 million, as presented. The motion carried unanimously.

5.3 Decommissioning of P9 Parking Garage – Capital Proposal Form

An executive summary, presentation, and capital proposal form were circulated in advance.

B. Billings, Director of University Safety, provided a presentation on the P9 Parking Garage decommissioning. P9 was built in 1969 and is exhibiting signs of significant structural deterioration. P9 has reached the end of its serviceable life and is scheduled to be decommissioned in 2024. In 2021, a feasibility study was undertaken which included options for potential demolition methods, a review of the existing service tunnel, and proposed courses of action. Additional areas of consideration include the impact on utilities, such as fiber optic cabling and site options for future development. The preliminary budget from the feasibility study for demolition and decommissioning were estimated at \$5 million.

The project is moving into the design phase. In February 2024, a project planning report and an implementation report will be presented in April 2024 for approval, with demolition anticipated to commence in summer 2024 for completion by fall 2024. After demolition, the site will be graded to meet adjacent boundaries and will be resurfaced.

Stakeholders for the project including Parking Services, Facilities Management and Planning, Environment Health and Safety, P9 Permit Holders, and adjacent building occupants. The funding for the decommissioning will be through Parking Services and amortized over a ten year term. Risks association with the project include P9's proximity to an occupied building and the LRT line. These risks will be mitigated with a clear communication plan. Inflation and budget risks will be mitigated through design-assist. The decommissioning of P9 will impact multiple permit holders and will be mitigated with early communication and communication to permit holders of alternate parking solutions.

An updated Class "C" estimate will be provided as the project advances further into the design phase.

A member noted the already limited amount of accessible parking and inquired about specific mitigation strategies and if there are any sustainability considerations as part of the demolition strategy. B. Billings responded that parking services is looking to maintain an adequate number of accessible spots close to the campus core. One of the strategies is to develop a surface lot where P9 currently exists. Parking Services will be looking to reallocate permit holders around campus and will prioritize those with accessible needs. G. Nower responded that most of the building materials can be recycled, including the concrete and brick.

A member asked if the Class "C" estimates also include below grade. G. Nower responded that demolition includes removing the foundations and considers how to best position the existing infrastructure to meet the needs of future development, such as making sure that tunnel access will still be available should another building be constructed on that location.

A member inquired about any potential unforeseen risks. G. Nower responded that they are not anticipating any below-grade risks given that excavation for the foundation was done at the time of construction. A designated substance review will be undertaken to mitigate any issues with asbestos and recent reports have outlines concerns for current site conditions, and therefore risks around the demolition are minimal. It will be a phased demolition to mitigate any risks to the campus community.

A member inquired how many spots will be reduced with the decommissioning and B. Billings responded it will be a loss of 651 spots.

The Chair asked if a proposal will be coming to the Building Program Committee in terms of plans for the cleared space. L. Dyke responded that in the short-term the lot may be used for surface parking but the associated costs would be below the threshold necessary for Board approval.

A member asked how many parking spaces could be placed on a surface lot in the P9 location. B. Billings responded that 90 plus spots could be on the existing footprint.

It was moved by D. Greenberg and seconded by G. Farrell to recommend to the Board of Governors, the approval of the Capital Proposal Form and proceed to a Project Planning

Report for the decommissioning of P9 Parking Garage at a project cost not to exceed \$5 million, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Short-Term Parking Strategy

An executive summary and presentation were circulated in advance.

L. Dyke highlighted that the strategy shared was focused on the short-term parking needs as parking demand is difficult to predict. Steps are being taken to address parking needs until the longer-term parking demands become clearer.

B. Billings advised that there are a number of unknowns with respect to parking demands. There is a mix of modes for course delivery, including face-to-face and online. Flexible Work Arrangements (FWA) with staff also impact parking use and will alleviate some of the parking demand. The resumption of LRT service may impact the behaviour some of those currently driving to campus.

Current parking challenges include the LTR being significantly behind schedule. This hindering the forecasting of parking demand. Currently, there is unmet demand for parking with students on waiting lists for spots both semesters in the 2022/23 academic year. The decommissioning of the P9 Garage in summer 2024 will reduce parking inventory by 651 spots. The potential Wellness Hub and Athletics expansion will build onto the existing footprint of Parking Lot 5 and result in the loss of another 500 parking spaces. Parking Services is experiencing a revenue deficit and historically charges below market rates.

Short terms parking measures include expanding Lot 7 by Fall 2023, which will add 501 parking spaces. Carleton is looking into a leasing an adjacent parking lot on the periphery of campus and are in negotiations with the NCC for 100 spaces north of Lot 7. Staff FWA may lessen demand and Carleton will continue to promote carpooling and ridesharing for permit holders. Parking Rates will be increasing by 10% in May 2023, and will continue to move towards market rates thereafter.

Medium-term options include developing a comprehensive alternative transportation strategy, working with the City of Ottawa and OC Transpo to enhance transportation options. With the decommissioning of P9, a surface lot may be built. Additional considerations include parking with offsite leasing options with Brewer Park and Confederation Heights.

A member inquired about doubling the parking rates and questioned why parking fees were not being brought up to, or above, market, immediately. L. Dyke responded that Carleton's longer term plan is to continue to raise parking rates for several years and felt that it was more palatable for permit holders to raise the fees over time.

The Chair inquired about the potential off-site leasing opportunities and the possible yields from those locations. B. Billings advised that there are approximately 200 spaces at Brewer Park and an estimated 500 spots at Confederation Heights.

6.2 Internal Audit Report – Capital Project Management

An executive summary and report were circulated in advance.

L. Dyke advised that the Audit and Risk Committee establishes a Risk-Based Audit Plan annually. Capital Project Management was a recently completed internal audit. The Audit was presented to, and accepted by, the Audit and Risk Committee at its February 2023 meeting. The auditors identified strengths and made a number of recommendations for improvement in areas related to governance, project management, and performance reporting. The management team agreed with all recommendations and has committed to the timelines indicated in the report. Progress on the recommendations will be monitored on an ongoing basis by the Audit and Risk Committee as part of their biannual review.

The Chair asked when the last audit on capital planning was completed and if the current audit translated into any changes to the Capital Planning Policy. G. Nower responded that the last audit was completed in 2018 and focused on the project management framework and best practices. A. Goth, University Secretary, added that the policy was revised following the 2018 internal audit (February 2019) to improve reporting to the Building Program Committee. The policy is due for review in 2024 and will be on the Building Program work plan for 2023/24.

A member commented that the report was well done and recognized the great work by management but suggested that it would be helpful for the Building Program Committee to hear more metrics incorporated into discussions regarding the FMP portfolio and approach.

6.3 Greenhouse Gases and Carbon Budget

A presentation was circulated in advance.

L. Dyke advised that in the context of the campus Energy Master Plan, it would be helpful to review the measurement of Carleton's emissions and carbon budget.

S. MacDonald, Director of Energy and Sustainability, provided a presentation on Carleton's greenhouse gas (GHG) emissions. He reviewed the types of GHGs, such as those through direct emissions, purchased electricity from the grid, and indirect GHG emissions. Most of Carleton's emissions come from heating due to the climate in Ottawa, which can be reduced through enhanced building envelopes. Carleton is looking to incorporate renewable energy into portfolios as well as carbon offsets to reach carbon neutrality.

Carleton's carbon emissions goals are a 50% reduction by 2030 (from 2005 baseline) and carbon neutrality by 2050. To reach this goal, Carleton will need to reduce by more than 900 tonnes of carbon annually. Carleton's GHGs are audited every year by organizations such as Environment and Climate Change Canada.

He reviewed the carbon pricing timeline including the 2016, Provincial Cap and Trade System, the 2018 Federal Program, and the current Provincial Emissions Performance

Standard (EPS). The price of carbon per tonne is currently \$65, set to increase to \$80 in 2024. Changes to how Carleton is taxed includes a benefit from the Co-Generation facility which produces energy; however, overall Carleton will see a reduced tax benefit from the EPS program.

The University's carbon commitments include the federal Net-Zero Challenge, the Race to Zero for Universities and Colleges, and Investing to Address Climate Change: A Charter for Canadian Universities.

A member inquired about the trends in carbon reduction. S. MacDonald responded that the data included the last coal plant closing in 2013 which brought down emissions significantly. Since 2005, diesel and heavy oils are no longer used in the central heating plant. It is getting more challenging to make carbon reduction gains but a plan has been put into place.

A member commented that some of the oldest buildings on campus are the largest users of energy and asked at what point it becomes more efficient to demolish buildings and start anew with totally efficient buildings. L. Dyke responded that this is something that is always being considered, including with respect to cladding, but added this is an important area for consideration going forward.

6.4 Carleton University Energy Master Plan Update

An executive summary and presentation were circulated in advance.

L. Dyke introduced the Carleton University Energy Master Plan. The team has been exploring alternatives for Carleton to meet its carbon reduction targets.

S. MacDonald provided an overview of the University's Energy Master Plan. The plan recommended three new electric nodal plants around campus in order to reduce carbon emissions by over 80%. In 2021, there was a 5% carbon savings compared to the previous year, which included the Co-Generation facility becoming operational and the addition of 20 EV charging stations. He noted some of the carbon reduction was attributed to lower activities on campus during the COVID-19 pandemic. In 2022, a decision was made to explore other options for meeting 2030 and 2050 carbon reduction goals.

Projects to reduce energy use on campus underway include LED lighting upgrades, HVAC upgrades, building re-commissioning projects, building energy audits, and solar studies for buildings and canopies over parking lots. The projects are mostly focused on electricity reduction and do not contribute as heavily to carbon reduction. Approximately 90% of emissions generated at Carleton come from the Central Heating Plant and the most cost-efficient and least disruptive energy conservation measure is to convert to an electric boiler. One boiler can reduce 40% emissions to achieve the 2030 carbon goal while reducing utility costs and yielding a positive cash flow.

Considering a possible energy model, Ontario has a complex electrical pricing system which includes different pricing for peak demand usage. Carleton can reduce its costs through the use of battery storage where the energy is stored overnight during off-peak

hours and distributed to campus during on-peak time. Over an 11-year period, Carleton could generate up to \$8 million in savings which could be used to fund carbon reduction projects.

Looking ahead to 2050, there are a number of potential projects for campus. Solar panels can be incorporated into the façade for the Loeb Building envelope project, carbon savings could be realized from the Paterson Hall renewal project, a Green Revolving fund can be developed for future projects, and a review will be conducted for future options for the next Energy Master Plan in 2026.

The Chair inquired about the business continuity if Carleton is moving to electric-dependency. S. MacDonald responded that, with the Co-Generation facility, Carleton is able to power approximately 1/3 of the campus in the event of a power outage. With moving towards electrification, Carleton will still have the other natural gas boilers for continuity.

6.5 Ongoing Capital Projects Status Report and Capital Renewal (Deferred Maintenance)

An executive summary was circulated in advance.

G. Nower provided an overview of the projects currently underway on campus and highlights included the following:

- New Student Residence project is moving along with foundation being poured. No issues have arisen;
- Loeb Building Upgrades are moving into the design phase and the project will be returning to the Committee following further assessment;
- Paterson Hall Upgrades project is going to market for a design team to help with the renewal;
- Bronson Substation is in the design phase and will support resiliency and energy initiatives; and
- Campus Perimeter Security upgrades are moving forward with projects such as securing exterior doors with card access and addressing accessibility, with the Herzberg Building construction to commence Spring 2023, followed by Dunton Tower.

The Chair asked if the Campus Perimeter Security upgrades will be sufficient. G. Nower responded that this project is to make sure that the doors lock when needed. B. Billings added that it is a comprehensive security system that includes card access, security alarms, and cameras that are all connected to the communications centre in Pigiavik. In an emergency, buildings can be locked down.

6.6 Capital Renewal (Deferred Maintenance) Plan for 2023-24

An executive summary and report were circulated in advance.

L. Dyke introduced the item advising that every year, management provides the Committee with the plan for capital renewal and deferred maintenance projects that have

been prioritized for the coming year. Priorities are determined by the leadership at Facilities Management and Planning based on building condition assessments, known deficiencies, and interdependencies amongst projects. The plan for 2023/24 includes major investments in the tunnels and electrical upgrades.

G. Nower advised that campus facilities are audited each year. A risk assessment is conducted on the data from that assessment and discussions take place with occupants of campus buildings for any issues. Projects for the 2023/24 Capital Renewal Deferred Maintenance totaling \$18,000,000 include:

- Campus Perimeter Security and door replacement and upgrades, including accessibility improvements;
- Mechanical systems upgrades including elevator repairs, emergency power and maintenance repairs;
- Main Quad East Stair Replacement; and
- Tunnel upgrades including waterproofing.

7. OTHER BUSINESS

A member inquired how the University fared during the ice storm on April 5th, 2023. L. Dyke responded that Carleton did not lose power and was fully functional. Roads on campus were salted and tunnel use was encouraged. G. Nower confirmed that Carleton's electricity is from a sub-station on Main Street with a dedicated service below grade as well as redundancies that allow to switch should one line be down.

A member inquired about the 10 year plan for Capital Renewal and when is it up for renewal. L. Dyke advised that it ends in 2026. B.A. Bacon, President and Vice-Chancellor, advised that leadership is starting to discuss how Carleton will either review or modify depending on budget pressures and infrastructure needs. A. Goth, University Secretary, confirmed that the motion was passed in February 2015 with the 10-year mark being the 2024/25 Board Year.

B.A. Bacon provided a brief update on the status of the Wellness Hub advising that discussions with the City of Ottawa are ongoing.

A member asked if a report will need to go back through Council and what the public visibility will be. B.A. Bacon confirmed it would need to go through Council. S. Levitt, General Counsel, advised that external counsel have been engaged on this project.

8. IN-CAMERA SESSION

An in-camera session was held.

9. ADJOURNMENT

There being no further business, it was moved by A. Ullett and seconded by A. Chan to adjourn the meeting at approximately 2:18 p.m. The motion carried unanimously.

Minutes of the 315th Finance Committee
Wednesday, April 12th, 2023 at 5:30 p.m.
Via Videoconference

Present: P. Dion (Chair) A. Hamdani
S. Mingie (Vice-Chair) L. Honsberger
B.A. Bacon (President) N. Karhu
B. Creary J. Ojangole
G. Farrell P. Smith
M. Fraser

Staff: N. Afouxenidou C. Khordoc
S. Blanchard N. MacDonald
B. Billings K. Mann
M. Bright A. Marcotte
L. Dyke K. McKinley
A. Goth (Recording Secretary) J. Mihalic
R. Goubran G. Nower
L. Goudie K. Solomon
P. Leland J. Tomberlin
S. Levitt A. Urquhart

1. CALL TO ORDER AND CHAIR'S REMARKS

The meeting was called to order at 5:34 p.m. The Chair acknowledged the Algonquin Nation's traditional and unceded territory that members have gathered upon for the meeting. He reviewed the meeting protocols.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked if any members needed to declare a conflict of interest. None were declared.

3. APPROVAL OF AGENDA

The agenda was circulated in advance.

It was moved by L. Honsberger and seconded by N. Karhu to approve the agenda for the 315th meeting of the Finance Committee, as presented. The motion carried unanimously.

4. APPROVAL OF THE MINUTES AND BUSINESS ARISING

4.1 Minutes of Previous Meeting

The minutes of the 314th meeting of the Finance Committee were circulated in advance.

It was moved by L. Honsberger and seconded by N. Karhu that the minutes of the 314th meeting of the Finance Committee be approved, as presented. The motion carried unanimously.

5. ITEM(S) FOR APPROVAL

5.1 2023/2024 Domestic Tuition Fees

An executive summary and presentation were circulated in advance.

J. Tomberlin, Provost and Vice-President (Academic), provided a presentation on the proposal for domestic tuition fees for the 2023/24 academic year. He reminded the Committee that a two-year framework is in place for international tuition was approved by the Board in April 2022 for (2022/23 and 2023/24) with increases ranging from 0% to 8%.

Domestic tuition is regulated by a Provincial Tuition Policy Framework. In 2019/20 all domestic tuition fees were reduced by 10% and since then, domestic tuition for Ontario residents has continued to be frozen. In 2021/22 and 2022/23, some increases were permitted for out-of-province domestic students, of up to 3% and 5% respectively. The Board approved 3% increases in both 2021/22 and 2022/23.

In March 2023, the Province of Ontario released details of the framework for 2023/24 continuing the freeze for Ontario resident students. There is a limited an exception for up to three programs that demonstrate “tuition anomalies” at 15% below comparable programs. Tuition anomaly programs can be increased by up to 7.5% for students entering their first year of study, subject to Ministry approval. All domestic, out-of-province, tuition can increase by up to 5% but it cannot be applied to the students that receive the tuition anomaly increases. Programs submitted to the Ministry of Colleges and Universities (MCU) with identified tuition anomalies are Bachelor of Engineering, Bachelor of Communications/Bachelor of International Business, and the Master of Business Administration programs with a requested 7.5% increase. For all other programs, an increase of 5% has been requested for out-of-province domestic students.

It was moved by S. Mingie and seconded by A. Hamdani to recommend to the Board of Governors, the approval of domestic tuition for 2023/2024, per the 2023/2024 Ontario Tuition Framework, as presented. The motion carried unanimously.

5.2 2023/2024 Miscellaneous Administrative Fees

An executive summary and presentation were circulated in advance.

S. Blanchard, Vice-President (Students and Enrolment), provided a presentation. Miscellaneous Administrative Fees charged to students for the 2023/24 mostly related to services from the Registrar's Office, Admissions, Graduate Studies, and Student Accounts and are charged only if the service is provided. All costs are existing and are in line with the MCU guidelines. The proposed increase is in line with Ottawa's CPI of 6.9%, rounded to the closest \$0.25. The only change that is not consistent with CPI is the Graduate Application Fee, which has not increased since 2019 and a \$10 increased (9%) was proposed to be in line with the joint programs at University of Ottawa.

It was moved by S. Mingie and seconded by N. Karhu to recommend to the Board of Governors, to approve the Miscellaneous Administrative fees to be charged beginning May 1, 2023, as presented. The motion carried unanimously.

5.3 2023/2024 Student Association Fees

An executive summary was circulated in advance.

S. Blanchard provided a brief presentation on the Student Association fees for 2023/24.

The approval process complies with the MCU legislation and there are policies, procedures, and guidelines related to student fees. Any new fees sought by student associations require a successful referendum with minimum 15% of the student association members participation as well as approval by the Board of Governors. The majority of the existing Student Association Fees are increased annually in line with CPI and in accordance with the original referendums. A small number of fees have no increase in accordance with the referendum. Three exceptions include the Canadian Federation of Students (CFS) fee which is increased based on a contract with CFS, UPASS fees as required by the contract with OCTranspo, and Health and Dental Insurance fees as set by the contract with the providers.

In 2022/23, CUSA held three referendums including an increase of the Clubs and Societies fee by \$1.98, to remove the current Millennium Promise fee of \$6.00, and to create a Unified Support Centre Emergency Essentials Assistance Program levy of \$2.98 per semester. Voter turnout was below the 15% threshold and therefore none of the changes were implemented.

The majority of fees will be effective September 1, 2023 with the Athletics, Health and Counselling, and Career Placement fees effective May 1, 2023. Full-time undergraduate fees are assessed for the full academic year and part-time undergraduate fees are 20% of full-time fee per full credit course. Graduate fees are assessed per term and part-time graduate fees are 30% of full-time fees. The student health fee for graduate students was updated from the circulated materials with the newest figure from the provider (lower cost was negotiated).

It was moved by J. Ojangole and seconded by N. Karhu to recommend to the Board of Governors, the approval of the 2023/24 Student Association Fees, as presented. The motion carried unanimously.

5.4 2023/2024 Operating Budget

An executive summary, report, and presentation were circulated in advance.

B.A. Bacon, President and Vice-Chancellor, introduced a balanced operating budget for the 2023/24 Operating Budget. To achieve the balanced budget, an across the university cut of 2% of all units was necessary. To mitigate the affect on operations, investment income and strategic reserves will need to be used to preserve the academic mission.

J. Tomberlin reviewed the budget planning cycle. Planning principles included enhancing Carleton's academic mission, achieving the Strategic Integrated Plan (SIP) goals, achieving the Strategic Mandate Agreement (SMA3) performance targets, transparency and clarity, financial stability and sustainability, and revenue generation and diversification. The operating priorities for 2023/24 included the directions from the SIP as well as innovation in recruitment, retention, academic programming, and curriculum.

For the budget prioritization process, the Resource Planning Committee (RPC) chairs, submitting planning and budget proposals with plans, priorities, usage of carry-forwards, and requests for additional resources. The Provost Budget Working Group (PBWG) reviewed those plans and requests against institutional priorities.

Challenges in maintaining a balanced operating budget include pressures from the tuition freeze, the SMA3 corridor model and frozen grant, deferred building and infrastructure maintenance with capital costs increasing, rising information technology needs, and the indirect costs of research. Opportunities include returning to in-person recruitment, the ongoing reputation enhancement, internationalization, and program innovation and renewal.

Budget assumptions for the five-year planning horizon include stable enrolment from 2022/23 levels with a partial bounce back in international enrolment. Frozen domestic tuition is anticipated, a domestic tuition increase for out-of-province students of 5%, adjustments for tuition anomalies, and increased international fees based on the approved framework. Government funding is expected to be frozen over the planning horizon. Expense assumptions include salaries and benefits, infrastructure costs for IT renewal programs and inflation, student support, and general and administrative expense increases of 3%.

Carleton's financial risk mitigation strategy includes conservative estimates for the five-year financial forecast with a 2% across the board cut to base funding for all RPCs. The RPCs have been encouraged to strategically use their existing carry-forwards, reinforced through conservative budget allocations. Carleton is also looking for innovative new program offerings.

Enrolment assumptions include an undergraduate annual intake increase of 1% domestic and 6% international. The graduate intake is anticipated to be flat for domestic and 2% for international. There will be additional target growth with the new Master of Engineering in Practice program and retention and transition percentages are based on the

2022/23 academic year. For Fall 2023, unique applications to Carleton increased by 2.2% where the sector average saw a small decrease. A 4% increase in application from the Ottawa area was observed, which are more likely to turn into enrolments.

A summary of the proposed for the operating budget was provided. Revenues outlined included: the government grant is presumed to be flat at \$175 million; tuition fees of \$304 million, up from the \$300 million projected from 2022/23; investment income of \$24 million. Overall, a balanced budget of \$525 million in revenue and expenses is proposed for 2023/24. Similarly, approximately 75% of expenses go to salaries and benefits and also do not have leeway to change. Salaries and benefits are expected to increase from 2022/23 to 2023/24 by \$11 million. Student support costs are projected to decline by \$3 million, with the variance due to exceptional supports that were put in place in 2021/22 and 2022/23 related to COVID-19 pandemic. Campus infrastructure is expected to remain the same around \$60 million and other operating expenses are projected to decline slightly from \$33 million to \$30 million.

There is an ongoing three-year plan to convert recurring fiscal expenses into base funding, resulting in a net decrease of \$5.9 million in base funding for the RPCs. The University Budgets reflect things that Carleton has little control over such as utilities, external contracts, and maintenance which have been increased by \$2.8 million in base, plus fiscal. For 2023/24, \$11 million fiscal and \$10 million base has been added to provisions and contingencies for a total of \$24.3 million base and \$23.7 million fiscal.

New allocations for the 2023/24 University budget included \$0.8 million fiscal for student supports, \$1.6 million base and \$3.4 million fiscal for Information Technology, \$1.1 million base and \$0.5 million fiscal for employee benefits, \$0.3 million in both base and fiscal for library acquisitions, and \$0.8 million base and \$0.9 million fiscal for campus operations. Total new allocations for University budgets were \$3.8 million base and \$5.9 million fiscal.

A member inquired about enrolment, the impact of student visas for international students in 2022/23, and if there was confirmation that the situation would be improved for 2023/24. J. Tomberlin responded that there are indications that the student visa process will be improved to deliver the visas for the coming year. S. Blanchard added that she has been in communication with the Deputy Minister responsible for revamping the visa process. They are aware of the situation for universities and advised that there were staff that needed additional guidance and have streamlined the process.

A member inquired if there was anything in the budget for eliminating programs to reduce costs. J. Tomberlin responded that Carleton is not at the stage of needing to eliminate programs; however, for the next cycle, Deans will be looking at how the University operates and how programs are administrated. They will also look closely at the courses offered for some of the smaller programs.

The member followed up asking the amount of the reserves used from prior years to balance the 2023/24 budget. A. Marcotte, Associate Vice-President (Financial Services), responded that there is not a set amount, rather what they are expecting is that units may

have expenditures for which they will use their carry-forwards, and that will be \$8-\$10 million. J. Mihalic, Director, Planning & Budgeting, added that the \$8-\$10 million would be at the unit level, but that the aggregate spending balances the budget, otherwise it would appear as a deficit.

It was moved by A. Hamdani and seconded by S. Mingie to recommend to the Board of Governors, the approval of the 2023/24 Operating Budget, as presented. The motion carried unanimously.

5.5 Loeb Building Renovations – Capital Proposal Form

An executive summary, presentation, and capital proposal form were circulated in advance.

L. Dyke, Vice-President (Finance and Administration), outlined that a 2021 Building Assessment on the Loeb Building found that its cladding was at end of life and could potentially present safety concerns. As the cladding is being replaced, Carleton will be seeking to increase the cladding's energy efficiency and explore options for power generation through building integrated photovoltaic panels. She noted that some of the materials refer to a Class "D" Estimate, where it should refer to a Class "C" estimate. The Building Committee has reviewed the materials and recommends proceeding with approve of the Capital Proposal Form.

G. Nower, Associate Vice-President (Facilities Management and Planning) confirmed that the Loeb Building cladding is at the end of its useful life, adding that the project also includes work to stairways. HPA Civil Construction have been retained and are working on the development of the project envelope with a total estimated building cost of \$40 million.

Some issues to consider include the building being pre-cast with joints creating problems, there are copper panels between the windows and glazing that will need to be replaced. The preliminary design will try to integrate photovoltaic panels, adding larger windows with sun shading. The photovoltaic panels should be able to produce 30,000 KW a year generating approximately \$10,000 a year in savings. The building will save 500 tonnes in GHG emissions a year with energy efficiency through improved insulation and more natural light.

The project has entered the design phase and is proposed to enter construction phase in 2025. The funding for the project will come from the debenture with the potential to use the Facilities Renewal Program (FRP) funding from the Province of Ontario for deferred maintenance.

Risks for the project include that the building will be occupied during construction. This will be mitigated through the use of phasing, swing space, and hybrid teaching and learning, as well as extending the schedule or condensing the scheduling during the spring/summer when the building is less occupied.

A member asked that since the project will be Class “C”, what is the comfort level that the project will not exceed \$40 million. G. Nower responded that he is comfortable with the budget.

It was moved by N. Karhu and seconded by S. Mingie to recommend to the Board of Governors, to approve the Capital Proposal Form and proceed to a Project Planning Report to include a schematic design and a Class “C” estimate for the Loeb Building Envelope Remediation and Replacement Project at a project cost not to exceed \$40 million, as presented. The motion carried unanimously.

5.6 Decommissioning of P9 Parking Garage – Capital Proposal Form

An executive summary, presentation, and capital proposal form were circulated in advance.

L. Dyke advised that the P9 Parking Garage is at the end of life at 55 years old. Initial cost estimates for demolition are \$5 million. The Building Committee has reviewed this proposal and is recommending approval to the Board of Governors.

B. Billings, Director of University Safety, provided a presentation on the P9 Parking Garage decommissioning. P9 was built in 1969 and is exhibiting signs of significant structural deterioration and has reached the end of its serviceable life. It is scheduled to be decommissioned in 2024. In 2021, a feasibility study was undertaken which included options for potential demolition methods, a review of the existing service tunnel, and proposed courses of action. Additional areas of consideration included the impact on utilities, such as fiber optic cabling, and site options for future development. The preliminary budget from the feasibility study for demolition and decommissioning were estimated at \$5 million.

The project objective is for Carleton to eliminate the need to allocate funds to maintain a deteriorating asset and in the best way to support future use of the site. The schedule is moving into the design phase and a detailed estimate for the decommissioning. In February 2024, a project planning report will be presented for approval and an implementation report will be presented in April 2024. Demolition is expected to commence in summer 2024 for completion by fall 2024. After demolition, the site will be graded to meet adjacent boundaries and will be resurfaced.

Stakeholders for the project including Parking Services, Facilities Management and Planning, Environment Health and Safety, P9 Permit Holders, and adjacent building occupants. The funding for the decommissioning will be through Parking Services and amortized over a ten-year term. Risks associated with the project include P9’s proximity to an occupied building and the O-Train line. These risks will be mitigated with a clear communication plan. Inflation and budget risks will be mitigated through design-assist and budget reconciliation. The decommissioning of P9 will impact multiple permit holders and will be mitigated with early communication and communication to permit holders of alternate parking solutions.

An updated Class “C” estimate will be provided as the project advances further into the design phase.

It was moved by S. Mingie and seconded by L. Honsberger to recommend to the Board of Governors, to approve the Capital Proposal Form and proceed to a Project Planning Report for the decommissioning of P9 Parking Garage at a project cost not to exceed \$5 million, as presented. The motion carried unanimously.

5.7 Statement of Investment Policies and Procedures for the Retirement Fund

An executive summary and plan text for the retirement fund were circulated in advance.

A. Urquhart, Executive Director of the Pension Fund, outlined the changes to the Statement of Investment Policies and Procedures (SIPP) for the Retirement Fund. Per regulation, every year the Pension Committee reviews the Statement of Investment Policies for approval from the Finance Committee. He reviewed that changes that took place in the SIPP during the 2022/23 Fiscal update including the following:

- Section 4.5 – update to the infrastructure benchmark to CPI+4;
- Section 5.1 – added real estate to the asset mix;
- Appendix 2.2 – clarified that the Pension Committee approves the financial statements;
- Appendix 2.3 – the Office of Pension Fund Management presents to the Pension Committee once a year; and
- Appendix 3.2 – moved the Responsible Investing policy to a stand-alone document.

A member inquired about the inclusion of real estate in the asset mix. A. Urquhart responded that there is a focus on warehouse space, ideally with longer-term tenants that are more resistant to inflation. The Pension Committee will receive those details on April 13, 2023 at their scheduled meeting.

It was moved by A. Hamdani and seconded by S. Mingie to recommend to the Board of Governors, the approval of the Statement of Investment Policies and Procedures for the Trust Fund created under the Carleton University Retirement Plan, dated June 30, 2023, as presented. The motion carried unanimously.

5.8 Responsible Investment Policy for the Retirement Fund

An executive summary and responsible investment policy were circulated in advance.

A. Urquhart outlined the changes to the Responsible Investment (RI) policy, since it was approved in March 2022. Members of the Investment Committee, Pension Committee, and P. Dion representing the Board working with ESG Global Advisors to establish the policy. With respect to the Retirement Fund, the Policy is focused on engagement rather than divestment due to legal requirements.

He highlighted the change to make the review period every two years as they do not envision there to be many changes to the policy from year to year.

It was moved by A. Hamdani and seconded by L. Honsberger to recommend to the Board of Governors, the approval of the Responsible Investing policy of the Retirement Fund, as presented. The motion carried unanimously.

5.9 Statement of Investment Policies and Procedures for the Endowment Fund

An executive summary was circulated in advance.

A. Urquhart provided a verbal update on the Endowment Fund, which has a Statement of Investment Policies and Procedures. This SIPP does not have an obligation to be reviewed annually like the retirement fund, but was reviewed at the same time for efficiency. The following revisions were made:

- Section 4.8 – update to the infrastructure benchmark to CPI+4;
- Section 4.12 – added a rebalancing timeline for each asset mix;
- Section 5.15 – added ratings for short-term cash investments; and
- Section 6.0 - moved the Responsible Investment policy to a stand-alone document.

No asset classes were added, but an asset/liability study will be conducted regarding the inclusion of real estate.

It was moved by M. Fraser and seconded by S. Mingie to recommend to the Board of Governors, the approval of the Statement of Investment Policies and Procedures for the Endowment Fund dated June 1, 2023, as presented. The motion carried unanimously.

5.10 Responsible Investment Policy for the Endowment and Non-Endowed Funds

An executive summary and responsible investment policies were circulated in advance.

A. Urquhart provided a verbal update on the Responsible Investment Policy for the Endowment and Non-Endowed Funds. The policy was updated to reflect some of the accomplishments that have been made over the last year, including the Fossil Fuel Free Fund for donors and the deduction of the carbon footprint for the global equity portfolios. Carleton is setting interim reduction targets to reduce its carbon footprint by 50% for the listed equity portfolio by 2030 moving towards net-zero by 2050.

It was moved by N. Karhu and seconded by A. Hamdani to recommend to the Board of Governors the approval of the Responsible Investing policies of the Endowment and Non-Endowed Funds, as presented. The motion carried unanimously.

6. ITEM(S) FOR INFORMATION

6.1 Investment Report on the Endowment

An executive summary and presentation were circulated in advance.

The investment report assists the Finance Committee in its oversight of the University's Endowment Fund. The report focuses on the investment returns of the Fund and provides information about the Fund's asset mix and outside investment counsel. In the fiscal year, the annual distribution from the Endowment fund was \$13.6 million, providing \$3.8 million for scholarships and awards, \$3.9 million in bursaries, and \$5.9 million in support of other academic and student service initiatives that would otherwise be funded from operations.

The item was presented to the Committee in Fall 2022 and was taken as read.

6.2 2021/2022 Provincial Metric Ratios

A presentation was circulated in advance.

L. Dyke provided an introduction advising that every year the Council of Ontario Financial Officers (COFO) compiles data to assess the financial viability of Ontario universities. Comparative data for 2020/21 was shared with the Committee in September 2022. The 2021/22 data was recently made available. Carleton's Net Income Loss Ratio is lower than average but reflects the planned use of reserves. Carleton still maintains healthy reserves and is above average on all of the other measures.

A. Marcotte, Associate Vice-President (Financial Services), provided a presentation advising that COFO groups Universities for comparable size. Carleton is considered a medium-sized institution and the metrics presented were comparisons to other medium-sized universities as well as the broader university sector in Ontario.

- Net income/loss ratio is a percentage of total revenues. Carleton's ratio in 2021/2022 was -2.7, compared to -0.6 for medium-sized universities and 2.7 for the broader sector. A negative ratio may indicate a planned draw on net assets. Overly positive percentages could suggest resources are not being effectively deployed;
- The primary reserve ratio is the number of days the university could operate without receiving any revenue. In 2021/22, Carleton's primary reserve ratio was 244 days, medium-sized institutions averaged 146 days, whereas all institutions averaged 141 days;
- The viability ratio is the funds on hand to settle long-term obligations. Carleton's viability ratio for 2021/22 was 169.3% compared to the average of 109% for medium-sized universities and 127% for the sector. The sinking fund for the debenture was included in this ratio;

- The interest burden ratio considers the affordability of debt. Carleton's interest burden ratio was 0.4% in 2021/22, compared to 2% for medium-sized universities and the sector; and
- The Net Operating Revenues Ratio is Carleton's ability to generate positive cash flows. In 2021/22, Carleton's ratio was 8.9% compared to 5.9% for comparator institutions and 12% for the sector.

B.A. Bacon commented that the metrics show that Carleton remains in a financially solid position.

A member commented that the extra information provided regarding the sinking fund and the capitalization of interest were appreciated.

6.3 Ongoing Capital Projects Status and Capital Renewal (Deferred Maintenance) Report

An executive summary was circulated in advance.

Projects totaling \$196,253,800 were currently underway. The value of work completed to March 2, 2023 totaled \$74,106,239 with forecasted expenditures of \$122,147,561. The report also provided a budget update on the overall Capital Renewal (Deferred Maintenance), Facility Renewal Program (FRP), and Transportation Fund budgets.

The item had been reviewed by the Building Program Committee and was taken as read.

7. OTHER BUSINESS

No additional business was raised.

8. IN-CAMERA SESSION

An in-camera session was held with the President and University Secretary.

9. ADJOURNMENT

There being no further business, the meeting adjourned at approximately 7:25 p.m.

Major Capital Projects Overview

September 2023

Recently Completed



ARISE

Completed in 2019, this building added 34,500 sq/ft to the former Life Sciences Research Building.

**Project Completion
Report: September 2020**

Total Cost: \$38M



HEALTH SCIENCES

Completed in 2020, this 120,000 sq/ft building features 7 floors of lecture theatres, labs and workspace.

**Project Completion
Report: September 2020**

Total Cost: \$61M



NICOL BUILDING

Completed in summer 2021. This new 100,000 sq/ft facility brings all business students together in one building.

**Project Completion
Report: March 2022**

Total Cost: \$65M



ENGINEERING DESIGN CENTRE (EDC)

Completed in 2022, this 26,100 sq/ft building features design studios, workshop bays, a central atrium, and lounge spaces.

**Project Completion
Report: December 2022**

Total Cost: \$18M

2019-2023 (\$182M)

Construction Underway



NEW RESIDENCE

Sq/Ft: 188,000

No. of Storeys: 9

Purpose: First-year student residence with 450 beds, living and social spaces.

Approved Project Budget: \$106M

Updated Implementation Report: Approved March 2023

Estimated Occupancy Date: April 2025

Design Underway



TERAANGA COMMONS DINING HALL & KITCHEN EXPANSION

Purpose: The project was initiated as a direct result of the construction of the new student residence building and increase in demand on dining services. This renovation aims to enhance the existing dining experience while expanding into an adjacent space.

Estimated Project Cost: \$8.5M

Project Implementation Report: October 2023

Estimated Construction Completion Date: August 2024

Design Underway



LOEB BUILDING RENOVATION

Purpose: Building envelope renovations to exterior cladding, and various interior repairs and improvements to building conditions.

Phase 1 – Stairs and guardrails

Phase 2 – Building envelope renovations

Estimated Project Cost: \$40M

Capital Proposal Form: Approved April 2023

Schedule: 2022 - 2027

Design Underway



PATERSON HALL RENOVATION

Purpose: General building renovations to improve base building infrastructure.

Phase 1 – Soffit repairs to podium

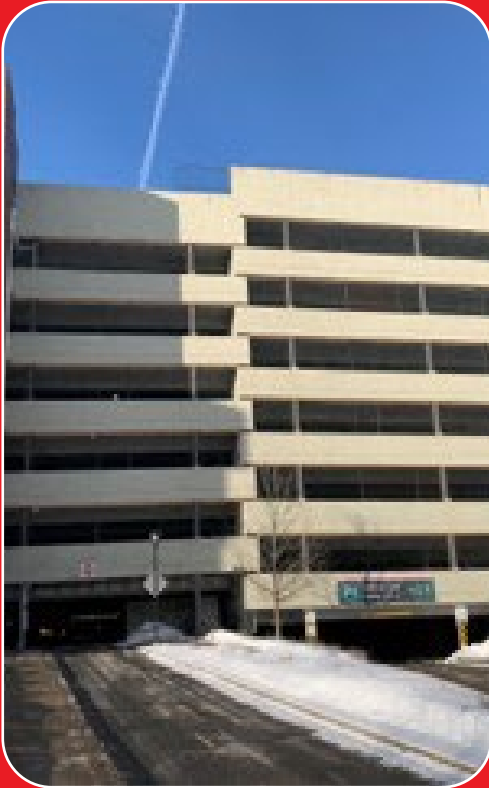
Phase 2 – Base building improvements

Estimated Project Cost: \$40M

Capital Proposal Form: Pending

Schedule: 2023 - 2028

Design Underway



DECOMMISSIONING AND DEMOLITION OF P9 PARKING GARAGE

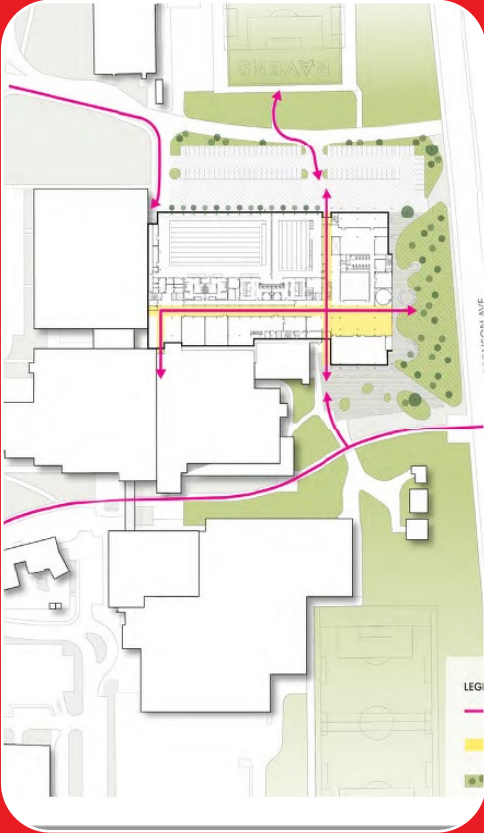
Purpose: Safely demolish the aging parking structure which has reached the end of its useful life.

Estimated Project Cost: \$5M (not including surface parking)

Capital Proposal Form: Approved April 2023

Estimated Construction Completion Date: Fall 2024

Planned Projects



WELLNESS HUB

Sq/Ft: 230,000

No. of Storeys: 4/5

Purpose: Expansion of fitness, wellness and aquatics that will shift the student experience, culture and pursuit of well-being on campus.

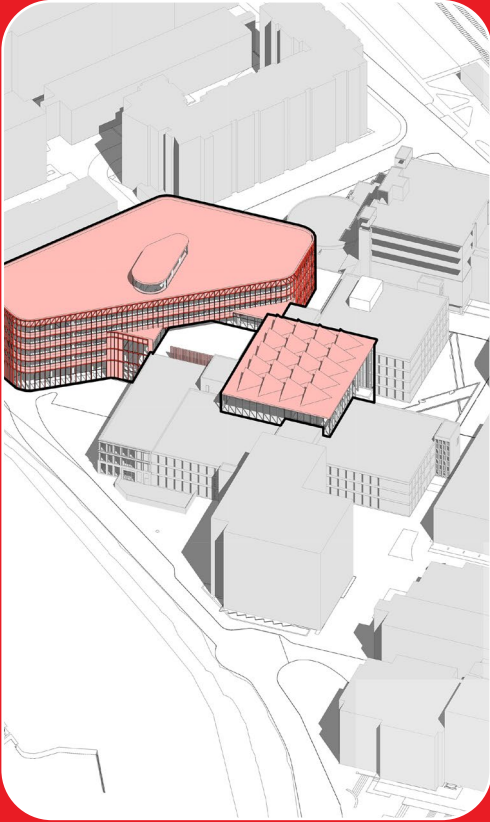
Phase 1 – Fitness and Aquatics Facility

Phase 2 – Academic Programing

Estimated Project Cost: Under Review

Estimated Completion Date: TBD

Planned Projects



SUSTAINABILITY RESEARCH CENTRE (SRC)

Sq/Ft: 200,000 + 15,000 sq/ft infill

No. of Storeys: 6

Purpose: New building for Faculty of Engineering and Design.

Phase 1 – Sustainability Research Centre

Phase 2 – McKenzie Courtyard Infill

Estimated Project Cost: TBD

Estimated Completion Date: Project on hold



To:	Board of Governors	Date of Report: 27 July 2023
From:	Chair, Building Program Committee	Date of Meeting: 10 October 2023
Subject:	Ongoing Capital Projects Status & Capital Renewal (Deferred Maintenance)	
Responsible Portfolio:	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

Projects totaling \$224,608,999 are currently underway with the value of work completed to July 2023 totaling \$87,908,693. Forecasted expenditures will total \$136,700,306.

The following updates are of note since the last meeting of the Building Program Committee:

- New Student Residence occupancy is on schedule for April 2025
- Schematic design for Loeb Building exterior envelope remediation and replacement is underway.
- Paterson Hall renewal design team Request for Proposal will close in August, 2023.
- Design services for the decommissioning and demolition of P9 are underway.

This report also provides a budget update on the overall Capital Renewal (Deferred Maintenance), Facility Renewal Program (FRP), and Transportation Fund budgets.

4.0 INPUT FROM OTHER SOURCES

The ongoing Capital Projects Status & Capital Renewal (Deferred Maintenance) report is prepared by Facilities Management and Planning (FMP) team.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Capital Renewal and Deferred Maintenance project investments improve campus space and the built environment to facilitate collaboration, enhance the student experience, and support academic programming to align with the initiatives outlined in the [Strategic Integrated Plan](#):

Share Knowledge, Shape the Future

Serve Ottawa, Serve the World

Strive for Wellness, Strive for Sustainability

The following provides an update of the major projects and programs currently at various phases of development:

Major Capital Projects (chronologically)

- Engineering Design Centre (Mackenzie Building Addition)**
Start Date: September 2020 **Substantial Completion:** December 2022
Update: Substantial completion was achieved in December 2022,
- New Student Residence**
Start Date: February 2022 **Occupancy:** April 2025
 The New Student Residence project was originally scheduled for construction in 2020 but was placed on hold due to challenges presented by the pandemic. The project was re-started and is being delivered using construction management. All tenders have closed, and the majority have been awarded. Excavation, removal of existing services, installation of new sanitary and storm lines, watermain, hydro duct banks, and all ground improvements are complete. Construction is ongoing with the Level #3 suspended slab being poured. Trades on site include: rebar, formwork, mechanical, electrical and plumbing. Facilities Management and Planning (FMP) continues to work with the Construction Manager and the Design Team for pull planning activities to save time resources, and money. Occupancy is still on schedule for April 2025.
- Regional Aquatics Centre and Wellness Hub**
Design Start: September 2019 **Schematic Design Completed:** December 2021
 On hold, pending the outcome of the City of Ottawa RFI process **Completion date: TBD.**
 The Wellness Hub is a 230,000gsf (gross square feet), four-storey, above grade building which includes a new aquatics centre, wellness research and academic space for Carleton faculty and students, student services space and community gathering spaces. Carleton has taken receipt of the final schematic design document from the consultant. FMP is getting updated costing on the project to reflect current pricing, and for the costs to complete the Aquatics and fitness portion separately from the Wellness Hub.
- Loeb Building Upgrades**
Start Date: January 2022 **Completion:** 2027
 A Building Condition Assessment has been completed and submitted to FMP. A project committee has been formed to oversee the lifecycle of the project. The project is currently in the Conceptual Design Phase stage which involves reviewing the proposed options and materials for the renewal of the building envelope. Phase 1 of the project which provided repairs to the interior stairs and exterior guardrails is complete. Phase 2 of the project will address the deficiencies with the building envelope. The recommended option by the Prime Consultant received Board approval in April 2023. A project committee has been formed and a kick-off meeting was held on July 28, 2023, to officially commence schematic design which is expected to be complete in December 2023.
- Paterson Hall Building Upgrades**
Start Date: January 2022 **Completion:** 2028
 A Building Condition Assessment has been completed and submitted to FMP.

 Phase 1 of the project which addressed immediate repairs to the podium and quiet room is complete.

 Phase 2 for the overall building renewal is presently underway with the posting of the RFP on July 23 to engage the services of a design team. The project will focus on building systems, building envelope, and the possibility of Paterson Hall becoming a Central Chiller Plant feeding the adjacent buildings. The design team will prepare a preliminary report which is expected in December 2023. Approval of the concept design will lead to schematic design and subsequent execution.
- Parking Garage (P9) Demolition**
Start Date: July 2023 **Completion:** October 2024
 The Prime consultant is currently in the process of completing a separate design and tender package for the relocation of fiber optic cabling that currently runs through the P9 Parking Garage. This relocation will be completed prior to Winter 2023 in preparation for demolition of P9 in the spring of 2024. Due to the

unique nature of the project and expertise required, FMP is working with the consultant and Procurement Services to create a prequalified contractor list for the demolition contractor. The prime consultant will complete the demolition plan by January 2024 with the demolition contract to be awarded in March 2024. Demolition is slated to begin May 2024.

- **Teraanga Commons Dining Hall Expansion**

Construction Start Date: November 2023 **Project Completion:** October 2024

An expansion to the dining hall in Teraanga Commons is required to accommodate the projected increase in the number of students housed on campus. The current configuration of the Dining hall currently serves approximately 3,300 meal plan holders each academic year which equates to approximately 7,000 student visits per day. With the addition of the New Student Residence this number is set to increase by 450 meal plan holders and an additional 1,500-2,000 student visits per day. With an imminent increase in demand on Dining Services, a modernized and larger dining facility with greater capacity is necessary to not only meet the increased demand.

Capital Renewal/Deferred Maintenance Projects (alphabetical order) 2023/2024 Projects

- **Elevator Modernization – Condition Assessments**

Start Date: August 2023 **Completion Date:** TBD

FMP has engaged in the services of an elevator consultant to complete detailed condition reports of Southam Hall elevator #1, Social Sciences Research Building elevator #1, and MacOdrum Library elevator #1A, and #1B. The reports will further define the scope for the elevator modernization program that will be incorporated into upcoming budget planning.

- **Lighting Replacement Program – Year 2**

Start Date: May 2023 **Completion Date:** April 2024

April to June 2023, lighting audits were completed in several academic buildings to replace the current lighting with LED lights. FMP has prioritized the St. Patrick Building and Loeb Buildings for the 23/24 budget. The lighting replacement projects will complement the upcoming HVAC upgrades and building envelope projects in the buildings, and in return will result in energy savings and reduce greenhouse gas emissions. The lighting replacement program supports Carleton's goals as outlined in its [Energy Master Plan](#) and [Sustainability Plan](#)

- **MacOdrum Library Cooling Tower Replacement**

Start Date: August 2022 **Completion Date:** April 2024

Replacement of the roof-mounted cooling tower that services the library is required. Included as part of the project is improved access platforms for maintenance servicing. The work has been awarded to a mechanical contractor, and the existing unit will continue to be in place until the replacement occurs in fall 2023 when the existing cooling tower can be switched off. Site preparation for the new cooling tower is underway. The unit will be commissioned in April 2024 to allow testing under normal operating conditions.

- **Main Quad East Stair Rehabilitation and Tunnel Improvements**

Start Date: April 2023 **Completion Date:** Fall 2024

The East main quad stairway requires critical structural repairs, and the tunnel immediately below the stairway area shows signs of waterproofing failure and requires full depth ceiling reinstatement complete with additional electrical/mechanical upgrades as well as landscaping reinstatement. FMP has engaged the services of a multidisciplinary design team for design and engineering services, and the project is currently in the design phase. The planned construction start date for the project is March 2024, weather depending.

- **Minto C.A.S.E Curtain Wall Replacement – Feasibility Study**

Start Date: May 2023 **Construction Completion Date:** TBD

Feasibility report has been received by FMP. FMP is reviewing the options presented in the report to decide next steps of either repair or replacement.

- **Roof Replacement Program 2023-2024**

Start Date: May 2023 **Construction Completion Date:** Fall 2023

The 2023-2024 Roof Replacement Program includes Azrieli Pavilion and Theatre, Tory Building, Tory Building/Nideyinàn building link and Visualization and Simulation Building (VSIM). All the roof replacements are complete, with the exception of VSIM which will be completed in the fall. Planning has started within FMP for the buildings to be included in the 2024-2025 roof replacement program.

- **Southam Hall HVAC Upgrades**

Start Date: July 2023 **Construction Completion Date:** TBD

Project scope includes the replacement of the supply and return air fans for the existing air handling unit located in Southam Hall. The fans being replaced are approximately 50 years old, and are past life expectancy. A request for proposal was issued in July to engage the services of an engineering firm to complete design, tender, contract administration, and project close-out services for the project

- **Tory Building Theatre Enhancements**

Start Date: June 2023 **Completion Date:** TBD

Project involves seating replacement, lighting upgrades, and a refresh of paint and aesthetics of the space. FMP is also looking at options with an Architectural firm on options to improve accessibility. This project is currently in the planning phase, and will require coordination with teaching and learning services (TLS), Information Technology Services (ITS), and Scheduling and Examination Services.

- **Tory Building Cooling System Upgrades/ Replacement**

Start Date: July 2023 **Completion Date:** TBD

Upgrade of the cooling system centralized within the Tory Building. This chiller provides cooling for the following buildings; Tory Building, Nideyinàn, Architecture Building, Azrieli Pavilion and Azrieli Theatre. FMP has engaged the services of an engineer to complete a feasibility study and present options to the project team. The goal of the project is to lower Green House Gas (GHG) emissions, improve energy efficiency, and reduce operations maintenance repairs and resources.

Status Updates of Ongoing Projects from prior years (in alphabetical order)

- **Athletics Chiller Replacement**

Start Date: September 2021 **Construction Completion:** Summer 2023

***Update:** This project has been awarded to a mechanical contractor. The chiller arrived on campus and was hoisted onto the roof in December 2022. Final commissioning occurred in summer 2023 and the financial close-out is underway.

- **Bronson Substation Replacement Feasibility and Design**

Design Start: August 2023 **Completion:** TBD

***Update:** The Bronson Substation #1 switchgear has passed the end of its expected service life and various components are reaching obsolescence, if not already obsolete, with replacement parts becoming or already being unavailable from manufacturers. The feasibility study was completed and the project will move forward in phases over 2 fiscal years. The project is being phased in order to reduce the impact on the Carleton community.

- **Campus Perimeter Security Upgrades**

Design Start: March 2022 **Construction Completion:** Group 1 – Spring 2024

***Update:** Perimeter Security program has finalized the standardized program requirements related to updated door hardware materials. The program is funded by Campus Safety Services and Capital Renewal/Deferred Maintenance. As the principal output, this program of work will enhance perimeter security throughout campus by implementing upgrades and/or replacement of doors and frames as well as the installation of card access and security cameras. Three buildings (Group 1) have been awarded for construction, Herzberg Building, Azrieli Pavilion, and Dunton Tower. Dunton Tower's work also includes full replacement of the second level curtain wall, and tunnel entrance ramp replacement to improve accessibility.

The next buildings planned for implementation are the Steacie Building, Azrieli Theatre, and Southam Hall

- **Campus Sanitary Sewer/Storm Sewer/Watermain Infrastructure**

Start Date: November 2022 **Project Completion:** Fall 2023

***Update:** This project is comprised of two components. The first, the trenchless sewer lining and maintenance access rehabilitation project, achieved substantial completion in July, and all deficiencies have been completed.

The second, the rehabilitation of sewer and watermain structures (replacement of faulty valves) final water shutdowns occurred in August, and the project will be completely closed out in fall 2023. To minimize the disruption to the campus community, this project was completed after hours, and involved support from building authorities, building occupants, FMP, and the campus community.

These two initiatives have significantly improved the condition of Carleton's sewer and watermain infrastructure.

- **Central Heating Plant Generator Replacement**

Start Date: October 2021 **Construction Completion:** TBD based on Enbridge's review

***Update:** The new generator has been fully installed, but not yet connected to the building panel. There was a deficiency found in the gas pipe configuration that requires to be addressed before Enbridge gives their approval on using the generator, which has delayed commissioning of the unit. Adjacent, a structural engineering firm was engaged to review and provide recommendation on the contractor's exhaust pipe demolition plan. The structural engineer has designed pipe reinforcement structure to ensure safe demolition.

- **Dunton Tower Fire Alarm and Smoke Control Modifications Start**

Date: July 2022 **Construction Completion:** Fall 2023

***Update:** The purpose of this project is to enhance the fire alarm and ventilation systems to improve smoke management in the stairwells. The project is 90% complete, with a revised completion date of fall 2023 due to coordination requirements with the building occupants.

- **High-Voltage Condition Assessment and Five-Year Renewal Plan**

Start Date: February 2022 **Completion:** TBD

***Update:** A consultant team has been engaged to complete a condition assessment of the current infrastructure and complete a five-year renewal plan to address any concerns. A campus-wide test of electrical systems in each building on campus started in February 2022 and was expected to be completed by August 2022. The testing and maintenance contract was competitively awarded to an electrical contractor to carry out the review. The FMP team hosted briefing sessions with key stakeholders and the building authorities to consult on the schedule and the impacts to the building occupants. Testing and maintenance activities are planned to re-start in fall 2023. The consultant is currently in the design phase for the concrete replacement that contains the high voltage bus duct in the tunnels near Teraanga Commons, and for the Nideyinàn substation replacement.

- **Indigenous Learning Place**

Re-Start Date: September 2023 **Completion Date:** TBD

FMP has received approval to continue with the design of the Indigenous Learning Place and submitted an application for a Training, Equipment, and Renewal Fund (TERF) Grant to construct the Indigenous Learning Place. The substantial completion of the Indigenous Learning Place project is expected in September 2024 (pending funding approval).

- **Paterson Hall Quad Area Infrastructure Improvements**

Start Date: August 2022 **Project Completion Date:** October 2023

***Update:** This project includes demolition of stair structure, retaining walls, seating, and walkways, as required, to remove and relocate infrastructure. Excavation and removals for tunnel repairs and waterproofing are included in this project, as well as the removal and relocation of storm, sewer, watermains, water lines, catch basins and sewer covers.

The project reached substantial completion in July, and the area was hydroseeded. The full completion of this project is expected in October 2023 and will ensure that the required infrastructure upgrades are completed prior to the Indigenous Learning Place being constructed.

- **Premise Isolation on Incoming Water**

Start Date: February 2021 **Construction Completion:** Fall 2023

***Update:** The Premise Isolation on Incoming Water Project entails upgrading and modifying the watermain entry connection (domestic and sprinkler system) with specific types of Backflow Preventers (BFP) for the older buildings across campus in order to conform to the City of Ottawa's Water By-law to protect drinking water quality. The majority of the 41 buildings have been completed. FMP's Maintenance Services team will take over the required annual inspection services required by the City of Ottawa. Most of the remaining work was completed in July, however site conditions at Tory Building and Nesbitt have extended the completion date. The project manager is working with the engineering team and contractor on a solution to allow for the backflows to be installed, which will involve further infrastructure repairs and shutdowns that require coordination with the building authorities and occupants.

- **St. Patrick's Building Art Gallery - HVAC Upgrades**

Start Date: Summer 2023 **Construction Completion:** Winter 2024

***Update:** This project involves upgrades to the mechanical systems with replacement of the air handling unit, boilers, humidifiers and chillers. A mechanical contractor was awarded the contract in summer 2023, with construction scheduled for 2024 due to mechanical equipment lead times and supply chain issues. The replacement of the mechanical equipment will result in building performance improvements, and allow maintenance and operations the ability to maintain the proper humidity levels that the Art Gallery requires to operate.

- **Tunnel and Campus Ventilation Upgrades**

Start Date: January 2022 **Construction Completion:** Tunnel - June 2022, Buildings – Fall 2023

***Update:** The tunnel ventilation project is complete and the tunnels reopened in June to all members of our community with new exhaust fans and air handling units installed throughout the entire tunnel system. Mackenzie, Loeb Building, and Andrew Fleck Childcare ventilation upgrades have all been awarded to mechanical contractors. The work in Andrew Fleck Childcare, and Loeb building are complete. Deficiency ductwork for Mackenzie building will be completed in the fall, and the project will close after this is complete.

6.0 FINANCIAL IMPLICATIONS

The pandemic's impact on pricing, supply chain and resource issues continue to affect project budgets and schedule. Contractors are including greater contingencies in their pricing to deal with the volatile market, which has resulted in increased tender bids and project costs. As a result, Carleton and FMP must allow for greater project contingencies and continue to collaborate with our partners to prepare for the potential challenges.

FMP and project stakeholders will identify collaborative mitigation strategies to determine the most effective project delivery methods. Price escalation allowances are being included in cost estimates for projects that will not be tendered immediately, and multi-year projects, to account for cost increases over time. Now that the campus is back to in-person learning, some projects may require after-hours work to minimize occupant disruption, which may result in higher construction costs.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Risks that our construction projects are facing include schedule delays, construction cost increases and inflation, supply chain issues, resource and trade availability, and unknown site conditions. These cost increases and supply chain risks are being managed by planning projects well in advance in collaboration with the end-users, actively working with consultants and contractors to manage costs, specifying the preference for Canadian-supplied products as much as possible, and completing cost benefit analysis on pre-purchasing items with long lead times. Early funding approvals, tendering projects early in the year prior to the busy summer construction period, proper contracts and construction delivery model, ensuring proper contingency, as well as risk planning helps to mitigate these risks. Completing intrusive testing and inspections prior to construction helps mitigate the risks related to unknown site conditions. The university also mitigates its hazard and liability risk by providing an owner-controlled construction insurance program depending on the size of the project, and by including performance, labour and material bonds as a tender requirement.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The new capital projects and capital renewal deferred maintenance initiatives will play a role in attracting and retaining students, faculty, employees, and the community to the university, thus contributing to enhancing Carleton's reputation. Delays in completing capital projects could have a negative reputational impact with internal clients and potentially future students, as well as having a negative financial impact on the university. Disruptions as a result of construction work in occupied buildings and site infrastructure may have a negative impact on the campus community and student experience. To mitigate these risks, every effort is being made to plan and schedule the work as effectively as possible. As increasing numbers of students, faculty, and staff are back on campus, there is greater need for planning and communication strategies.

Ongoing communications with the campus community and key stakeholders is part of project management oversight. FMP continues to have the support of Carleton's communications professional staff.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
STRATEGIC	<input checked="" type="checkbox"/>	<input 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 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
Major Capital Projects
Reporting at September 2023**

Project	Budget	Work Completed to July 15/23	Anticipated Expenditures to Come	(Over) Under Budget
Capital Renewal 2019/20	14,000,000	11,181,053	2,818,947	0
Capital Renewal 2020/21	14,000,000	11,480,328	2,519,672	0
Capital Renewal 2021/22	14,000,000	10,021,537	3,978,463	0
Capital Renewal 2022/23	14,000,000	4,840,757	9,159,243	0
Capital Renewal 2023/24	14,000,000	2,525,921	11,474,079	0
Engineering Design Centre (ME Addition)	18,394,000	18,344,038	49,962	0
New Residence	106,000,000	20,119,067	85,880,933	0
Aquatics Centre and Wellness Hub - Concept Design	884,500	861,039	23,461	0
TC - Dining Hall Expansion	4,800,999	190,690	4,610,309	0
P9 - Decommissioning P9 Garage	5,000,000	-	5,000,000	0
LA - Envelope Remediation and Replacement	4,380,000	173,627	4,206,373	0
Transportation Fund	10,000,000	6,605,907	3,394,093	0
Facilities Renewal Program 23/24	5,149,500	1,564,729	3,584,771	0
TOTAL	224,608,999	87,908,693	136,700,306	-



To:	Board of Governors	Date of Report: 27 July 2023
From:	Chair, Building Program Committee	Date of Meeting: 10 October 2023
Subject:	Update on Transportation Plan & Parking Strategy	
Responsible Portfolio:	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

The [Transportation Plan](#) was completed by the external consultant The Parsons Transportation Group in 2019 to prepare for future changes on the Carleton campus. The Transportation Strategy focused on five themes: Active Travel, Accessibility, Parking, Road Network and Transit. The report provided over 26 recommendations to the university to improve transportation on campus.

Summary of Transportation Projects

Implemented recommendations include:

- Stadium Way exit from Parking Lot 5 (P5) onto Bronson
- Raven Road Extension
- Open Space Master Plan
- Road and sidewalk rehabilitation on Library Road
- New Bike storage facility between Dunton Tower and Azrieli Pavilion
- O-Train Bridge Renewal/Repair with Pedestrian Safety Fence/Lighting
- University Drive-Bronson Ave. Intersection Modifications
- Parking Lot 7 expansion – Phase 1 and Phase 2
- Addition of 10 electrical vehicle charging stations in P7

Projects in progress include:

- Decommissioning and demolition of Parking Garage P9
- Phase 2 Light Rail Transit Construction (2023 – managed by City of Ottawa)
- Tunnel connection from LRT to Minto Case, Nicol and New Residence (Part of Light Rail Transit (LRT) project, portion of tunnel under rail line)
- Develop connections to the pedestrian bridge over Rideau River (Bridge completed in 2022, use is dependent on opening of LRT)
- Site Plan Approval requirements to satisfy P7 Expansion Phase 1 Site Plan Agreement
- Exploration of availability and options for off-site parking lots that are close to campus(i.e. NCC, PWGC, and City of Ottawa)
- Planning for updating the 2019 Transportation Plan

Parking Strategy

Future parking demand is difficult to predict due to three key factors that continue to evolve. The mix of course delivery modes (face-to-face versus online) is shifting following the pandemic. Flexible work arrangements for staff have been implemented and are still maturing. Significant investments in Ottawa's light rail transit system

are expected to come online in the near future and potentially reduce demand for campus parking. As a consequence of these situational factors that are in flux, Carleton's parking strategy is focused on short-term tactics.

The situation is made more complex due to parking garage P9 having reached its final year of maintenance prior to its planned closing, decommissioning and demolition in 2024. The closing of the garage will result in a loss of 651 spaces on campus, which will have a significant impact. Parking Services is reviewing strategies to minimize the impact of the closing of the garage and has developed a comprehensive communications strategy to share with permit holders and other stakeholders.

Current parking initiatives include:

- Completion of Lot P7, Phase 2 will provide 501 additional parking spaces.
- Negotiations with the National Capital Commission (NCC) for the lease of the 100-space lot to the north of the campus.
- Continued promotion of the day permit option for staff on Flexible Work Arrangements.
- Continued promotion of carpooling and ride-sharing options for permit holders.
- Increased parking rates to narrow the gap with market rates. This will help to reduce demand and fund infrastructure investment and deferred maintenance.

Further medium-term options under consideration include:

- Another expansion of P7 (Phase 3) to the south and west (Anniversary Park) could add up to 315 spaces.
- A small surface parking lot for visitor and accessible/service vehicle parking needs in the P9 location once the parking garage is demolished.
- Possible leasing of off-site parking at Brewer Park (City of Ottawa) and Confederation Heights (Public Works and Government Services).
- Continued increases to parking rates to better align with market rates.
- Upon the return of the LRT, initiating a comprehensive alternative transportation strategy and communication campaign to promote multi-modal commuting options (i.e., public transit, carpool/rideshare, etc.) in order to reduce demand on campus parking resources by single driver vehicles. This may include linking the student U-PASS waiver to student parking pass issuance. This measure would dramatically reduce student parking permit demand.

4.0 INPUT FROM OTHER SOURCES

The Transportation Plan incorporates feedback from key stakeholders from the City of Ottawa, Board of Governors, Building Program Committee, the National Capital Commission (NCC), community representatives, as well as Carleton students, faculty, and staff.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Transportation Plan addresses some of the numerous transportation challenges and opportunities expected to impact the university environment from 2019-2023. Transportation projects align and reflect key priorities identified in new and previously completed initiatives and plans, including but not limited to:

- Strategic Integrated Plan
- Campus Master Plan (2023)
- Campus Outdoor Master Space Plan
- Coordinated Accessibility Strategy
- Sustainability Plan 2020-2025
- Capital and deferred maintenance program

To minimize campus disruption, and maximize cost saving opportunities, other infrastructure work (tunnel, sanitary/storm sewer, watermain and high voltage) are looked at holistically with the transportation projects and implementation is coordinated where possible.

6.0 FINANCIAL IMPLICATIONS

As a result of the 2019 Transportation Plan, Carleton transferred \$10 million to its Transportation Fund. To date, \$8 million has been committed from the transportation fund account, with \$6.6 million in actual expenditures up to July 2023. Some of the projects were funded outside of the transportation fund (e.g. Parking Services).

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Risks include increasing traffic disruptions on campus, conflicts with other major capital projects, schedule delays due to inclement weather, delayed LRT construction, poor or insufficient OC Transpo public transportation service to campus, lack of sufficient parking spaces to meet demand, unknown site conditions, supply chain issues, cost increases, and skilled trades availability. Continued review and risk mitigation strategies will be implemented to ensure that Carleton delivers these projects successfully. Failure to implement appropriate transportation plans and parking strategies will have reputational and operational risks should students, staff, faculty and the community have problems accessing and exiting campus, as well as being able to park. The closing of P9 in 2024 and overall reduction in parking availability are likely to result in operational and reputational risks that will need to be carefully managed and addressed. While the plan helps to mitigate these risks, continual review will assist to ensure the plan meets changing campus conditions and that risks are appropriately managed.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Many of the transportation projects have high visibility, which can have a positive or negative impact on how Carleton is seen internally and externally, thus having an impact on the university's reputation. The planning process and stakeholder management has been instrumental in keeping the campus informed, and managing expectations.

Road and infrastructure work can result in many disruptions to the Carleton campus, and external community. Communications has been key to the planning for all projects and will continue to be central to how the campus community and key stakeholders are kept informed. Communications will continue to be a priority in our planning for ongoing and future projects. FMP will continue to work with communications staff to ensure this is achieved.

The closing and demolition of P9 may result in negative reputational implications for Carleton from students, staff, faculty and the Carleton community if there is no alternative parking in place to deal with the loss of space. A communication plan will be developed as part of the decommissioning and demolition project.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Transportation Plan and Parking Strategy Update

September 2023

Transportation Plan – Background

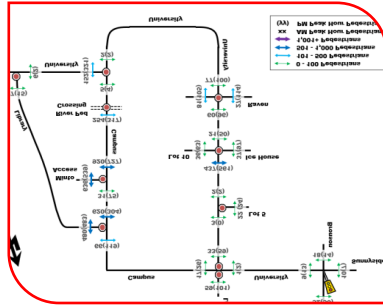
The plan was completed in 2019 and focuses on:

Active Travel



- Existing Conditions
- Short & Long-term Recommendations

Accessibility



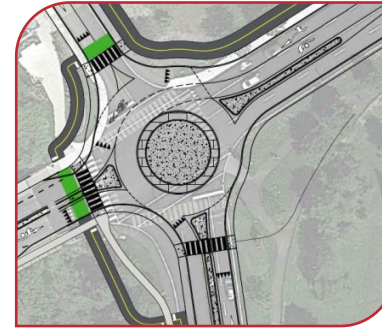
- Exterior Paths
- Ramps
- Stairs
- Tunnel connections to buildings and LRT
- Tactile Walking Surface Indicators
- Parking
- Transit Stops
- Bus Shelters

Parking



- Assessment of Parking Supply
- Short & Long-term Recommendations

Road Network



- Existing Conditions
- Areas of Concern
- Intersection Capacity Analysis
- Potential Mitigation Measures
- Short & Long-term Recommendations

Transit



- Existing Conditions
- Future Conditions
- Areas of Concern
- Potential Mitigation Measures
- Short & Long-term Recommendations

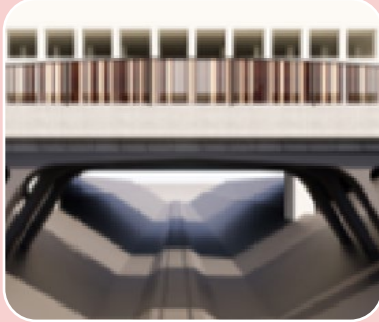
Completed Projects

Project	Completion Date
Stadium Way exit from Parking Lot 5 onto Bronson	2019
Raven Road Extension	2020
Road and sidewalk rehabilitation on Library Road	2021
New Bike storage facility between Dunton Tower and Azrieli Pavilion	2021
Parking Lot 7 Expansion Phase 1	2021
O-Train Bridge Renewal/Repair with Pedestrian Safety Fence/Lighting	2022
University Dr. - Bronson Ave. Intersection Modifications	2022
Roundabout construction on University Dr. at Parking Lot 7	2022
Installation of 10 electrical vehicle (EV) charging stations and infrastructure in P7	2022
Parking Lot 7 Expansion Phase 2	2023

Completed Projects



Bike Enclosure
between
Duntun Tower
and Azrieli
Pavilion



O-Train
Bridge
Renewal



New
Roundabout
at University
Dr. and P7



P7 Expansion
Phase 1 & 2



Additional EV
Charging
Stations

Active Projects

Project	Estimated Completion Date
Site Plan Approval (SPA) requirements P7 Phase 1 site plan approval requirements, includes boulevards and addition of sidewalks	November 2023
P9 Parking Garage Decommissioning and Demolition Project team assembled to move forward with design and planned closing of the garage and demolition for 2024, including potential for development of some surface parking/parkland on former garage footprint	2024
Phase 2 Light Rail Transit (LRT) Construction (managed by the City of Ottawa)	TBD
Develop connections to the pedestrian bridge over Rideau River to Vincent Massey Park	Bridge installed July 2022 Bridge Opening: TBD
City of Ottawa tunnel connection under rail line Expansion of tunnel connections from LRT to Minto Case, Nicol Building, New Residence and Athletics	City of Ottawa work: Completed CU Tunnel Expansion: TBD

Future Work

The remaining items are multi-year implementation initiatives that require planning with other campus infrastructure projects and new capital.

Initiatives

- ☐ **Additional bike storage**
- ☐ **Undertake preliminary design for Campus Ave. one-way conversion and bus platform extensions (to be co-ordinated with watermain and sewer work)**
- ☐ **Build multi-modal pathways on Campus Ave. and University Dr.**
- ☐ **Widen sidewalks**
- ☐ **Improve lighting and emergency stations on designated Safe Pathway System**
- ☐ **Improve tunnel connections (from LRT and P18)**
- ☐ **Improve Accessibility**
- ☐ **Update the 2019 Transportation Plan and long-term parking strategy (planned for after September 2024)**

Current Parking Challenges

- ☐ LRT significantly behind schedule
- ☐ Unmet demand for parking significant
- ☐ De-commissioning of P9 Garage in summer 2024 = loss of 651 parking spaces.
- ☐ Wellness Hub/Athletics Expansion = potential loss of 500 spaces.
- ☐ Revenue deficit – Pandemic impact, below-market rates, high deferred maintenance

Future Parking Demand is Uncertain

- ☐ Mix of course delivery modes (face-to-face and online) are shifting
- ☐ Staff flexible work arrangements are evolving
- ☐ LRT developments may change behaviour

As a consequence, our parking strategy is focused on managing short-term demands.

Short-term Measures in Progress

- ☐ Expanding Lot P7 – Phase 2 by fall 2023 (501 additional spaces)
- ☐ Leasing adjacent NCC Lot (100 spaces) – in negotiations
- ☐ Providing Flexible Work Arrangements staff parking option
- ☐ Promoting car-pooling/ride-sharing options to permit holders
- ☐ Increasing parking rates to fund infrastructure investment

Additional Medium-term Options

- ☐ **Develop a comprehensive Alternative Transportation Strategy Plan to reduce parking demand:**
 - **Work with City of Ottawa and OC Transpo to enhance public transit options**
 - **Promote public transit/LRT to campus community**
- ☐ **Continue to move parking rates closer to market rates**
- ☐ **Create surface parking lot on P9 location post-demolition**
- ☐ **Possible expansion of surface parking**
- ☐ **Explore leasing off-site parking:**
 - **Brewer Park (City of Ottawa)**
 - **Confederation Heights (Public Works and Government Services)**



To:	Board of Governors	Date of Report: 21 July 2023
From:	Chair, Finance Committee	Date of Meeting: 10 October 2023
Subject:	Real Estate Investment for the Pension Plan	
Responsible Portfolio:	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

On the recommendation of the Pension Committee, the Finance Committee approved two investment managers for half of the real estate allocation of the Carleton University Retirement Plan as follows:

- Manulife Canadian Property Portfolio (MCP) in the amount of \$50 million;
- CanFirst Industrial Realty Fund (CIRF) VIII in the amount of \$25 million, as presented.

The Pension Committee, supported by an external advisor, completed an asset-liability study in Q4 2021. The study identified real estate and private equity as new asset classes that could improve the overall return of the Retirement Fund while maintaining an acceptable level of risk. A 10 per cent allocation to real estate was approved (approx. \$150 million) and was added to the Statement of Investment Policies and Procedures (SIP&P). This initial real estate search will deploy half of the allocation. A \$50-million anchor to the real estate portfolio will be established with Manulife Canadian Property Portfolio (MCP) which is a core Canadian open-end diversified real estate fund. Secondly, a \$25-million satellite position will be established with CanFirst Industrial Realty Fund (CIRF) VIII which is a Canadian closed-end industrial real estate fund that focuses on renovating warehouses to ultimately sell as a larger portfolio.

4.0 INPUT FROM OTHER SOURCES

The Pension Committee worked with search consultant Mercer and also leveraged data from the commercial real estate industry and Canadian pension peers.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

About Investing in Real Estate

Real estate investments may be listed or non-listed. Listed real estate securities are known as real estate investment trusts (REITs) and trade on traditional stock exchanges. Non-listed real estate is generally held through limited partnerships and can be defined as core, value-add and opportunistic. Core funds are generally open-ended with quarterly or annual liquidity provisions. Most of the return from core funds is income because core means stabilized commercial real estate with long leases, low leverage and high occupancies. Value-add and opportunistic real estate involves renovations or development and are held within close-end funds that are wound up following the execution of a business plan. One would expect higher returns from value-add and opportunistic real estate. The traditional sectors in commercial real estate are apartments, warehouses, grocery-anchored retail, shopping malls, offices and hotels. With the advancement of technology and the disruption of a pandemic, new sectors of importance to an institutional portfolio include data centres, cell towers, medical offices, self-storage, student housing, and single-family rentals.

About the Search

Carleton worked with Mercer in developing a real estate portfolio construction plan and executing this initial Canadian real estate search. The Pension Committee considered a number of criteria for selecting a list of 13 Canadian real estate funds, the criteria being:

- The core anchor of the real estate allocation should hold a diversified portfolio of properties.
- The core fund should have high exposure to warehouses, grocery-anchored retail, apartments and less exposure to office and malls.
- The closed-end fund should be focused on renovations and not take significant development risk.
- The closed-end fund should focus on sectors with growth tailwinds such as industrial real estate where e-commerce is still only 13 per cent of overall Canadian retail spend and the onshoring of manufacturing will require significant industrial real estate space.

From this, further analysis was undertaken to look at the firms' organization, investment team, ability to source deals and manage assets, track record, fees, alignment of interests, valuation technique, Environmental, Social and Governance (ESG), and the institutional pension peers that are partnered with them.

About MCPP

Manulife has been investing in real estate since 1929 on behalf of its insurance business and currently manages \$56.7 billion in real estate globally. The MCPP is a core open-end fund that was established in 2011 to purchase core Canadian commercial real estate. The fund has \$2.3 billion invested in 60 properties with 94 per cent occupancy, 368 commercial tenants, 5.4 average remaining lease term, and 29 per cent leverage. The fund delivered a 10-year return to Q1 2023 of 10 per cent which is top quartile relative to their core competitors. The sector exposures are 54 per cent industrial, 25 per cent office, 13 per cent apartments, and 8 per cent grocery-anchored retail. MCPP's office exposure was better than other short-listed core funds because it holds smaller-height buildings in major downtown regions where there is significant opportunity for intensification through residential and mixed-use. The target return is 6-8 per cent net with most of the return coming from income. The management fee is 0.90 per cent on invested equity. Manulife has an ESG policy in place and is heavily focused on green certifications of their properties and runs climate risk analysis on the portfolio and new acquisitions. The \$50-million commitment will be deployed over several quarters starting in Q1 2024.

About CIRF VIII

CanFirst was formed in 2002 and has raised over \$1 billion from institutional clients through mostly closed-end funds focused solely on the Canadian industrial real estate sector. CIRF VIII is their eighth closed-end fund that will focus on acquiring, renovating, and aggregating Canadian industrial real estate properties to be sold at the end of the seven-year fund life. Canadian industrial real estate has very low vacancy and new supply has not been built fast enough to keep up with demand. This creates an opportunity for CanFirst to deliver strong returns given their sector specialization. CanFirst's previous funds have averaged a 15 per cent net internal rate of return after fees. CIRF VIII aims to raise \$250 million and will target a 13 per cent net return. Carleton will be partnered alongside reputable pension peers. The management fee is 1.0 per cent on committed equity and a 20 per cent performance fee on realized returns in excess of nine per cent. CanFirst will be implementing significant environmental improvements by investing in upgrades that reduce utility consumption and waste generation. The \$25-million commitment will be deployed over three years and will serve as a satellite portfolio alongside MCPP.

6.0 FINANCIAL IMPLICATIONS

Investment manager selection is critical to strengthening both the financial condition of the plan and the promise to deliver benefits to plan participants. A failure to implement the policy asset mix for the

Retirement Fund on a prudent basis could jeopardize the rate of return achieved on the Fund. This return directly affects the funded status of the Retirement Plan and related university contributions, the amount of retirees' starting pensions, and the post-retirement indexing for retirees.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Investment manager performance has a direct impact on the financial stability of the Plan, and is of strategic importance to the university, given its size, continued growth, and potential for volatility in funding requirements. Volatility in funding requirements puts pressure on the operating budget. A related risk 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 selection of an investment manager is critical to avoiding reputational risks. As previously mentioned, the review process involved the support of a third-party advisory firm specializing in such searches, and the comprehensive review of the short-listed firms' organization and investment expertise using well-defined criteria. A full legal review was conducted by third-party law firms. 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 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Real Estate Investment Managers Carleton University Retirement Plan

Sept 12, 2023

Retirement Fund Overview



June 30, 2023
Net Asset Value
1.6Bn



10-Year Net Return
8.2%



Funding Position

Going-Concern

Discount Rate 6.1%
Ratio 105.6%

Solvency

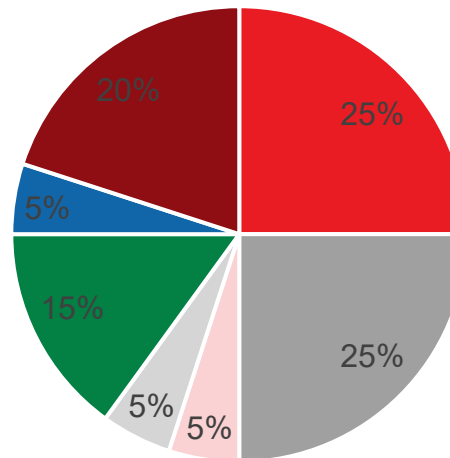
Discount Rate 4.3%
Ratio 108.2%



Plan Membership

Actives 2,429
Inactive 532
Retired 1,578

Asset Mix



- Canadian Equities
- Global Equities
- Global Small-Cap Equities
- Emerging Market Equities
- Infrastructure
- High Yield Debt
- Canadian Fixed Income

Overview of Real Estate Search

- The Pension Committee completed an Asset-Liability study in Q4 2021 with the support of Mercer. The study identified real estate and private equity allocations as opportunities to enhance the return while maintaining an acceptable level of risk. These allocations were not in the asset mix historically.
- The Pension Committee recommended a 10 per cent allocation to real estate (≈\$150M) which was approved by the Finance Committee in the 2023 Statement of Investment Policies and Procedures (SIP&P) revisions.
- Step 1 of the real estate portfolio construction process was to deploy half the real estate allocation to both a core Canadian real estate manager as the base of the allocation alongside a sector-focused value-add strategy.
- The Pension Committee engaged Mercer to support the Canadian real estate search and is recommending two investment managers for half of the real estate allocation, which is approximately \$75 million - \$50 million to the Manulife Core Property Portfolio and \$25 million to the CanFirst Industrial Realty Fund VIII.

About the Search

- The Pension Committee worked with Mercer to identify a list of 13 private institutional Canadian real estate funds.
- There was a mix of core open-end funds and value-add closed-end funds.

The main search criteria were as follows:

- The core anchor of the real estate allocation should hold a diversified portfolio of properties.
 - The core fund should have high exposure to warehouses, grocery-anchored retail, and apartments and less exposure to offices and malls.
 - The closed-end fund should be focused on renovations and not take significant development risk.
 - The closed-end fund should focus on sectors with growth tailwinds such as industrial real estate.
- Further analysis was undertaken on the firms' organization, investment team, ability to source deals and manage assets, track record, fees, alignment of interests, Environmental, Social and Governance (ESG), and institutional pension partners.

Manager Selection

- The Pension Committee held finalist meetings on June 6, 2023, and selected Manulife as the core open-end fund and CanFirst as the value-add closed-end fund.
- The Manulife Core Property Portfolio (MCP) was established in 2011 and has \$2.3 billion in assets, 60 properties, 94 per cent occupancy, 5.4-year average remaining lease term, and 368 tenants. The portfolio is diverse by Canadian geographical and sector exposures. The return target is 6-8 per cent net time-weighted return with the majority of the return coming from income.
- CanFirst was founded in 2002 and has raised over \$1 billion from institutional clients focused solely on the Canadian industrial real estate sector. The CanFirst Industrial Realty Fund VIII (CIRF VIII) is their 8th closed-end fund focused on acquiring, renovating, and aggregating Canadian industrial real estate to be sold at the end of the seven-year fund life. The return target is a 13 per cent net internal rate of return (IRR) with a mix of income and capital appreciation. This strategy is higher risk than MCP and the allocation will be sized smaller accordingly.
- Mercer completed investment and operational due diligence on both deals.
- External legal due diligence was performed by Blakes on MCP and Stikeman on CanFirst.
- Institutional references were obtained on the investment managers.

Motion

Approve two investment managers for half of the real estate allocation of the Carleton University Retirement Plan, \$50 million to the Manulife Core Property Portfolio, and \$25 million to the CanFirst Industrial Realty Fund VIII.

COMMITTEE:	Board of Governors
MEETING:	September 12, 2023
ORIGINATOR:	University Secretary/Finance Committee
ITEM:	Membership on the Investment Committee

I. INFORMATION PRESENTED TO THE COMMITTEE

As per the **Carleton University Investment Committee Terms of Reference** (attached)

The Investment Committee shall be composed of ...a Dean appointed by the Finance Committee on the President's recommendation. The membership term, excluding those of ex officio members, shall be three years. Terms may be renewed upon recommendation of the Investment Committee subject to approval of the Finance Committee.

The President recommends Howard Nemiroff, Interim Dean of the Sprott School of Business for membership on the Investment Committee.

Dr. Howard Nemiroff holds a BA (Economics) from Western Ontario, an MA (Economics) from Concordia and a Ph.D. (Finance) from Concordia. Howard is an Associate Professor who previously served as Associate Dean, Undergraduate Programs before serving most recently as Associate Dean, Faculty Affairs. He is also Faculty Advisor to the Sprott Student Investment Fund.

Howard's research examines market anomalies, behavioural finance and market efficiency. He publishes in internationally recognized academic journals such as the Journal of Financial Research, Financial Review, and International Review of Economics and Finance, amongst others.

II. RECOMMENDATION

The Finance Committee approved Howard Nemiroff as a member of the Investment Committee for a term of three years commencing September 2023, as presented.

Carleton University Investment Committee

Terms of Reference

Purpose

The Investment Committee shall oversee the investment of the funds of the Carleton University Endowment Fund, and such other university pools of investable capital as required. For purposes of this statement, these funds together constitute the “investable funds”.

Reporting

The Investment Committee shall report to the Finance Committee of the Board of Governors annually or upon request.

Composition

The Investment Committee shall be composed of:

1. Vice-President (Finance and Administration) – Chair, ex officio
2. Associate Vice-President (Financial Services) – ex officio
3. Executive Director, Pension Fund Management – ex officio
4. A Governor appointed by the Board of Governors
5. A Dean appointed by the Finance Committee on the President's recommendation
6. **Two or more** external members with a relevant professional background, preferably relating to the investment industry, recommended by the Investment Committee and subject to the approval of the Finance Committee.

Secretary

The Secretary will be named by the Chair and shall be a non-voting member.

Term

The membership term, excluding those of ex officio members, shall be three years. Terms may be renewed upon recommendation of the Investment Committee subject to approval of the Finance Committee.

Voting

All members are voting members. A minimum of four of the members shall constitute a quorum.

Responsibilities of the Investment Committee

- To oversee the management of the investable funds, including
 - Development and review of appropriate investment policies and objectives for the various pools of capital. This shall include a Statement of Investment Policies and Procedures for the Endowment Fund, including a responsible investing policy,
 - Monitoring compliance with investment policies,
 - Review of the distribution rate for the Endowment Fund and other investable funds, and make recommendations for modification where appropriate,
 - Monitoring investment performance against investment objectives,
 - Appointing and terminating suitable investment counsel and agents for the investable funds,
 - Rebalancing the investable funds between investment counsel and /or asset classes as deemed appropriate.
- To provide written reports on the performance of endowed funds to the Finance Committee.
- To make recommendations to the Finance Committee on changes to the Statement of Investment Policies and Procedures for the Endowment Fund.

Meetings

The Investment Committee will meet at least quarterly or as deemed necessary.

Conflict of Interest Policy

A conflict of interest refers to a situation where financial, professional or other personal consideration may compromise or have the appearance of compromising an individual's professional judgment in the performance of his or her duties or in the exercise of his or her fiduciary obligations as a member of the Investment Committee (a "Member").

For the purposes of these guidelines, a Conflict of Interest includes the concept of a Conflict of Commitment, and is defined as follows:

A Member of the Committee is involved in a conflict of interest where (1) the Member owes a duty to the university, and (ii) the Member has a personal interest in the matter or owes a duty to act in the matter in the interests of a different person, group of persons, institution or organization.

A conflict of interest may arise in various cases. The following are definitions of the various types of interests that a Member may have, which could give rise to a Conflict of Interest, a Conflict of Commitment, or a perception of either:

Financial Interest: A Member has a pecuniary or financial interest where he or she stands to gain a financial advantage from a decision made. The financial interest may take the form of money, gifts, favors or other special considerations.

Undue Influence: A private or personal interest that impairs, influences or appears to influence the objective exercise of his or her duties as a Member of the Committee.

Adverse Interest: A Member is a party to a claim or proceeding against the university.

Personal Relationship: A non-arm's length relationship, including but not limited to family members and persons with whom there is or has recently been a close personal relationship.

Apparent/Perceived Conflict of Interest: A reasonable apprehension which a reasonable person may have, that a conflict of interest exists, even if there is neither a potential nor a real conflict.

For the purposes of these guidelines, the following are intended to be examples, and not an exhaustive list, of situations giving rise to a conflict of interest:

1. Entering into a business or other contract/transaction on behalf of the university with a company or firm in which a Member or a person related to the Member has a financial interest.
2. Influencing the purchase of equipment, materials or services for the university from a company or firm in which a Member or a person related to the member has financial interest.
3. Accepting gifts, benefits or favors from individuals or firms with which the university does business, except as token courtesies.
4. Directing students or staff of the university to carry out work for a company or firm in which a Member has a financial interest.
5. Using the university's resources or facilities for a Member's personal benefit or the benefit of related persons.
6. Using the position as a Member to obtain employment with the university.
7. Participating in the appointment, hiring, promotion or evaluation of a related person.

8. Representing the interests of a group of employees or contractors as a voting member of the executive body or as an officer of a staff or faculty association or union.

Process for Dealing with a Conflict of Interest

Both prior to serving on the Investment Committee and during their term of office, Members must openly disclose a potential, real or perceived conflict of interest as soon as the issue arises and before the Investment Committee deals with the matter at issue.

If at any time a Member is not certain whether she/he is in a conflict of interest position, she/he may consult with the University Secretary or the President for advice and guidance.

If there is any question or doubt about the existence of a real or perceived conflict, the matter may be referred to the Board or the Investment Committee, as the case may be, who will determine by majority vote if a conflict exists. The Member potentially in a conflict of interest shall be absent from the discussion and shall not vote on the issue.

It is the responsibility of other Members who are aware of a real, potential or perceived conflict of interest on the part of a fellow Member to raise the issue for clarification, first with the Member in question and, if still unresolved, with the Chair of the Investment Committee.

If a conflict is identified, the Member must abstain from participation in any discussion on the matter, shall not attempt to personally influence the outcome, shall refrain from voting on the matter and, unless otherwise decided by the Board, must leave the meeting room for the duration of any such discussion or vote.

The disclosure and decision as to whether a conflict exists shall be duly recorded in the minutes of the meeting, or in a note to file in the Office of the University Secretary.

Where it has been determined by the Investment Committee that a Member has breached the Conflict of Interest Policy, the Investment Committee will consider the extent to which the policy has been breached in considering the need for redress.

Where there has been a failure on the part of a Member to comply with the Conflict of Interest policy, the Investment Committee may issue a verbal or written reprimand to the Member or request that the Member apologize, issue a retraction, take appropriate corrective action or resign.

Review of the Terms of Reference

The terms shall be reviewed and approved by the Investment Committee at least once every two years. Changes to the terms of reference recommended by the Investment Committee shall be approved by the Finance Committee of the Board of Governors.

June 30, 2022

To:	Board of Governors	Date of Report: 31 July 2023
From:	Chair, Finance Committee	Date of Meeting: 10 October 2023
Subject:	Investment Report for the Endowment	
Responsible Portfolio:	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 Fund (the Fund). The report focuses on the investment returns of the Fund and provides information about the Fund's asset mix and outside investment managers. This report focuses on performance of the Fund for periods ending June 30, 2023.

The objective of the Fund is to achieve returns that will allow annual distributions of 4 per cent on a moving four-year average of the market value of the Fund and a 1 per cent administrative levy while preserving the real value of the Fund in perpetuity. Results for this period show that returns were shy of this objective. The four-year annualized return for the period was 6.6 per cent, after accounting for the 4 per cent annual distribution, 1 per cent administrative levy, and inflation of 3.6 per cent annualized over a four-year period there was a small erosion in the real value of the Fund.

Carleton University General Endowment

Performance for periods ending June 30, 2023

	1 Yr	2 Yr	4 Yr	7 Yr	10 Yr
Gross Return ¹	13.4%	2.0%	6.6%	7.5%	8.0%
Benchmark	12.6%	3.2%	7.4%	7.5%	7.3%
Value-Add ²	0.8%	-1.2%	-0.8%	0.0%	0.7%
Net Return	13.2%	1.7%	6.3%	7.3%	7.7%

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

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

The market value of the Total Endowment is \$370M up from \$327M year over year. This includes three small single-purpose endowments that have specific investment mandates and uses separate from the General Endowment which is \$350M as of June 30, 2023.

In the fiscal year, the annual distribution from the Endowment fund was \$14.4 million, providing \$4.0 million for scholarships and awards, \$4.1 million in bursaries, and \$6.3 million in support of other academic and student service initiatives that would otherwise be funded from operations.

4.0 INPUT FROM OTHER SOURCES

BNY Mellon is the independent performance measurement provider for the Fund. Information from their report for the period ending June 30, 2023 was used in preparing this investment report.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Fund 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 per cent of the combined assets. The General Endowment is invested in a diversified portfolio of Canadian and global equities, Canadian fixed income, and global infrastructure funds.

The Endowment is strategically important for Carleton; the annual distribution provides funds for student support and other university initiatives.

The university completed a number of responsible investing (RI) initiatives since the previous update to the Finance Committee including the following:

- Seeded the RBC FFF Global Equity Fund with \$1 million in Q1 2023;
- The RI policy calls for a 50 per cent carbon footprint reduction in the public equity holdings by 2030 and net zero by 2050 for the Funds. We began measuring the trendline in the weighted average carbon intensity (WACI) of the public equity holdings of the Endowment and Operating Funds between December 2019 and December 2022. There was a reduction of 5 per cent from 196.8 to 186.3 between December 2019 and 2022. Work has begun to engage investment managers to promote carbon reduction targets in their underlying exposures.

6.0 FINANCIAL IMPLICATIONS

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

Major risks posed by the Endowment Fund relate to the failure of the Fund to generate enough revenue to meet required financial commitments, the risk of the Fund not being managed in accordance with the investment policy for the Fund, and the reputational risk if the first two risks are not appropriately managed.

The Investment Committee manages the Fund in accordance with the Statement of Investment Policies and Procedures developed for the Endowment Fund. The Investment Committee's terms of reference require periodic reporting to the Finance Committee of the Board of Governors. The Investment Committee is comprised of the Vice-President (Finance and Administration) the Assistant Vice-President (Finance), the Executive Director (Pension Fund Management), 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 Fund smooths peaks and troughs of investment returns and, thereby, of the annual distributions from the Fund.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There is no reputational implication that requires a communications strategy.

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 type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Investment Report for the Endowment

Sept. 12, 2023

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.

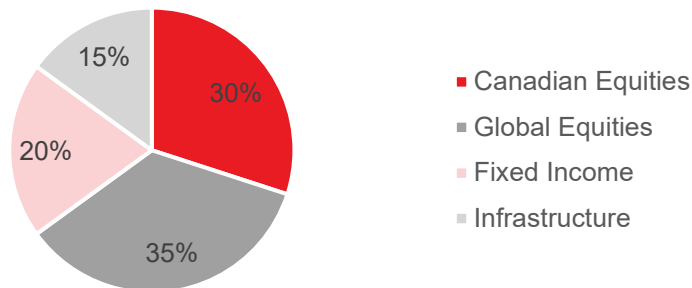
General Endowment Performance

As of June 30, 2023	1 Yr	2 Yr	4 Yr	7 Yr	10 Yr
Total Return (gross) ¹	13.4%	2.0%	6.6%	7.5%	8.0%
Benchmark	12.6%	3.2%	7.4%	7.5%	7.3%
Value Add ²	0.8%	-1.2%	-0.8%	0.0%	0.7%
Total Return (Net)	13.2%	1.8%	6.3%	7.3%	7.7%

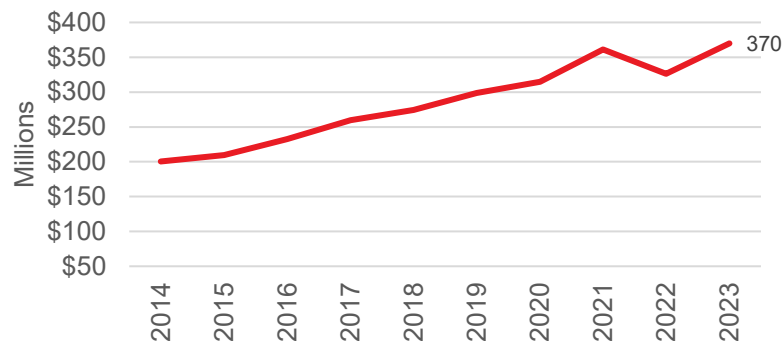
¹Returns are presented using the Time-Weight Rate of Return (TWR) methodology from our custodian bank.

²The value add target in the SIP&P is 1.0% in excess of the Benchmark Portfolio gross of fees.

SIP&P Target Asset Mix – General Endowment



Total Endowment Net Asset Value

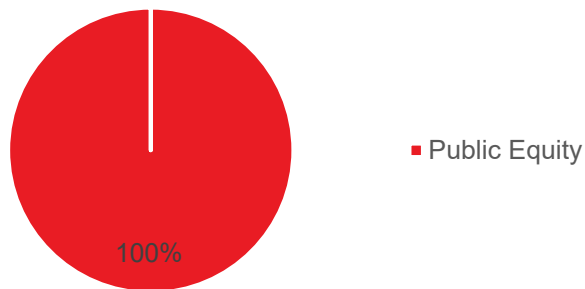


Sprott Student Investment Fund

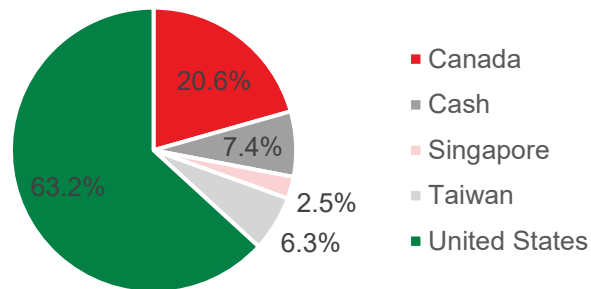
As of Mar 31, 2023	1 Year	2 Year	4 Year	8 Year
Total Return (gross)	-0.3%	8.4%	17.0%	12.0%
Benchmark	-1.6%	7.3%	11.2%	10.4%
Value Add	1.3%	1.1%	5.8%	2.4%

\$2.0M net asset value

Portfolio Asset Mix

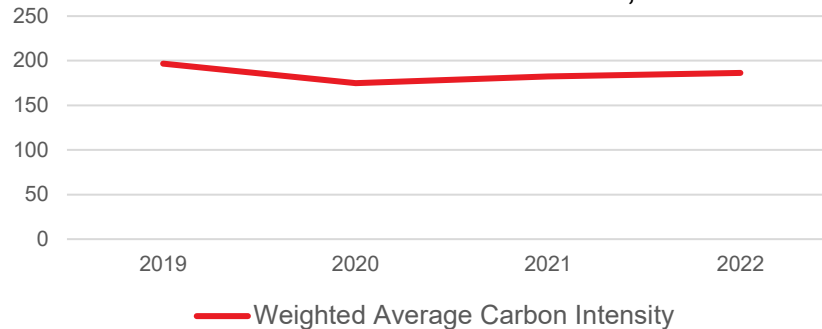


Portfolio Allocation by Country



Endowment Updates

- The university seeded the Fossil Fuel Free Global Equity Fund with \$1 million and it is now available to donors.
- As part of the university's commitment to decarbonize, the Endowment and Operating Fund public equity holdings set an interim target to achieve a 50 per cent reduction in the weighted average carbon intensity (WACI) by 2030 using a December 2019 base year. We have begun monitoring this commitment and below is the WACI trend line to Dec. 31, 2022:



Operating Budget Update 2023-2024

Finance Committee

Sept. 12, 2023

2023-24 Operating Budget Update

- Early days but no significant variances anticipated
- Tuition revenue expected to be on target
- No changes expected in grant or investment income
- Minor positive variance in contingencies
- Monitoring bad debts



To:	Board of Governors	Date of Report: 18 July 2023
From:	Chair, Finance Committee	Date of Meeting: 10 October 2023
Subject:	Update on 2023 Credit Rating	
Responsible Portfolio:	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

As part of the inaugural debenture issuance in 2022, a credit rating was performed by the Dominion Bond Rating Service (DBRS) Morningstar. The university received a rating of AA (low) which is investment grade. To put this rating in perspective, it is one level below the University of Toronto (AA), one level above Guelph (A high) and on par with the University of Ottawa.

The credit rating must be reviewed annually while the debenture is outstanding. DBRS performed this review in May and June 2023, and issued the attached press release. The results and the press release indicate the AA (low) rating was retained and a stable outlook was projected.

4.0 INPUT FROM OTHER SOURCES

DBRS-Morningstar uses financial, enrolment and other data to formulate its opinion. A meeting with senior university management, to discuss operational and financial plans, also forms a critical input to the process.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The credit rating is not only used by debenture investors, but is also of interest to government, financial institutions and the public at large. A positive credit rating is a leading indicator of financial health.

In late 2022, the Ministry of Colleges and Universities (MCU) released its draft University Financial Accountability Framework, with eight core financial metrics, including a credit rating.

6.0 FINANCIAL IMPLICATIONS

There are no immediate direct financial implications of the credit rating review, however, maintaining a high rating will lead to favourable rates on future debt issues.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The annual review is a legal requirement of a debenture issue, and now one of the key metrics MCU plans to use to assess the financial health of universities and whether an action plan is required. The main risk of the review consists of DBRS reaching an incorrect conclusion based on the data provided. This risk is mitigated by the meeting held between DBRS, selected university leadership and subject matter experts to address questions.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Achieving a favourable rating is positive for the university's reputation. Maintaining the initial rating, with a stable outlook, is of importance to the reputation of the university as a lower credit rating and/or a nonstable outlook could have negative implications.

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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DBRS Morningstar Confirms Ratings on Carleton University at AA (low), Stable Trends

UNIVERSITIES

DBRS Limited (DBRS Morningstar) confirmed the Issuer Rating and Senior Unsecured Debenture rating of Carleton University (the University or Carleton) at AA (low). Both trends are Stable. The ratings are supported by Carleton's position as a leading comprehensive university in Canada with an improving research profile, a track record of sound fiscal management, large expendable resources, and a manageable debt burden. The ratings remain constrained by the current challenging operating environment, which allows limited revenue flexibility despite rising costs, as well as a somewhat uncertain outlook for enrolments. The Stable trends reflect DBRS Morningstar's view that the University continues to remain relatively well positioned to withstand any pressures from the challenging operating environment and that any softening in operating results will be temporary.

Following several years of reporting positive results, Carleton posted a deficit of \$17.8 million for 2021–22. For 2022–23, the University's operating budget expects a return to surplus of more than \$12.0 million, supported by investment gains and cost containment efforts despite an anticipated decline in student fees as a result of declining enrolments. The University made a concerted effort to reduce discretionary expenses to help mitigate the anticipated decline in tuition revenues. However, on a consolidated basis, the university expects a deficit of \$13.8 million resulting from a continued use of reserves for renovations and deferred maintenance.

For 2023–24, a balanced budget has been presented, supported by investment gains partly offset by the anticipated decline in enrolments. Carleton has revised its enrolment forecast to reflect the lingering multi-year impacts of the visa-processing backlogs experienced in the prior year on the enrolment trajectory and anticipates a decline in full-time equivalent (FTE) enrolment (-2.1%) for 2023–24. However, DBRS Morningstar believes that the easing of visa processing related issues suggests some upside for the University's near-term enrolment and operating outlook.

Following the issuance of \$220 million during 2021–22, long-term debt totalled \$270.4 million at April 30, 2022, or \$9,463 per FTE student. Given the University's revised enrolment forecast now anticipates a further softening outlook for enrolments compared to the prior year, the decline in debt per FTE is anticipated to materialize at a slower pace, approaching \$9,000 by 2026–27 compared with DBRS Morningstar's prior expectations.

RATING DRIVERS

The University has limited flexibility in the current rating category. A negative rating action could arise from a failure to reverse the declining trend in operating results and enrolments on a sustained basis and materially higher-than-planned debt. A positive rating action is not contemplated, and would be dependent on broad-based improvement in critical risk assessment factors, including Carleton's academic profile, and financial-risk metrics.

ENVIRONMENTAL, SOCIAL, GOVERNANCE CONSIDERATIONS

There were no Environmental/Social/Governance factors that had a significant or relevant effect on the credit analysis.

A description of how DBRS Morningstar considers ESG factors within the DBRS Morningstar analytical framework can be found in the DBRS Morningstar Criteria: Approach to Environmental, Social, and Governance Risk Factors in Credit Ratings at <https://www.dbrsmorningstar.com/research/396929> (May 17, 2022).

Notes:

All figures are in Canadian dollars unless otherwise noted.

DBRS Morningstar applied the following principal methodology:

-- Rating Public Universities (May 17, 2023; <https://www.dbrsmorningstar.com/research/414148>)

The credit rating methodologies used in the analysis of this transaction can be found at: <https://www.dbrsmorningstar.com/about/methodologies>.

A description of how DBRS Morningstar analyzes corporate finance transactions and how the methodologies are collectively applied can be found at: <https://www.dbrsmorningstar.com/research/397223/interplay-of-global-corporate-finance-rating-methodologies-when-analyzing-corporate-finance-transactions>.

The related regulatory disclosures pursuant to the National Instrument 25-101 Designated Rating Organizations are hereby incorporated by reference and can be found by clicking on the link under Related Documents or by contacting us at info@dbrsmorningstar.com.

The rating was initiated at the request of the rated entity.

The rated entity or its related entities did participate in the rating process for this rating action.

DBRS Morningstar had access to the accounts, management and other relevant internal documents of the rated entity or its related entities in connection with this rating action.

This is a solicited credit rating.

The conditions that lead to the assignment of a Negative or Positive trend are generally resolved within a 12-month period. DBRS Morningstar trends and ratings are under regular surveillance.

Information regarding DBRS Morningstar ratings, including definitions, policies, and methodologies, is available on www.dbrsmorningstar.com or contact us at info@dbrsmorningstar.com.

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Toronto, ON M5H 3M7 Canada

Tel. +1 416 593-5577

Ratings

Carleton University

Date Issued	Debt Rated	Action	Rating	Trend	Attributes
23-Jun-23	Issuer Rating	Confirmed	AA (low)	Stb	CA
23-Jun-23	Senior Unsecured Debentures	Confirmed	AA (low)	Stb	CA

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Undergrad Recruitment Marketing Advancement and University Relations Committee

September 13, 2023



Agenda

- **Reputation Enhancement Project (REP) Origin Story**
- **2022-23**
 - Campaign Overview
 - Results
- **2023-24**
 - Objectives
 - Strategies
 - Creative
 - Channel Mix

REP Process

2020

PHASE ONE: Research and Discovery

01

4 Discovery Sessions

Planning discussion with 6-8 internal stakeholders to understand requirements, preliminary discussion of opportunities

02

4 Workshops

Broad group of internal stakeholders on perceptions, key strengths, weaknesses, and opportunities

03

14 Focus Groups + 26 IDIs + 4 consultations

A broad cross-section of audiences on perceptions, communication and reputation-building opportunities

04

Secondary Research

Literature review, audit of current creative, and external scan of 5 competitors and 30 key comparators

05

2 Online Surveys

15-min survey with internal and external audiences on perceptions and reputation drivers

PHASE TWO: Brand Strategy Development

06

PHASE THREE: Creative Development

07

PHASE FOUR: Implementation

08

2021

Campaign Overview and Results

2022-2023 Undergraduate Recruitment Marketing
Campaign

2022-23 Campaign Overview

Phase 1

- September 5 to January 15

Phase 2

- January 16 to June 30

Channel	Media Partner
Social	Facebook/Instagram
	TikTok
	Snapchat
	Reddit
Video	Twitch
	Mirrors (YouTube)
Digital Out of Home - DOOH (Billboards/Bus shelters)	Kinetic
Web & Mobile Display	MiQ
	Maclean's
Search	Bing
	Google

Phase Expenditure

Phase 1 spend: 77% (Application)

Phase 2 spend: 23% (Support Confirmation)

SEPT				OCT				NOV				DEC				JAN				FEB				MAR				APR				MAY				JUN							
5	12	19	26	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	6	13	20	27	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	
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Top Level Campaign Results

2022-2023 Undergraduate Recruitment Marketing
Campaign

2022-23 Results

Application Phase 1 – September 5 to January 15

Spend	Impressions	Clicks	CTR	CPM	CPC
\$459,024.07	97,208,241	313,204	0.32%	\$4.72	\$1.47

Confirmation Phase 2 – January 16 to June 16 (ends June 30)

Spend	Impressions	Clicks	CTR	CPM	CPC
\$140,097.09	47,695,987	248,086	0.52%	\$2.94	\$0.56

144,904,228

561,290

2022-23 Results

Application Phase 1 – September 5 to January 15

Channel	Partner	Spend	Impressions	Clicks	CTR	CPM	CPC	Video Completions	VCR	1st KPI	Benchmark	1st KPI %
SOCIAL	Meta	\$ 49,854.93	24,965,456	16,036	0.06%	\$2.00	\$3.11	108,068	19.17%	CPM	\$8.00	-75%
	Snapchat	\$ 39,630.36	14,759,811	62,966	0.43%	\$2.69	\$0.63	97,300	16.01%	CPM	\$8.00	-66%
	TikTok	\$ 65,000.00	20,499,021	103,891	0.51%	\$3.17	\$0.63	58,336	1.06%	CPM	\$8.00	-60%
	Reddit Ads	\$ 60,095.48	11,486,928	17,852	0.16%	\$5.23	\$3.37	N/A	N/A	CPM	\$8.00	-35%
DISPLAY	MIQ	\$ 32,500.00	4,089,765	3,392	0.08%	\$7.95	\$9.58	N/A	N/A	CPM	\$8.00	-1%
VIDEO	Twitch	\$ 35,121.59	1,248,950	454	0.04%	\$28.12	\$77.36	1,210,217	97.14%	CPM	\$33.00	-15%
	Youtube	\$ 31,717.22	7,946,747	5,852	0.07%	\$3.99	\$5.42	124,900	1.83%	CPM	\$21.00	-81%
DOOH	Kinetic	\$ 80,000.00	10,802,071	N/A	N/A	\$7.41	N/A	N/A	N/A	CPM	\$10.00	-26%
SEARCH	Google	\$ 49,190.95	605,351	86,933	14.36%	\$81.26	\$0.57	N/A	N/A	CPC	\$1.00	-43%
	Bing	\$ 15,913.54	804,141	15,828	1.97%	\$19.79	\$1.01	N/A	N/A	CPC	\$0.55	81%
TOTAL		\$459,024.07	97,208,241	313,204	0.32%	\$4.72	\$1.47	1,598,821	10.87%			

2022-23 Results

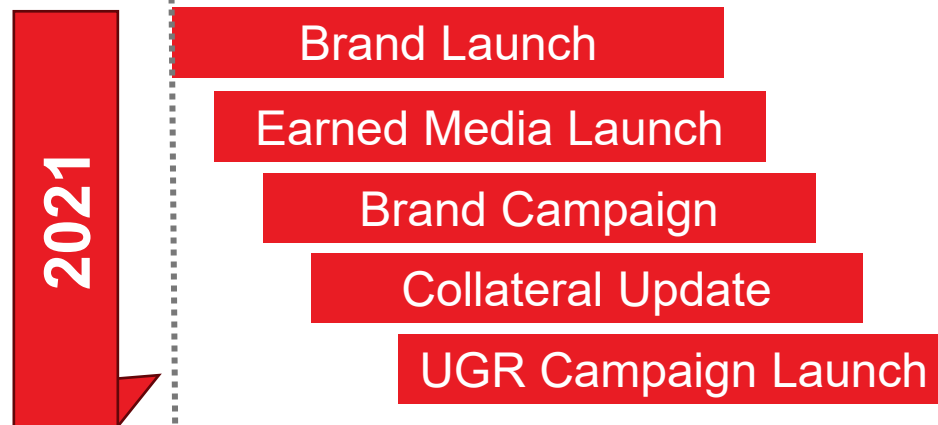
Confirmation Phase – January 16 to June 30, 2023

Channel	Partner	Spend	Impressions	Clicks	CTR	CPM	CPC	Video Completions	VCR	1st KPI	Benchmark	1st KPI %
SOCIAL	Meta	\$39,329.74	20,503,441	15,861	0.08%	\$1.92	\$2.48	67,951	22.46%	CPM	\$2.00	-4%
	Snapchat	\$24,000.01	13,503,875	60,229	0.45%	\$1.78	\$0.40	77,399	14.09%	CPM	\$2.69	-34%
	TikTok	\$16,882.45	11,033,327	23,953	0.22%	\$1.53	\$0.70	35,668	0.35%	CPM	\$3.17	-52%
DISPLAY	MIQ	\$10,927.58	1,308,667	1,503	0.11%	\$8.35	\$7.27	N/A	N/A	CPM	\$8.00	4%
SEARCH	Google	\$42,325.26	703,972	129,858	18.45%	\$60.12	\$0.33	N/A	N/A	CPC	\$1.00	-67%
	Bing	\$6,632.05	642,705	16,682	2.60%	\$10.32	\$0.40	N/A	N/A	CPC	\$0.55	-28%
TOTAL		\$140,097.09	47,695,987	248,086	0.52%	\$2.94	\$0.56	181,018	1.63%			

Year-Over-Year Recruitment Data

Application Journey – August Numbers

YEAR	2019	2020	2021	2022	2023
APPLICATIONS	21,099	20,290	19,347		
% CHANGE	-	-3.8%	-4.6%		



Application Statistics as of August 2023

High School Applications by Choice For Carleton

Year	1st	2nd	3rd	>3	Totals
2022	3,717	3,667	3,709	9,084	20,177
2023	3,732	3,723	3,700	9,625	20,780
% Change	0.4%	1.5%	-0.2%	6.0%	3.0%

Carleton had an increase in 101 applications over the previous year

High School Applications by Choice For System (All Ontario)

Year	1st	2nd	3rd	>3	Totals
% Change	-0.2%	0%	0.1%	5.8%	2.8%

Carleton beat the Ontario system for high school applications

Application Statistics vs. Competitors

Carleton had a strong year-over-year increase vs its competitors

101 Ontario Applications

University	August 9, 2023	August 10, 2022	% Difference	
Carleton	20,780	20,177	3.0%	Regional
Ottawa	33,245	35,035	-5.1%	
Queen's	37,248	37,688	-1.2%	
MTU	48,663	51,100	-4.8%	Brand
York	54,026	50,596	6.8%	
Waterloo	42,186	42,477	-0.7%	

Ottawa 'Freedom Convoy' protests were 'unsafe and chaotic', inquiry finds

POLITICS

Trucker protest: Ottawa residents face harassment, noise 'all night long'



By Craig Lord • Global News

Posted February 1, 2022 5:45 pm · Updated February 1, 2022 10:39 pm

CANADA

As residents worry about safety, city moves to revitalize Ottawa's ByWard Market

By Liam Fox • The Canadian Press

Posted June 24, 2023 9:36 am

Opinion / Columnists



Cole: Wildfire smog in Ottawa is dangerous. Here are a few tips for coping

The most polluted cities in the world right now are not as bad as what we see in Ottawa this week. Take some measures to protect yourself.

Carbon capture talks being blocked by tensions between Ottawa Alberta: oil group

By Nia Williams and Steve Scherer • Reuters

Posted January 23, 2023 6:43 pm · Updated January 23, 2023 6:51 pm



3rd party ad content

CANADA

Ottawa's troubled light rail train service remains closed after yet another shutdown

By Liam Fox • The Canadian Press

Posted July 19, 2023 10:46 am · Updated July 25, 2023 1:19 pm

Politics

Canada is picking up the political radicalization bug from the U.S., new report warns



Political issues are being weaponized at the expense of national unity, says Eurasia Group's 'Top Risk' report



Murray Brewster • CBC News · Posted: Jan 03, 2023 7:40 PM EST | Last Updated: January 3



3rd party ad content



Dozens of truckers arrived in Ottawa over the weekend as p

Protesters against a vaccine mandate for truckers crossing the border have brought Canada's capital city to a standstill.

Regional Comparison – As of August 9

Student Recruitment has indicated Ottawa seen with some negativity

Applications 2023 vs 2022

University	2023 Change
Carleton	3.0%
Ottawa	-5.1%
Queens	-1.2%
Total Ottawa Region	-1.8%

Confirmations 2023 vs 2022

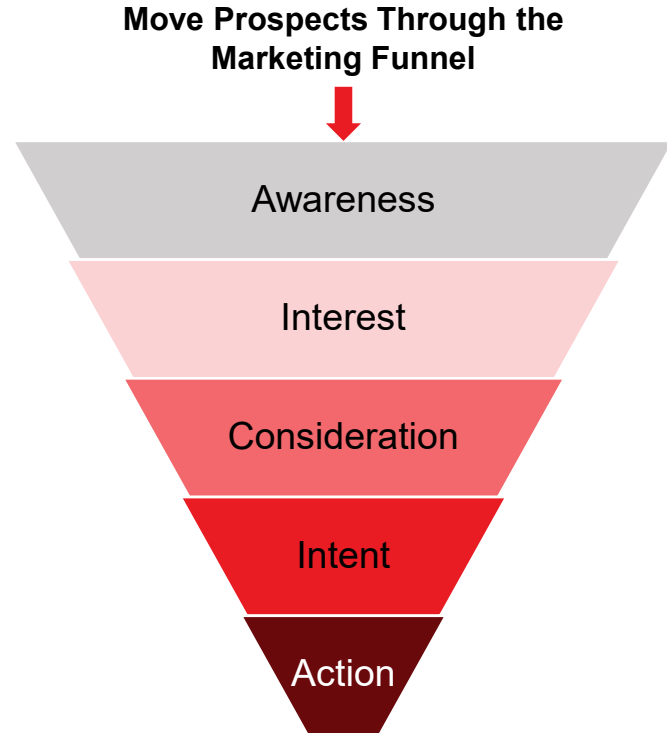
University	2023 Change
Carleton	-2.2%
Ottawa	-5.7%
Queens	-8.5%
Total Ottawa Region	-5.6%

Campaign Objectives

2023-2024 Undergraduate Recruitment Marketing
Campaign

Campaign Objectives

- Raise awareness of Carleton
 - Prioritize Ottawa and GTA
- Increase understanding of Carleton's strengths and benefits
- Develop affinity and connection with Carleton
- Generate leads for UGR team: sign-up to Carleton 360, register for a Recruitment event
- Increase intent to apply



Campaign Strategies

2023-2024 Undergraduate Recruitment Marketing
Campaign

Campaign Strategies

Select and integrate a highly targeted mix of media channels based on learning from 2022-23 campaigns

Develop high performing advertising creative, based on:

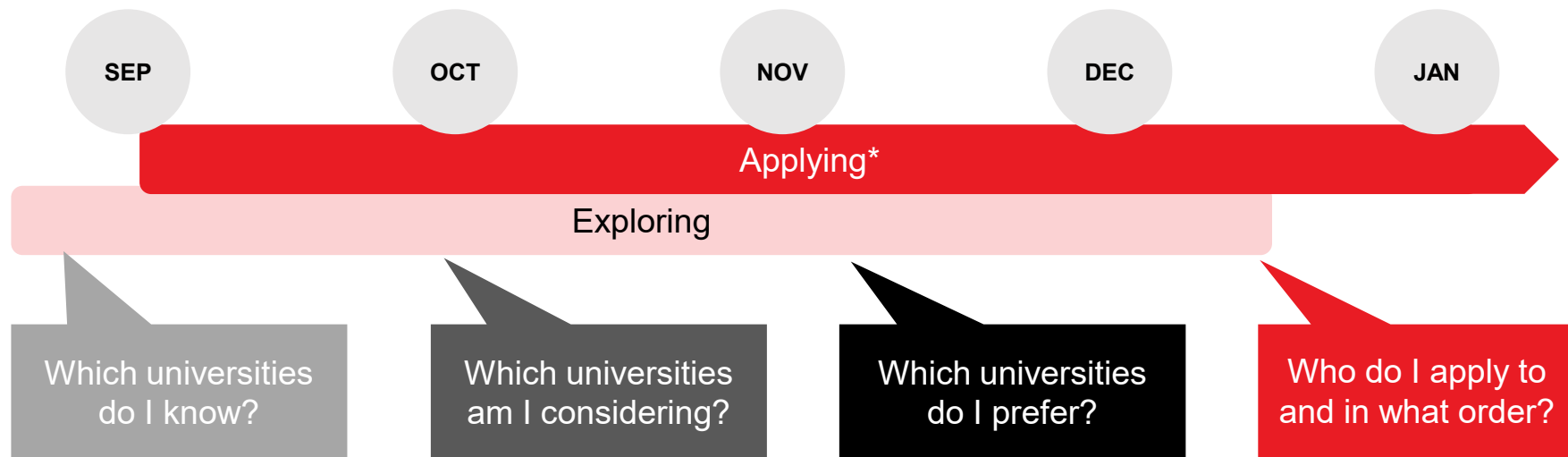
- Past campaign data
- Best-practice research

Support and leverage UGR recruitment activities through the student journey

Establish a foundation for, and align with, faculty-specific campaigns

Student Journey Alignment

Connect with and motivate our audience as they progress along the student journey during the application phase.



*** This year ON students can begin applying on Sep 21 – they do not have to wait for an OUAC PIN**

Alignment with UGR Activities

Sept 21-Jan 15 - Application Phase (101s)

Jan 16-June 1 - Confirmation Phase (101s)

SEP

OCT

NOV

DEC

JAN

FEB

MAR

APR

MAY

JUN

Key In-Person Events:

OUF
Oct 22-23

Fall
Open
House
Nov 4

Family
Info
Night
Dec 5

March
Open
House
March 9 -16

Spring
Open
House
May 11

Virtual Information Events:

Oct 11

Nov 8

Dec 13

Jan Ravens
series

Feb 14

Mar 13

Apr 10

May 8

High School Visitations, Fairs, etc.

High School Follow-Up Visits, Applicant Evening Series, etc.

Faculty-Specific Campaigns

Faculty-specific campaigns will launch 1-2 months after Carleton campaign, providing additional support for specific programs.

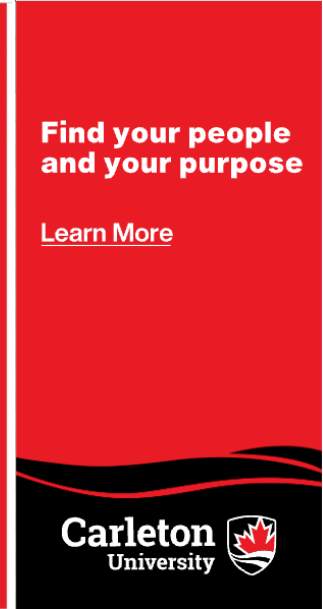
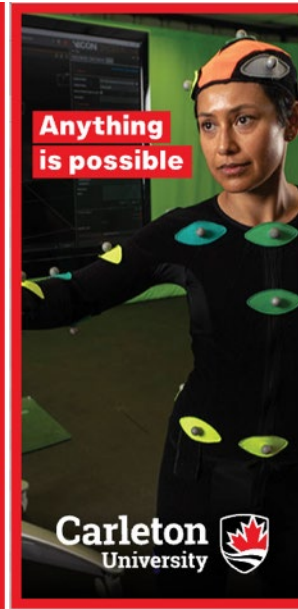
Faculty	Priority Programs/Program Groups	Timing
FASS	English, Psychology, Environmental Studies, Art History, Humanities	OCT - JAN
FED	Aerospace, Biomedical, Civil, Computer, Electrical, Environmental and sustainability, Mechanical, Architecture, Industrial Design, Information Technology	OCT - JUN
FPA	Communication and Media Studies; Public Affairs and Policy Management; Bachelor of Arts, Law; Economics	OCT- JAN
SCI	Computer Science, Health Sciences, Mathematics, Science	NOV - JAN
Sprott	BIB, BComm	NOV - JAN

Campaign Creative

2023-2024 Undergraduate Recruitment Marketing
Campaign

Insight-Based and Brand-Building Creative

- Top Performing Creative have these characteristics in common:
 - Eye-catching - use video / animation
 - 3 seconds max. to spark interest
 - Straight-forward
 - Authentic
- Build on last year's recognition
- Continue using “Smart, Caring Community” and “Find your people and your purpose”



Student-Led Approach

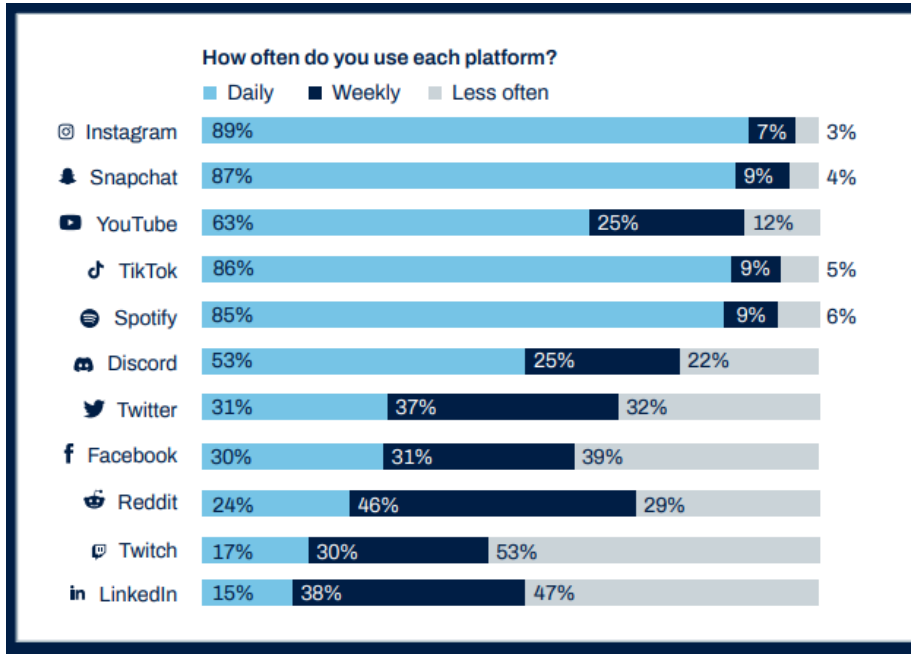
- Brand Ambassadors (BAs) will be utilized to produce content that is authentic and meaningful, in two ways:
 - Capitalize on BAs' existing following to post on their page
 - Put BAs in front of the camera on Carleton-owned channels in paid campaigns



Recommended Media

2023-2024 Undergraduate Recruitment Marketing
Campaign

Target Audience Preferences: Platforms



Top 5 platforms used by Gen Z are:

- Instagram
- Snapchat
- YouTube
- TikTok
- Spotify

These platforms offer **mobile-first content** that is highly consumed by the target group.

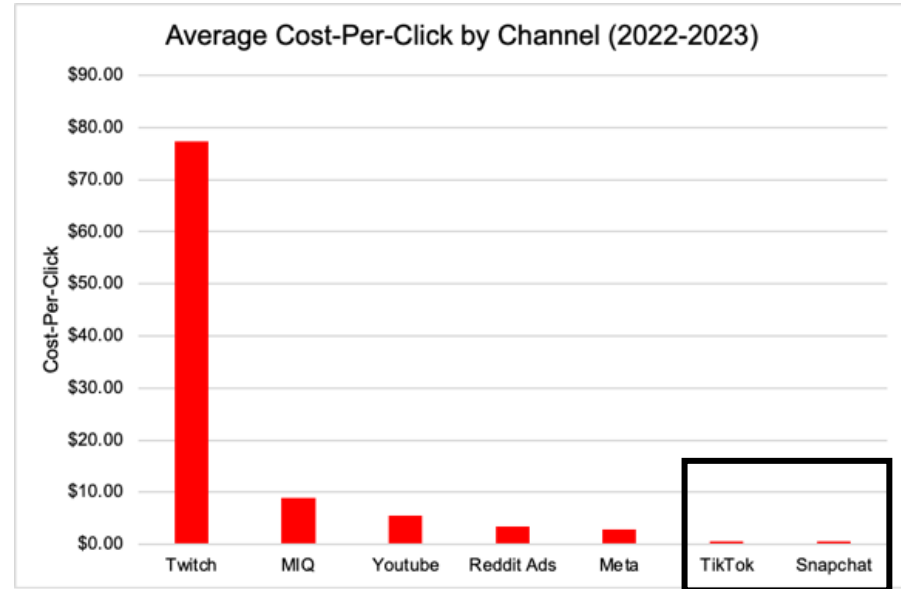
Source: 2022 Gen Z Media Report

Recommended Media



TikTok and Snapchat

- Strong performers last year
- Top platforms for our audience
- Effective for building awareness and brand preference
- Generates engagement and response - drives to landing pages
- Very low cost-per-click



Recommended Media

Instagram

- Top platform for our audience
- Effective for building awareness and brand preference
- Best performing format from LY was IG reels



YouTube

- Top platform for our audience
- Top performer in FED campaign
- Effective for storytelling, brand personality



Recommended Media

Google Search

Ensure we appear in searches on Google:

- Brand: e.g. Carleton University
- Program - Generic: e.g. health science course
- Competitor: e.g. University of Ottawa or Queen's



Ad • admissions.carleton.ca/requireme...

[Carleton University | Discover Carleton ...](#)

Immerse yourself in a community that i...

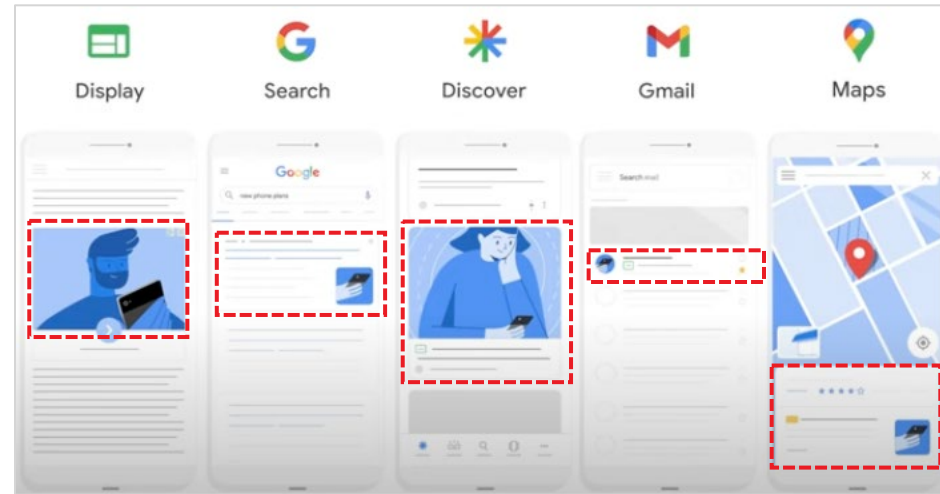
We strive for innovation to enhance our ...

Recommended Media – New for 2023-24



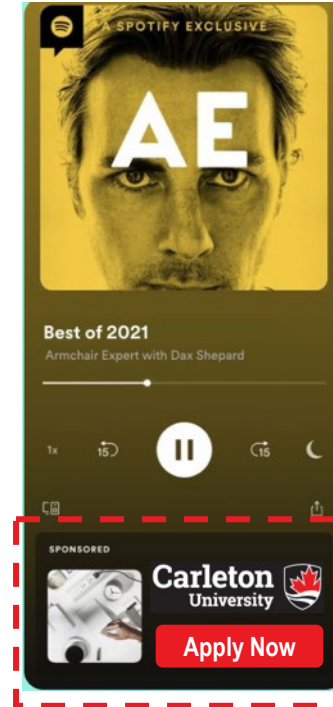
Google Performance Max

- Conversion-focused tactic with AI-powered targeting
- Serves ads across full range of Google channels: Search, Display, Discover, Maps, Gmail
- Mixes and matches creative assets – text, images and video – to display them as effectively as possible on every channel



New for 2023-24: Spotify – Audio + CTA Cards

- Combines an audio ad with a clickable display ad that includes a clear call-to-action (CTA), e.g.
- Plays/appears with content targeted to our audience
- Reappear for a designated period time once they are viewed by each user



New for 2023-24: Inuvo – Online Advertising

Programmatic display advertising with sophisticated targeting based on AI

- Ads appear across Inuvo's large network of websites
- Tracks online behaviour of users responding to our campaign and then serves ads to similar users
- Inuvo will share information and insights gained about target audience behaviour – provides us with an even better understanding of those most likely to choose Carleton

Sample sites within network:

P O P S U G A R .

Fandom

HYPEBEAST

ENews

BuzzFeed

New for 2023-24: ViStar – Digital Screens & Billboards

Targeted digital out-of-home placements, e.g., locations and businesses frequented by teens

- For GTA, prime objective is to raise awareness and align with school visits
- For Ottawa, messaging to focus on promoting UGR activities, e.g. Open Houses



Thank You



REPORT TO ADVANCEMENT & UNIVERSITY RELATIONS COMMITTEE

September 13, 2023

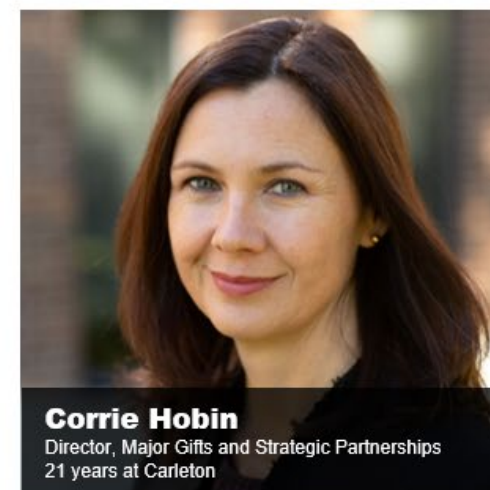
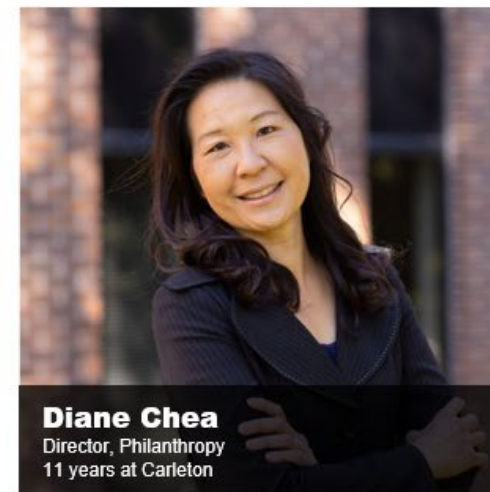
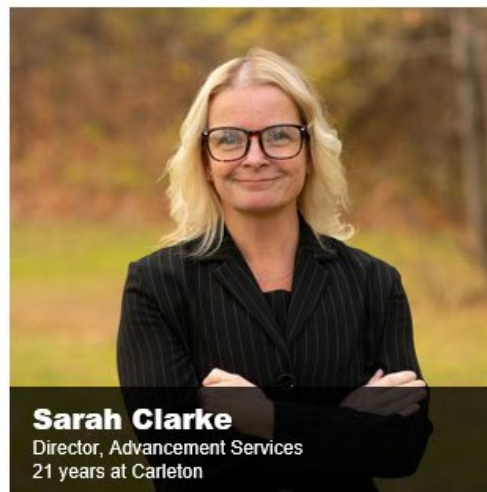
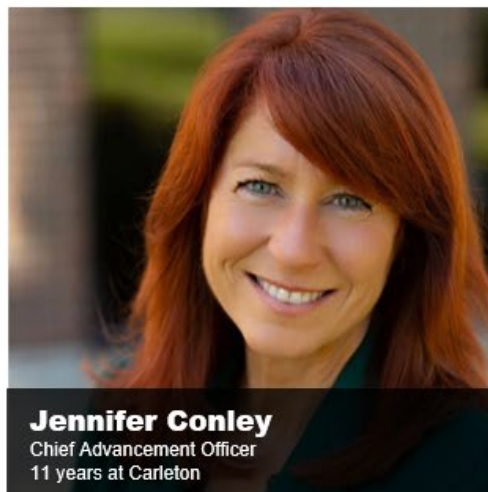
Our Strategic Approach

In alignment with the vision to build **Partnerships with Purpose** in the Strategic Integrated Plan, Advancement champions a competitive, progressive “purpose-based” model for our fundraising and engagement strategies.

Guided by Carleton’s founding mandate, this model invites donors to give not just **to Carleton but through Carleton**—investing in higher education as a means to address societal challenges.

Advancement continues to build upon Campaign momentum, and is currently developing a timetable/milestone map for the next Campaign.

Who We Are



Bios available at carleton.ca/advancement



OUR GOALS 2023-2024

Supporting Carleton's Mission and SIP priorities via continued momentum building *Revenue, Relationships and Resilience*:

Revenue:

Sustain 4 year rolling average of \$40M.

Continue momentum of Holistic Integrated Partnerships.

Continue active planning and operational preparedness for upcoming Campaign.

Relationships:

Continue positive momentum of “purpose-based” community engagement model, in partnership with the Centre for Community Engagement.

Continue international relations momentum of connecting and engaging with alumni and donors.

Resilience:

Retain donors and talent via thought leadership, community-building, creation of best practices and “first and only programs” for the Sector.

Diversify and innovate to strengthen the nonprofit sector and Canadian society via philanthropy.

CANAL: Share Knowledge, Shape the Future

Advancement will develop new revenue strategies to support Carleton's core mission:

- > *Continue our focus on high-value holistic integrated partnerships and corporate engagement.*
- > *Elevate a new national and international front-line philanthropic fundraising approach through increased engagement and stewardship efforts and innovative digital tools and methods.*
- > *Continue active planning and operational preparedness for the upcoming Campaign.*

Goals:

- > *Raise \$40 million in philanthropic & holistic research partnership revenue (on a four-year rolling average).*
- > *Identify and cultivate three new strategic corporate partners through the Holistic Integrated Partnerships initiative.*

COMMUNITY: Serve Ottawa, Serve the World

Advancement will continue strategies to broker, manage and celebrate partnerships with purpose:

- > *Continue positive momentum of new industry-leading “purpose-based” engagement model, in partnership with the Centre for Community Engagement.*
- > *Generate and deepen relationships worldwide by leveraging campus engagement opportunities and more effective digital communication and stewardship.*
- > *Continue international relations momentum of connecting and engaging with alumni and donors.*

Goals:

- > *Develop and launch web models for community engagement and campus participation.*
- > *Launch targeted engagement programs to target five constituent groups.*

RIVER: Strive for Wellness, Strive for Sustainability

Advancement will evolve new approaches to operational, strategic and systemic challenges:

- > *Strive to renew a culture of philanthropy on campus.*
- > *Empower ourselves and each other to invest in and perfect passion projects and “first and only” approaches.*
- > *Strive to lead and support Carleton leadership (academic and administrative) in establishing and advancing relationships.*
- > *Prioritize achieving operational objectives while supporting Carleton’s desire for a flexible and hybrid workplace.*

Goals:

- > *Lead training and development sessions for university and charitable sectors to showcase Carleton first and only thought leadership.*
- > *Complete the engagement and donor impact transformation.*
- > *Elevate the upcoming Campaign internally.*

CHAMPION PARTNERSHIP

Board and volunteer engagement is a critical and welcome component of campaign success. You are our Champions!

- > **Choose a cause you wish to champion**
- > **Take a look at www.futurefunder.ca for ideas and examples**
- > **Chat with us about avenues and opportunities**
- > **Join the movement**

Thank you

Government Relations

Alastair Mullin

Director, Government Relations

September 2023



Strategic Government Relations Plan

- **Three objectives:**
 - **Bringing government to campus and the campus to government**
 - **Speak with a clear and distinct Carleton voice**
 - **Innovation and distinction**



Federal focus



- **Changing research landscape**
 - **Funding**
 - **Granting council leadership**
- **Federal spending reductions**
- **International students**

Provincial Focus

- **BRP, funding and tuition**
- **New programs from Carleton**
 - **Nursing**
 - **Engineering**
 - **Social work**



Municipal focus



- **Wellness Hub**
- **Development at Brewers and Confederation Heights**
- **Transit and Housing**

Priorities for the fall



- **Federal research engagement**
- **Response to the BRP**
- **Path for aquatics at the City**
- **Election preparation**
- **Events:**
 - **Carleton caucus**
 - **MCU Minister and DM visits.**
 - **GRO meeting**

BOARD OF GOVERNORS
2023/2024 MEETING SCHEDULE



Month	Day	Activity	Time	Room
AUGUST	22	Executive	3 PM – 5 PM	RH 2440R
SEPTEMBER	5	Board Orientation	8 AM – 1 PM	Carleton Dominion Chalmers Centre
	12	Building	10 AM – 12 PM	RH 2440R
	12	Finance	12:30 PM – 2:30 PM	RH 2440R
	12	Audit & Risk	3 PM – 5 PM	RH 2440R
	13	Advancement & UR	10 AM – 12 PM	RH 2440R
	13	Governance	12:30 PM – 2:30 PM	RH 2440R
	13	Executive	3 PM – 5 PM	RH 2440R
	22	Senate	2 PM – 4 PM	RO608
OCTOBER	10	Board Planning Session	9 AM – 3 PM	RH 2 nd Floor
	10	BOARD	3 PM – 6 PM	RH 2440R
	20	Senate	2 PM – 4 PM	RO608
NOVEMBER	16	Building	10 AM – 12 PM	RH 2440R
	16	Finance	12:30 PM – 2:30 PM	RH 2440R
	16	Audit & Risk	3 PM – 5 PM	RH 2440R
	21	Executive	3 PM – 5 PM	RH 2440R
	21	Governance	5 PM – 6 PM	RH 2440R
	24	Senate	2 PM – 4 PM	RO608
DECEMBER	5	BOARD	3 PM – 6 PM	RH 2440R
	15	Senate	2 PM – 4 PM	RO608
JANUARY	26	Senate	2 PM – 4 PM	RO608
	30	Advancement & UR	12:30 PM – 2:30 PM	RH 2440R
	30	Executive	3 PM – 5 PM	RH 2440R
FEBRUARY	15	Building	10:00 AM – 12:00 PM	RH 2440R
	15	Finance	12:30 PM – 2:30 PM	RH 2440R
	15	Audit & Risk	3 PM – 5 PM	RH 2440R
	27	Governance	12:30 PM – 2:30 PM	RH 2440R
	27	Executive	3 PM – 5 PM	RH 2440R
MARCH	1	Senate	2 PM - 4 PM	RO608
	6	BOARD	3 PM – 6 PM	RH 2440R
APRIL	5	Senate	2 PM – 4 PM	RO608
	11	Advancement & UR	2 PM – 4 PM	RH 2440R
	19	Building	10 AM – 12 PM	
	19	Finance	12:30 PM – 2:30 PM	RH 2440R
	19	Audit & Risk	3 PM – 5 PM	RH 2440R
	22	Executive	2 PM – 4 PM	RH 2440R
	30	BOARD	3 PM – 6 PM	RH 2440R
MAY	3	Senate	2 PM - 4 PM	RO608
	28	Governance	12:30 PM – 2:30 PM	RH 2440R
	28	Executive	3 PM – 5 PM	RH 2440R
	31	Senate	2 PM - 4 PM	RO608
JUNE	6	BOARD	3 PM – 6 PM	RH 2440R
	6	Board Dinner	6:30 PM – 8:30 PM	RH 2 ND FLOOR
	21	Senate	TENTATIVE	RO608



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 March 31, 2023 at 2:00 pm
Via Zoom videoconference**

OPEN SESSION

Minutes

Present: K. Al Hammuri, J. Armstrong, B.A. Bacon (Chair), M. Baez, M. Barbeau, H. Becker, V. Bhatia, S. Blanchard, A. Bordeleau, F. Brouard, D. Brown, S. Burges, B. Campbell, D. Caratao, W. Chung, E. Cyr, M. DeRosa, D. Deugo, L. Dyke, R. Goubran, M. Haines, L. Hayes, K. Hellemans, D. Howe, L. Kostiuk, J. Kovalio A. Lannon, C. Laurendeau, A. Lettieri, D. Livingston, M. Lundy, B. MacLeod, J. Malloy, L. Marshall, P. Mkandawire, L. Moffitt, K. Moss, M. Murphy, J. Murray, H. Nemiroff, A. North, B. O'Connor, B. O'Neill, H. U. Ozcan, A. Park, M. Qalinle, J. Ramnarine, P. Rankin, T. Roberts, M. Rooney, D. Russell, S. Sadaf, M. Sanghani, F. Sepanta, G. Sestini, D. Siddiqi, E. Sloan (Clerk), P. Smith, D. Sprague, J. Taber, K. Taylor, R. Teather J. Tomberlin, J. Wallace, P. Wolff

Regrets: S. Everts, T. Haats, M. Pearson, C. Smelser, C. Viau

Absent: A. Clarke, J. Dawson, R. Gorelick, K. Graham,

Recording Secretary: K. McKinley

1. Welcome + Approval of Agenda

The meeting was called to order at 2:02 pm. The Chair began with a review of the Senate protocols for online meetings. He noted that because of the strike, Campus Safety Services did not have enough resources to cover the Senate meeting. As a result, the decision was made to move the meeting online.

The Chair asked to first address the CUPE 4600 strike that began on Monday March 27, as the matter is on everyone's mind. He informed Senate that while

the two sides have not yet reached an agreement, they will be returning to the bargaining table over the weekend. The Chair asked all to remain calm and respectful of each other as bargaining continues.

The priority for all involved is to support students and allow them to successfully complete their academic term. The Chair reminded Senators of the Senate *Policy on Academic Accommodations During Labour Disputes*, which will come into effect 11 calendar days after the beginning of the strike. At that point the Academic Continuity Committee (ACC) will be convened to make recommendations to Senate. The Chair referred Senators to the posted copy of the policy on the Senate website for more details.

In response to a question from a Senator, it was confirmed that students do not sit on the ACC. The Provost noted that the ACC is charged with making recommendations, but Senate, which includes student representatives, will vote on those recommendations.

A Senator asked how students will be assessed if the strike continues past the end of term. The Provost noted that it is premature to speak of contingencies, including discussions regarding assessment; recommendations will be made after the strike enters its 11th day on April 6, and decisions are the purview of Senate as per the *Policy on Academic Accommodations During Labour Disputes*.

A Senator asked if any adjustment had been made to the 48-hour advanced-notice requirement for observers, given the rapid pivot to the online format for this Senate meeting. The Assistant University Secretary responded that the requirement had been waived for observers who had contacted the Senate Office.

Another Senator reported that some international students who are also CUPE 4600 members have been discouraged by their professors from participating in the strike. The Chair responded that the strike is legal, and that the Deans and Provost have noted this concern.

It was **MOVED** (M. Haines, M. Qalinle) that Senate approve the agenda for the meeting of Senate on March 31, 2023, as presented.
The motion **PASSED**.

2. Minutes: February 24, 2023 (open session)

It was **MOVED** (B. O'Neill, L. Marshall) that Senate approve the minutes of the open session of the Senate meeting on February 24, 2023 as presented.

The motion **PASSED**.

3. Matters Arising

The CUPE 4600 strike was addressed in the Chair's opening remarks.

4. Chair's Remarks

The Chair provided a few brief highlights from Carleton events and achievements over the past month:

- Carleton celebrated *International Women's Day* on March 8.
- The 4th annual *Kinàmàgawin* Symposium was held on March 16.
- March 22 marked the first day of *Ramadan*, a holy occasion observed by many within the Carleton community.
- Carleton researchers celebrated a funding record this month, receiving over \$3Million from the Canadian Institutes of Health Research (CIHR). The Chair congratulated Jenny Bruin, Michael Hildebrand, Menno Oudhoff and Oren Patel. The funding will support projects on diabetes, chronic pain, gut health disturbances, and brain injury research.
- The Chair extended congratulations to the following 2022-23 recipients of the Faculty Mentoring Awards:
 - Majtaba Ahmadi – Professor in Mechanical and Aerospace Engineering
 - Edana Cassol – Associate Professor in Health Sciences
 - Adelle Forth – Professor & Associate Chair in the Department of Psychology
 - Jason Jaskolka – Associate Professor in Systems & Computer Engineering
 - Luciara Nardon – Professor of International Business
 - Alex Wilner – Associate Professor at the Normal Paterson School of International Affairs.
- Finally, the Chair noted that Carleton University Ravens won both the men's and women's national basketball championships in the same year, a feat that has not been achieved since 1985. The Chair congratulated the coaches, coaching staff and athletes on this impressive achievement.

A Senator also noted that Carleton's Adam Nuraddeen qualified for the men's triple jump final in the USports Track & Field Championships on March 9 – 11.

In the question period following the Chair's remarks a Senator returned to the topic of the strike, asking what measures are being taken to protect vulnerable students who cannot afford an extension of the term. The Chair affirmed that student success is the main priority of all involved, and that emergency funds are available for students in financial need.

A Senator then remarked that a number of racial slurs and inappropriate comments targeting marginalized students have been noted on campus. They asked if Senate has a policy to address such incidents. The Chair affirmed that everyone needs to be very careful and respectful with the language used on campus and in the classroom. Policies and procedures are in place to address complaints of this nature. The Chair suggested that the Senator submit the question in advance for the next meeting's Question Period so that a more fulsome answer can be provided. The Senator agreed to do so.

5. Question Period

One question was submitted in advance by Senator Root Gorelick.

If the academic budget for the university is supposed to be cut by several percent for the coming fiscal year, why is there no corresponding cut to men's-only football, which just received an 8% increase in its annual subsidy from \$250,000 this past year to \$270,000 this coming year?

Response from VP Students & Enrolment Suzanne Blanchard: The cuts referred to in the question have been made to the Operating Budget. The Ancillary Budget, which includes athletics, parking, the bookstore, and residence & food services, represents units that are not directly related to the primary function of core teaching and research. The Ancillary Budget functions differently than the Operating Budget, as each ancillary unit is required to be self-supporting, and must ensure that revenues it receives through fees will cover expenses. VP Blanchard added that the football budget has been increased this year, after experiencing cuts in 2019 and no significant increases since then.

In response to a follow-up question, the Chair noted that the university's operating budget will be presented to Senate at the next meeting on April 21st.

6. Administration

a. Senate Membership Ratifications

The Clerk presented a motion to ratify 3 faculty members and 7 undergraduate students for new terms on Senate beginning July 1, 2023.

It was **MOVED** (J. Armstrong, A. North) that Senate ratify the following new Senate appointments, as presented, for service beginning July 1, 2023.

The motion **PASSED**.

Faculty Members

- Laura Madokoro (FASS) - acclaimed
- Jody Mason (FASS) - acclaimed
- Gabriel Wainer (FED) - elected

Student Members (all acclaimed)

- Shaun Seneviratne (UG - FED)
- Alexandria MacDonald (UG - FED)
- Benjamin Albright-Peakall (UG – FASS)
- Gabriella Pickton (UG – FPA)
- Davin Caratao (UG – FPA)
- Nir Hagigi (UG – FPA)
- Yash Gandhi (UG – Sprout)

b. Update on Senate Committee Renewal

The Clerk noted that throughout March nominations have been submitted for faculty and students to serve on Senate standing committees, for terms beginning July 1, 2023. The Clerk thanked Senators who have put their names forward to serve on one or more of these committees, and noted that nominations remain open until end of day.

c. Senate Survey – Call for Participation

The Clerk invited Senators to participate in the annual Senate Survey which will be sent out in early April. The survey is an important opportunity for Senators to provide feedback on their experiences serving on Senate over the past academic year. The survey will remain open for responses for approximately one month, and a summary of the results will be presented to Senators in the fall of 2023.

d. Senate Schedule 2023/24

The Clerk presented the schedule of Senate meetings for 2023/24 which was circulated in advance in the meeting binder. Senators were asked to mark these dates in their calendars.

7. Reports

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

Committee Chair Howard Nemiroff presented 3 items for approval and 3 items for information.

Items for approval:

- Program-specific co-op regulations for the Faculty of Science. (Computer Science) *removing opportunity to join coop before 2nd year. It was **MOVED** (H. Nemiroff, M. Barbeau) that Senate approves the revisions to Regulation TBD-1584: R-UG-COOP-B.C.S Admission and Continuation Requirements effective for the 2023/24 Undergraduate Calendar as presented. The motion **PASSED**.
- 3.2.7 Special ACE rules for BIB – removal of language core CGPA *students are now able to test up/out
It was **MOVED** (H. Nemiroff, D. Brown) that Senate approves the revisions to Regulation TBD-1953: R-UG-3.2.7 ACE for BIB effective for the 2023/24 Undergraduate Calendar as presented. The motion **PASSED**.
- B.A.S. program regulations – addition of time limit *7-year maximum to complete
It was **MOVED** (H. Nemiroff, A. Bordeleau) that Senate approves the revisions to Regulation R-UG-B.A.S. program regulations effective for the 2023/24 Undergraduate Calendar as presented. The motion **PASSED**.

Items for information:

- Minor Modifications for SCCASP – March 7, 2023
- Minor Modifications (Courses, Programs) for SCCASP – March 21, 2023
- Editorial Collateral Changes – March 7, 2023

7-Reports (cont'd)

b. Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair Dwight Deugo presented 4 cyclical reviews and a total of 36 major modifications (organized into 8 categories) for Senate approval.

Both the cyclical review and major modifications were combined into omnibus motions for convenience.

Omnibus Motion - Cyclical Reviews

It was **MOVED** (D. Deugo, D. Siddiqi) that Senate approve the Final Assessment Reports and Executive Summaries arising from the Cyclical Reviews of the programs

The motion **PASSED**.

Individual Motions within the Omnibus:

- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the joint graduate programs in Electrical and Computer Engineering.
- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the joint graduate programs in Environmental Engineering.
- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate and graduate programs in Film Studies.
- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate and graduate programs in Philosophy.

OMNIBUS MOTION – Major Modifications

It was **MOVED** (D. Deugo, L. Dyke) that Senate approve the major modifications as presented.

A Senator asked for clarification on the collaborative specialization in accessibility. The committee Chair noted that specializations can be established in a home unit, and individual programs can then add that specialization to what they offer. Some will have a thesis route, others will have a coursework pathway. Normally, a set of mandatory courses are identified to achieve the specialization. The Quality Council provides information on the requirements for creating various specializations. In response to another question, the committee Chair confirmed that any unit can add a new collaborative specialization to their program, if it makes sense to them.

Another Senator asked why the undergraduate concentrations for Political Science are being removed. In response it was noted that the Department of Political Science has created a set of new concentrations that will begin next year and will replace the concentrations being eliminated today.

The motion **PASSED**.

Individual Motions within the Omnibus:

- MOTION: That Senate approve the introduction of the Concentration in Supply Chain Management as presented with effect from Fall 2023.
- MOTION: That Senate approve the online delivery for the Meng, MEnt, MABA and MDTE in Technology Innovation Management program as presented with effect from Fall 2023.
- MOTION: That Senate approve the deletion of the undergraduate concentrations in Political Science as presented with effect from Fall 2024.
- MOTION: That Senate approve the change in degree and program name from the Master of Arts in Sustainable Energy with Collaborative Specialization in Climate Change to the Master of Public Policy in Sustainable Energy and the Environment with Collaborative Specialization in Climate Change, as presented with effect from Fall 2023
- MOTION: That Senate approve the introduction of the Collaborative Specialization in Accessibility as presented with effect from Fall 2023.
 - MOTION: That Senate approve the introduction of the Collaborative Specialization in Accessibility to the MA program in Sociology as presented with effect from Fall 2023.

- MOTION: That Senate approve the introduction of the Collaborative Specialization in Accessibility to the MA program in Anthropology as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of the Collaborative Specialization in Accessibility to the MA program in Women's and Gender Studies as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of the Collaborative Specialization in Accessibility to the MA Sc program in Biomedical Engineering as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of the Collaborative Specialization in Accessibility to the MA program in History as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of the Collaborative Specialization in Accessibility to the MA program in Music and Culture as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of the Collaborative Specialization in Accessibility to the MA program in Political Economy as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of the Collaborative Specialization in Accessibility to the MSc program in Neuroscience as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of the Collaborative Specialization in Accessibility to the Master of Human-Computer Interaction program as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of the Collaborative Specialization in Accessibility to the Master of Design program as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of the Collaborative Specialization in Accessibility to the MSc program in Health Sciences as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of the Collaborative Specialization in Accessibility to the MSc program in Health: Science Technology and Policy as presented with effect from Fall 2023.

- MOTION: That Senate approve the introduction of the Collaborative Specialization in Accessibility to the MEng program in Biomedical Engineering as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of the Collaborative Specialization in Accessibility to the Master of Entrepreneurship – Technology Innovation Management program as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of the Collaborative Specialization in Accessibility to the MA program in Legal Studies as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of the Collaborative Specialization in Accessibility to the MA program in Geography as presented with effect from Fall 2023.
- MOTION: That Senate approve the introduction of the Collaborative Specialization in Cybersecurity as presented with effect from Fall 2023.
 - MOTION: That Senate approve the introduction of the Collaborative Specialization in Cybersecurity to the Master of Computer Science program as presented with effect from Fall 2023.
 - MOTION: That Senate approve the introduction of the Collaborative Specialization in Cybersecurity to the MASc program in Electrical and Computer Engineering as presented with effect from Fall 2023.
 - MOTION: That Senate approve the introduction of the Collaborative Specialization in Cybersecurity to the Meng program Electrical and Computer Engineering as presented with effect from Fall 2023.
 - MOTION: That Senate approve the introduction of the Collaborative Specialization in Cybersecurity to the Master of Infrastructure Protection and International Security program as presented with effect from Fall 2023.
 - MOTION: That Senate approve the introduction of the Collaborative Specialization in Cybersecurity to the MA program in International Affairs as presented with effect from Fall 2023.
 - MOTION: That Senate approve the introduction of the Collaborative Specialization in Cybersecurity to the Master of

Information Technology: Digital Media program as presented with effect from Fall 2023.

- MOTION: That Senate approve the introduction of the Collaborative Specialization in Cybersecurity to the Master of Information Technology: Network Technology program as presented with effect from Fall 2023.
- MOTION: That Senate approve the name change of the Masters and PhD programs from Data Science and Analytics to Data Science, Analytics and Artificial Intelligence, with effect from Fall 2023.
- MOTION: That Senate approve the coursework pathway for the Master of Information Technology (M.I.T.) Data Science, Analytics and Artificial Intelligence, with effect from Fall 2023.
- MOTION: That Senate approve the coursework pathway for the Master of Science (M.Sc.) Data Science, Analytics and Artificial Intelligence with effect from Fall 2023.
- MOTION: That Senate approve the deletion of the Q-year in Religion and Public Life as presented with effect from Fall 2023.

c. Senate Academic Governance Committee (SAGC)

The Clerk of Senate presented a motion to ratify 3 new Senate committee members, for service beginning immediately upon approval.

It was **MOVED** (E. Sloan, M. Qalinle) that Senate ratify the nominees for Senate committees, for service beginning immediately upon approval. The motion **PASSED**.

1) Senate Honorary Degrees Committee

- Farzad Alizadeh – Graduate Student (FED)
- Seyda Ipek – Assistant Professor (Science)

2) Senate Review Committee

- Robert Collier – Instructor (Science)

The Clerk then introduced a second motion to approve an Empowering Motion on Senate Committee Memberships. This motion was presented to Senate in November 2022 as the Empowering Motion on Urgent Items of Regular Business. At that time, Senators objected to the broad language of the empowering motion. In response to those concerns, SAGC has revised and renamed the motion, narrowing its scope to the approval of committee memberships over the summer months.

Empowering Motion on Senate Committee Memberships: That the Senate Executive Committee be empowered to act on behalf of Senate to approve appointments to Senate committees during the months of July and August. Any action taken by the Executive pursuant to this authority will be reported to Senate at its next meeting, for information and comment.

It was **MOVED** (E. Sloan, D. Siddiqi) that Senate approve the empowering motion on Senate Committee membership as presented.

A Senator asked if there is a mechanism to reverse a decision made under the empowering motion. The Clerk affirmed that decisions made under the empowering motion will be communicated to Senate at the next meeting, and at that time Senate could address any issues perceived in the membership ratifications.

The motion **PASSED**.

8. Carleton Academic Plan Approval

Academic Plan Working Group Co-Chair Catherine Khordoc presented this item to Senate. She reminded Senators that the Academic Plan had been seen by Senate several times over the past 2 years, most recently in February 2023 for a consultation on the draft plan. Following the receipt of productive feedback from Senators both in the consultation and online, the draft plan was revised; the final version was presented at the meeting for Senate approval.

The Deputy Provost began by reviewing the objectives of the plan and its major themes and directions. She then outlined the major changes made to the plan since February:

- The themes of the plan were clarified
- Areas of research strength (Appendix A) were adjusted.
- Appendix B was added. This section maps the UN Sustainable Development Goals with ongoing teaching, research and other initiatives.

It was **MOVED** (J. Tomberlin, R. Goubran) that Senate approve the text of the Carleton Academic Plan, as presented.

A Senator questioned whether resources will be adequate for the growth of some of the programs in the plan that include international components. The Chair acknowledged that support for plans is important and resourcing needs are understood.

The motion **PASSED**.

The Chair thanked the team, all participants in the consultations and Senators for their contributions.

9. Reports for Information

- a) Senate Executive Minutes (February 14, 2023)**
- b) COU Academic Colleague Report**
- c) TPAC and UPC Membership Reports**

There was no discussion of these items.

10. Other Business

The Chair acknowledged, again, the difficult circumstances of the strike, and asked everyone to be respectful and stay calm. In response to a request from a Senator, the Chair agreed to allow time for additional discussion regarding the strike.

A Senator asked what would happen if the term had to be extended, and if this is what students experienced during previous strikes. If the semester is not extended, how are the students to be graded?

The Chair noted that credits are not at risk, and there will be no loss of work for students. Extending the term will likely not be necessary, although this can only be confirmed by Senate if the strike persists past April 6. In this case, the ACC will discuss how assessments will be determined and will bring that recommendation to Senate. The Provost added that students' interest are always at top of mind, and it is important for Senate to follow its policies and procedures in working through this situation.

Another Senator reported on several concerns that have been expressed by graduating students. Some students have non-refundable travel arrangements in place for the end of the semester, and many others are concerned that their employment and post-graduate plans are in jeopardy because of the strike.

The Chair responded that prolonging the term is not being considered at this time, but the decisions will be made by Senate once the ACC presents their recommendations, if the strike continues past the 11th day.

The VP Students & Enrolment added that the OVPSE is aware of all of these concerns and will be accommodating students as much as possible, on a case-by-case basis if necessary. Student concerns have been noted and will factor into the scenarios proposed by the ACC, if the strike continues. In addition, the Registrar's Office has proactively identified all graduating students whose courses are currently inactive due to the strike; plans are in place to process those grades as quickly as possible and to ensure that the students are able to graduate. VP Blanchard added that emails sent to students contain links to many resources, including mental health supports.

CASG and CUSA Presidents both confirmed to Senate that the Office of the VP Students & Enrolment (OVPSE) has been very helpful and responsive to student concerns that are communicated to them.

VP Blanchard added that the Registrar's Office will reach out to CASG for further consultation, and that communications from CUSA regarding student concerns are welcome. The Chair also agreed to meet with a delegation of students, if the strike continues into the next week.

In response to a question, VP Finance & Administration Lorraine Dyke confirmed that additional security has been hired to monitor the picket lines to ensure that everyone is safe. A Senator noted that she was stopped by security when attempting to enter campus while carrying a Canadian Federation of Students flag. VPFA Dyke responded that security likely thought that the Senator was going to picket elsewhere on campus, which would not be allowed.

The Chair thanked Senators for the discussion and called for a motion to adjourn.

11. Adjournment - The meeting was **ADJOURNED** (B. Campbell, P. Smith) at 3:35 pm.



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 April 14, 2023 at 2:00 pm
Short-notice meeting
Via Zoom videoconference**

OPEN SESSION

Minutes

Present: K. Al Hammuri, J. Armstrong, B.A. Bacon (Chair), M. Baez, M. Barbeau, H. Becker, V. Bhatia, S. Blanchard, A. Bordeleau, F. Brouard, D. Brown, S. Burges, D. Caratao, W. Chung, E. Cyr, J. Dawson, M. DeRosa, D. Deugo, L. Dyke, S. Everts, R. Goubran, K. Graham, T. Haats, M. Haines, K. Hellemans, D. Howe, J. Kovalio A. Lannon, C. Laurendeau, A. Lettieri, D. Livingston, M. Lundy, B. MacLeod, J. Malloy, L. Marshall, P. Mkandawire, L. Moffitt, M. Murphy, J. Murray, H. Nemiroff, A. North, B. O'Connor, B. O'Neill, H. U. Ozcan, A. Park, M. Pearson, M. Qalinle, J. Ramnarine, P. Rankin, T. Roberts, M. Rooney, D. Russell, S. Sadaf, M. Sanghani, D. Siddiqi, E. Sloan (Clerk), C. Smelser, P. Smith, D. Sprague, K. Taylor, R. Teather J. Tomberlin, C. Viau, J. Wallace, P. Wolff

Regrets: B. Campbell, R. Gorelick, L. Hayes, G. Sestini

Absent: A Clarke, L. Kostiuk, K. Moss, F. Sepanta, J. Taber

Recording Secretary: K. McKinley

1. Welcome + Approval of Agenda

The meeting was called to order at 2:02 p.m. The Chair welcomed Senators to a special short-notice meeting of Senate, which was called by the Senate Executive Committee in response to the *Senate Policy on Academic Accommodations During Labour Disputes*. The Chair remarked that tentative agreements with CUPE 4600 were reached on April 5 for Unit 2, and on April 6 for Unit 1. He thanked the negotiating teams on both sides for their hard work in reaching these agreements.

The Chair briefly reviewed the procedures for online meetings, and reminded observers that they are welcome to observe but must not comment verbally or via the chat function. He also noted that in accordance with the procedures for short-notice meetings (AGU 5.2.7) the meeting will focus only on the issue identified in the agenda. No regular business of Senate will be addressed.

It was **MOVED** (M. DeRosa, B. O'Neill) that Senate approve the agenda for the short-notice meeting of April 14, 2023, as presented.

The motion **PASSED**.

2. Recommendation from Senate Executive Committee and Academic Continuity Committee as per the *Senate Policy on Academic Continuity in the Event of Labour Disruptions*

The Provost spoke to this item and provided some context for the recommendations from Senate Executive/ACC.

As per the *Senate Policy on Academic Accommodations During Labour Disputes*, the Academic Continuity Committee (ACC) was officially convened by the Senate Executive Committee on April 6, the 11th calendar day of the strike, which also happened to be the last day of the strike. The ACC met to consider potential academic accommodations that might be used in order to achieve a successful end of term for students. After consulting with the Carleton Academic Student Group (CASG), the ACC produced a recommendation that was then brought to a meeting of the Senate Executive Committee on Tuesday April 11th. The Senate Executive Committee voted unanimously to bring this recommendation to Senate via a short-notice meeting so that students would be advised of any accommodations that had been put in place before entering the exam period. The proposed recommendations plus an agenda for the meeting were circulated to Senators in advance.

The recommendation brought forward by the Senate Executive Committee, on behalf of the ACC, is to allow flexible and compassionate grading options (SAT/UNS) for students in the Winter 2023 semester.

- All course instructors will submit the earned grades of their students, as usual
- All students will have the option to convert a passing final letter grade (D- and above) in any undergraduate Winter 2023 or full-year (Fall/Winter) course to a grade of SAT.
- F grades will be converted to UNSAT automatically, with the exception of an F that has been assigned as part of an academic integrity violation.

- Any student registered in a graduate Winter or full-year (Fall/Winter) course must contact the Faculty of Graduate and Postdoctoral Affairs to determine whether or not the SAT/UNS mode may be used for their courses.
- Grades that were originally assigned will still be available and can be used by the Registrar's Office for other purposes.

It was **MOVED** (J. Tomberlin, A. Lettieri) that Senate approve the flexible and compassionate grading policy for the Winter 2023 term, as presented.

Discussion:

The Chair first addressed the following questions submitted in advance by Senators unable to attend the meeting:

- From my understanding the students will be able to choose whether or not they opt for SAT/UNSAT; could the Chair of the Committee confirm this?
 - Yes, this is true for students in undergraduate courses. Students in graduate courses must apply through FGPA to change letter grades to SAT/UNSAT.
- How do these policies impact the overall CGPA? Is SAT considered once the final grade is calculated, and if so, how? And the same question is for UNSAT.
 - The SAT/UNS does not have any impact on CGPA.
- This option will only apply to classes that were disrupted, but please correct me if I am wrong. Did the committee consider any sort of support policy for the students who also have the rest of the non-disrupted classes' finals? Since the strike ended, students had to catch up with a lot of assignments, readings, papers, and final examinations. All of this added to the other classes that were not disrupted put a high burden and level of anxiety on the students, which obviously negatively impacts performance and mental health. I believe it is very important that Senate considers policies to support the students who are also dealing with the rest of their classes. For example, extending the option of SAT/UNSAT to these other courses would positively help the students.
 - Recognizing the impact of the strike on all students, the flexible grading policy applies to all undergraduate courses. Similarly, requests from students in graduate courses will be considered on a case-by-case basis by application to FGPA.

A Senator remarked that compassionate grading measures were a warranted response to the COVID pandemic, which was an unforeseen emergency, but questioned whether it is appropriate to use these measures in this context. The concern is that this action will impact the future of collective bargaining at Carleton. In response, the Provost noted that under the Senate Policy for Academic Accommodations During Labour Disputes, the ACC was obliged to consider options for

accommodating students and then to bring those recommendations to Senate Executive. The ACC is fulfilling its mandate as per the Senate policy and is considering the interests of students as its primary focus.

Another Senator objected to the re-introduction of SAT/UNSAT grading option, and maintained that students can take advantage of the opportunity to do no work all term, then use the UNSAT option to avoid a failing grade. This impacts their success in subsequent terms and is especially apparent when they are involved in group projects. Later in the discussion other Senators also expressed concern with students “gaming the system.” The Provost acknowledged that this has been experienced during COVID for every university in our sector, but that the mandate of the ACC is to propose measures to accommodate students who were affected by the strike, and not to consider punishing students who may abuse these measures. Later in the discussion a Senator commented that in their experience as a student, it is not that common for students to take advantage of SAT/UNSAT in order to avoid doing any course work.

Another Senator asked how requests for SAT/UNSAT in graduate courses would be handled, since many graduate courses are taught by faculty members (not contract instructors) and do not use teaching assistants. The Dean of FGPA responded that graduate courses would be evaluated on a case-by-case basis, and in consultation with the faculty member teaching the course.

A Senator asked why the grading options are being applied to all undergraduate courses, and not just those that were taught by Contract Instructors and/or those involving teaching assistants. The Provost replied that this question was discussed extensively at ACC. It was felt that the strike affected all students, especially those at the undergraduate level, and subsequently that the options should be available to all. A Senator noted that in her experience the stress of the strike has affected students’ performance in courses that were not directly impacted by the strike. She added that the SAT option can prevent some students from losing their scholarships.

In response to another question, the Provost confirmed that students should submit the required work for the course and instructors are expected to grade papers and supply the grades in the normal fashion. A Senator asked what options students will have if Contract Instructors are not able to grade assignments due to the payment issues still being resolved. The Provost responded that a communication will be sent to all instructors reminding them of their obligation to grade assignments and papers.

A Senator asked the Provost to comment on potential drawbacks of the proposal, particularly with regards to reputational risk. The Provost replied that potential risks were an essential part of the discussions at ACC, and that the ACC considered the reputational risks to be low. The risk to students regarding how their SAT will be evaluated was also considered to be low, since compassionate grading options were widely adopted during the pandemic and are familiar to the sector. The ACC does not consider that students will be unduly penalized by having a SAT on their record.

In a follow-up question, the Provost responded that he did not know if other universities and/or colleges have used compassionate grading (SAT/UNSAT options) in response to the disruption of labour disputes.

A Senator asked that communications sent out to students regarding the strike be written in clear and simple language that avoids jargon. Some students did not understand terms in these communications such as “collective agreement” or “CUPE 4600.” When these students looked elsewhere for explanations, they encountered mis-information that added to their confusion and anxiety. The Senator added that a clear explanation of the process involved in decision making and proposals coming forward would be beneficial to students. The VP Students & Enrolment thanked the Senator for the comments and agreed with the need for clear and concise language for students.

Several Senators expressed that they were having difficulty disentangling the motion from the context of labour relations, and wondered if the vote would be precedent setting. Another Senator asked how outstanding grading can be completed if Teaching Assistants are not doing it. The Provost responded that Teaching Assistant are back at work and that grading should be completed.

A student Senator expressed appreciation for all of the different perspectives being shared by Senators, but advocated strongly in favour of the motion. She noted that students were not involved in the dispute nor were they the cause of it, but they are the ones most impacted by it, and should have choices that will allow them to complete the term successfully.

The Chair acknowledged that the strike was very difficult for all of the Carleton community, and that coming back from a strike also is not easy as some issues are still being resolved. He thanked Senators for the open discussion on the matter, and called for the vote.

Following questions and comments regarding the voting protocol used in the Chat, the Recording Secretary clarified that the Zoom poll Senate normally uses for online meetings could not be used, because of the large number of observers in the meeting and because there is no way to monitor who votes in the polls. Instead, the protocol Senate had been using since September in its hybrid meetings for online participants was adopted, which asks those abstaining and opposed to indicate so in the Chat while assuming everyone else is in favour. Some Senators expressed concerns with this protocol in the chat. The vote concluded with 8 abstentions, 15 opposed and 41 in favour.

The motion **PASSED**.

3. Adjournment - The meeting was **ADJOURNED** (D. Howe, M. Qalinle) at 3:03 pm.



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 April 21, 2023 at 2:00 pm
Pigiarvik 608 + Zoom Videoconference

Minutes

Present in Person: B.A. Bacon (Chair), M. Barbeau, S. Blanchard, S. Burges, B. Campbell, E. Cyr, M. DeRosa, D. Deugo, L. Dyke, S. Everts, K. Graham, K. Hellemans, D. Howe, J. Kovalio A. Lannon, C. Laurendeau, D. Livingston, B. MacLeod, J. Malloy, M. Murphy, H. Nemiroff, A. North, B. O'Neill, M. Pearson, P. Rankin, T. Roberts, D. Russell, D. Siddiqi, E. Sloan (Clerk), D. Sprague, K. Taylor, R. Teather J. Tomberlin, C. Viau J. Wallace,

Present via Zoom: : K. Al Hammuri, J. Armstrong, M. Baez, V. Bhatia, A. Bordeleau, F. Brouard, D. Brown, J. Dawson, M. Haines, L. Hayes, M. Lundy, L. Marshall, J. Murray, B. O'Connor, M. Rooney, G. Sestini, P. Smith, J. Taber,

Regrets H. Becker, W. Chung, A. Clarke R. Gorelick, R. Goubran, T. Haats, L. Kostluk, A. Lettieri, P. Mkandawire, L. Moffitt, K. Moss, A. Park, S. Sadaf, C. Smelser, P. Wolff

Absent: D. Caratao, H. U. Ozcan, M. Qalinle, J. Ramnarine, M. Sanghani, F. Sepanta

Recording Secretary: K. McKinley

1. Welcome & Approval of Agenda

The meeting was called to order at 2:00 p.m. The Chair welcomed Senators back to the newly renovated Senate Room (Pigiarvik 608). In response to a question from a Senator, the Chair confirmed that for the next meeting snacks will be made available, as they were in the past.

After reviewing the Senate protocols for hybrid meetings, the Chair noted this would be the last meeting for the following four ex officio student members:

- Dakota Livingston (CASG President)
- Anastasia Lettieri (CUSA President)
- Milan Sanghani (GSA President)
- Hande Uz Ozcan (GSA Vice-President, Academic)

The Chair thanked them for their service.

One change was noted in the agenda. Senators were asked to remove item 9(b) under Reports for Information (Report from the COU Academic Colleague) as this item will be presented at the June 2nd meeting.

It was **MOVED** (M. Pearson, D. Siddiqi) that Senate approve the agenda for the meeting of Senate on April 21, 2023, as amended.
The motion **PASSED**.

2. Minutes: March 31, 2023

It was **MOVED** (M. Haines, L. Dyke) that Senate approve the minutes of the Senate meeting of March 31, 2023, as presented.
The motion **PASSED**.

3. Matters Arising:

The Chair provided Senators with a report on the short-notice meeting of Senate that was held on Friday April 14th at 2:00 p.m. The meeting was called by the Senate Executive Committee to review recommendations brought forward from the Academic Continuity Committee (ACC), as per the Senate Policy on Academic Accommodations During Labour Disputes.

Senators were advised of the meeting by email on Tuesday April 11th and by calendar invitation on April 12th. The agenda and memo containing the ACC recommendations and motion to consider were circulated in advance to Senators on April 11.

The meeting was held on Zoom, and was devoted solely to a consideration of the recommendations brought forward by the Senate Executive/ACC; no regular business of Senate was addressed at the meeting.

Attendance included 64 Senators, 6 staff members from the Secretariat Office and IMS, and 14 observers.

The recommendations proposed by the ACC and endorsed by the Executive Committee were to provide flexible and compassionate grading options (SAT/UNS) for students in the Winter 2023 semester.

Senators discussed the proposal then voted on the motion. The motion passed, with 42 in favour, 14 opposed, and 8 abstentions. The original count provided immediately after the vote was 41 in favour, 15 opposed and 8 abstentions, but after reviewing the chat function after the meeting, it was noted that one Senator entered an opposed vote twice.

The Chair acknowledged that some Senators had raised questions and concerns regarding the voting method used. To preserve the integrity of the vote in the presence of a large number of observers, a Zoom poll was not used, since Zoom polling is anonymous and all attendees have access to the poll. Instead, the voting protocol Senate had been using for online attendees of hybrid meetings since September was followed; those opposed and abstaining registered their vote in the Chat, and all others were assumed to be in favour.

Discussion:

A Senator noted that an open letter has been circulated that expresses concern with the decision made by Senate at the short-notice meeting. The open letter to Senate has been signed by 128 faculty members at the university, including a number of sitting Senators and former Senators. A link to the letter was posted in the Zoom chat. The first and primary concern expressed in the letter is that in voting on this specific motion, Senate was being asked to exceed its mandate as a body with a strictly academic focus. In so doing, Senate established a precedent that may result in unwelcome and unforeseeable consequences for the non-academic realm of collective bargaining. The second concern is a procedural one, regarding the manner in which the vote was conducted. The letter indicated that the voting protocol used was not appropriate for votes on contentious matters, since it forced “no” and “abstain” voters to use the chat, but allowed “yes” voters a level of anonymity.

The Senator asked that the letter be included in the official record of Senate on this issue. It was noted that the Senate Office has agreed to include the letter as an item of information in the Senate package for the next meeting on June 2nd, and that the letter with the list of signatories will be kept on file in the Senate Office.

The Chair thanked Senators for raising these concerns. In response to a follow-up question, he emphasized that the voting protocol followed on April 14 is a generally accepted practice for online voting. The Assistant University Secretary noted that in light of the discomfort of Senators in using this protocol, the Senate Office will investigate alternative protocols to use for online attendees moving forward.

4. Chair's Remarks

The Chair began his remarks by reflecting on the labour conflict of the past month. He reiterated that occasional strikes are part of the collective bargaining process. A strike is a legal and legitimate tool that unions use to pressure their employers. Now that the conflict is over, it is important to move forward together as a community.

The Chair expressed thanks to the CUPE 4600 leadership and negotiating teams for their hard work, and assured CUPE 4600 members that they are important and valued members of this community. Similarly, the Chair also thanked the teams negotiating on behalf of the university. All of the negotiators involved carried an immense burden over a long period of time, and the Chair expressed gratitude for their efforts.

The Chair noted that over the past 15 years he had personally been involved in more than 50 collective agreements on both sides of the table across 4 institutions and that he had experienced three strikes. He noted that every round of bargaining has its challenges and that some can be heartbreaking. Although collective bargaining can create divisions, after agreements are signed it is important to remember that we all are partners in a single community.

With the COVID pandemic receding and the strike over, there are even more reasons to be optimistic. Student applications for next year are up 2%, research continues to soar, and in approximately 6 weeks, the graduating class of 2023, over 6000 strong will be celebrated at Convocation.

The Chair reported that Carleton researchers have recently received a \$1.65M CREATE grant from the Natural Sciences and Engineering Research Council of Canada (NSERC) to support research and training in the area of permafrost, climate change and sustainability. The Chair congratulated Professor Stephan Gruber from FASS and the entire team of researchers and partners on this achievement.

Congratulations were also extended to Dr. Banu Örmeci who received the 2023 Exemplary Biosolids Management Award in the area of Public Outreach and Knowledge Transfer.

The Chair closed his remarks by inviting Senators to register to attend Spring Convocation.

A Senator asked the Chair what the university is doing to move forward towards healing, in the wake of the strike. The Chair responded that it is a process; we need to acknowledge how difficult this time has been but also to move forward for our students and the institution, while rebuilding relationships across campus.

Another Senator brought forward a notice of motion for the next Senate, related to the recent labour dispute and resulting Senate actions. The motion was for Senate to empower SCCASP to draft a policy that articulates the acceptable reasons for altering the normal course of academic matters at the institution, including 1) recommendations or motions to rapidly change course modalities, and 2) recommendations that implement SAT/UNSAT or other similar compassionate grading measures. The Chair of SCCASP responded that a new policy is not needed, but that the existing policy (Academic Accommodations During Labour Disputes) could be reviewed. The Chair suggested that an appropriate next step would be for the conversation to continue at the committee level with SCCASP, before potentially bringing the matter to full Senate. The Senator agreed that this would be acceptable.

5. Question Period

Two questions were submitted in advance by Senators.

- Question 1 – submitted by Giuseppe Sestini

Students have recently reported that in their classes some professors have commented, asked about, or called out their ethnicity and race by using racial slurs. In addition, the students reported that these professors have also used slur vocabulary, specifically the n-word and the i-word referring to Indigenous people while teaching in class. What is Carleton University's policy on the use of slurs and offensive words in classes and online environments? What support system does Carleton have for students who are impacted the most by the use of these words? And is Carleton open for a discussion on the topic (in case the student community finds its policy not satisfying)?

AVP Equity and Inclusive Communities Noel Badiou responded to this question. Carleton University has Human Rights Policies and Procedures which incorporate all of the protected grounds under the Ontario Human Rights Code prohibiting discrimination and harassment based on any one or more of the protected grounds including race, ancestry, ethnic origin, disability, sexual

orientation and gender identity/expression. Part IV of the policy, the anti-racism and ethno-cultural relations policy specifically prohibits any form of discrimination or harassment based on protected grounds of ethnic origin and race or ancestry. Any form of discrimination and/or harassment, such as using racial/ethnic slurs, can be reported to the Department of Equity and Inclusive Communities which has the mandate to receive and address all questions, concerns and complaints related to the Human Rights Policies. The Department of Equity and Inclusive Communities is beginning the process of reviewing and updating the university's Human Rights Policies and Procedures and will be consulting with the wider Carleton University community about proposed updates as well as welcoming community feedback during this process.

- Question 2 – submitted by David Sprague

I wanted to get clarification about the timeframe /ongoing policy regarding student self-declarations. I've had several cases each term where students struggling in my class fill in a self-declaration just before an assignment is due or exam occurs. I want to support our students and minimize some overhead but instructors don't have the prerogative to question the declaration and the university isn't tracking who submits these documents. It seems primed for exploitation. I wanted to give the benefit of the doubt but my experience these past two terms seems to indicate the approach is probably being exploited. When will Senate revisit this self-declaration policy or standardize and track student reports to monitor abuse?

The Chair of SCCASP, Howard Nemiroff, responded that there are 2 separate issues in this question: the self-declaration form that has replaced medical notes and the medical accommodation policy itself.

The self-declaration form was implemented during COVID and approved by Senate on November 25, 2022 to replace the medical note that students previously used to request accommodations for short-term illness/incapacitation.

SCCASP Chair Nemiroff clarified that the self-declaration form and medical note are similar in that in both cases, faculty members cannot challenge the submission by the student, and minimal information is provided on the document. The self-declaration form differs in that it requires the signature of the student.

Data on the number of self-declaration forms used during COVID, when it was not possible to obtain a medical note, suggests that the number of students gaming the system was minimal, or at least similar to pre-pandemic times when students used medical notes.

Pre-pandemic numbers included approximately 1600 – 1700 total self-declarations per semester for deferred exams, and the number of applications in the Fall 2022 semester was 1800, which does not represent a huge increase. Approximately 65,000 unique undergraduate exams were written at the end of the Fall 2022 Semester. The requests for deferrals amounts to 2.8% of the total.

SCCASP has thus determined that it is appropriate to continue with the self-declaration form, and to move forward with the Medical Accommodation Policy, which will be discussed at the SCCASP retreat during the summer and brought to Senate in the fall. Issues SCCASP will be considering in their discussions include the difference between term work and final exams via deferrals, and how to monitor these requests while ensuring the privacy of the student and the security of the information.

6. Administration (Clerk)

a) Senate Membership Ratification

The Clerk presented a motion to ratify 2 faculty members and 2 undergraduate students to Senate.

It was **MOVED** (D. Deugo, M. Barbeau) that Senate ratify the following new Senate appointments, as presented, for service beginning July 1, 2023. The motion **PASSED**.

b) Senate Survey Update

The Clerk noted that the launch of the 2023 Senate Survey has been postponed to May, due to the strike.

7. Reports:

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

SCCASP Chair Howard Nemiroff presented minor modifications for the month of April, for information only.

7-Reports (cont'd):

b) Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair Dwight Deugo presented 5 items for approval and one item for information. Items for approval included 4 major modifications, combined into an omnibus motion, and one motion regarding the transfer of graduate curriculum approvals from the Graduate Faculty Board to the disciplinary Faculties.

Omnibus Motion - Major Modifications:

It was **MOVED** (D. Deugo, P. Rankin) that Senate approve the major modifications as presented.

The motion **PASSED**.

Individual Motions within the Omnibus:

- MOTION: That Senate approve the major modification to the BA and BA (Hons) program in Criminology and Criminal Justice as presented with effect from Fall 2024.
- MOTION: That Senate approve the major modification to the concentration in Mind and Behavior as presented with effect from Fall 2024.
- MOTION: That Senate approve the deletion of the concentration and minor in Organizational Psychology and the deletion of PSYC 3805 as presented with effect from Fall 2024.
- MOTION: That Senate approve the introduction of the Stream in Artificial Intelligence and Cognitive Modelling to the BCogSc and BCogSc (Hons) programs as presented with effect from Fall 2024.
- MOTION: That Senate approve the introduction of the Concentration in Heritage Planning and Studies to the MA in Canadian Studies as presented with effect from Fall 2023.

Item for information:

SQAPC Chair Dwight Deugo reminded Senators that as part of the affiliation agreement with the Dominican University College (DUC), Carleton plays a role in curriculum and program reviews and approvals at DUC. Minor modifications approved by DUC are provided to Carleton for information; a document listing these changes was circulated to Senators in their meeting package. There was no discussion of this item, and no motion for Senate.

Motion Related to Transfer of GF Curriculum Approvals:

SQAPC Chair Dwight Deugo presented a motion for Senate to approve a process for bringing recommendations to Senate regarding the transfer of graduate curriculum approvals from the Graduate Faculty Board to the disciplinary Faculty Boards.

This proposed change is the first step in a larger plan to reorganize the Faculty of Graduate and Postdoctoral Affairs. FGPA has engaged collaboratively with all Faculties to discuss this new approach, and led a consultation with Senate on the topic in January of 2023.

The current proposal is for SQAPC to bring the recommendations to Senate in June of 2023. Senators were asked to vote to approve this process.

It was **MOVED** (D. Deugo, P. Smith) that the Senate Quality Assurance and Planning Committee (SQAPC) make recommendations to Senate by June 2023 that will facilitate the transfer of graduate curriculum approvals (including but not limited to new graduate programs and courses and modifications to existing programs/courses) from Graduate Faculty Board to the disciplinary Faculties.

Discussion:

A Senator asked why this motion is needed. SQAPC Chair Dwight Deugo replied that the motion clarifies the role of SQAPC in the process. The Provost added that the motion allows Senate to review and comment on the process, and provides a timeline for bringing recommendations to Senate. He confirmed that Senators are not committing to any changes with this motion, but are approving the process.

A Senator asked if the disciplinary Faculties mentioned in the motion have yet to be defined, since Computer Science and some other schools have their own Faculty Boards. In response, the SQAPC Chair noted that the “line” Faculties

(FASS, FED, Science, Sprott, and FPA) are working on updating their constitutions and, where appropriate in Science and Engineering & Design, are reviewing a process and potential structure for bringing multiple Faculty Boards together.

Another Senator asked for more context on the larger reorganization of FGPA, and what other changes will be coming to Senate as a result. The Provost noted that Carleton is no longer primarily an undergraduate institution; the proposed reorganization of FGPA is a response to substantial growth in graduate programs. The graduate curriculum approval process is the first step in the reorganization, and will be followed by a discussion and review of graduate admissions, which will likely occur in the next academic year.

The SQAPC Chair concluded by re-affirming that the current motion before Senate is to confirm that SQAPC will bring recommendations to Senate in June. Senators are not voting to approve any recommendations with this motion.

The motion **PASSED**.

7-Reports (cont'd):

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

The Senate Academic Governance Committee is responsible for directing the nomination and election process for Senate committee membership. On an annual basis, SAGC members review Senate faculty and student committee nominations to make recommendations to Senate on the allotment of membership positions, based on a number of established protocols, including nominee preference, background and experience.

The committee received nominations from 9 faculty members and 15 students, and presented the following recommendations to Senate:

- 1) Senate Executive Committee
 - Shaun Seneviratne (UG – FED)
- 2) Senate Committee on Curriculum Admissions and Studies Policy
 - Emily Udle (UG – FASS)
- 3) Senate Quality Assurance and Planning Committee
 - David Mendeloff (Faculty – FPA)
 - Gerardo Kanter (GR – FPA)

- Nir Hagigi (UG – FPA)
- 4) Senate Academic Governance Committee
 - Donald Russell (Faculty – FED)
 - Joana Rocha (Faculty – FED)
 - Kevin Graham (Faculty – Science)
 - Maryam Usman (GR – Sprott)
 - Anthony Valenti (UG – FPA)
 - 5) Senate Library Committee
 - Anya Roth (UG – FASS)
 - 6) Honorary Degrees Committee
 - Stelios Zyglidopoulos (Faculty – Sprott)
 - Farzad Alizadeh (GR – FED)
 - Ineza Karake (UG – FASS)
 - 7) Senate Student Academic Integrity Appeals Committee
 - Jean Daudelin (Faculty – FPA)
 - Jonathan Ojangole (UG – Science)
 - 8) Senate Committee on Undergraduate Student Awards
 - Shanorah Brown (UG – FASS)
 - Ryan Lyster (UG – FASS)
 - 9) Senate Graduate Student Appeal Committee
 - Jeffrey Erochko (Faculty – FED)
 - 10) Senate Review Committee
 - Isaac Odoom (Faculty – FPA)
 - Farzam Sepanta (GR – FED)
 - Ryan Lyster (UG – FASS)
 - Rana Saadi (UG – FPA)

It was **MOVED** (E. Sloan, D. Deugo) that Senate ratify the nominees for Senate committees, for service beginning July 1, 2023.

The motion **PASSED**.

8. Carleton Draft Operating Budget Presentation

Provost Jerry Tomberlin presented a report to Senators on the draft Operating Budget for 2023-24. Following the presentation to Senate, the Operating Budget will be presented to the Board of Governors for approval on April 24, 2023.

The Provost began with a review of the budget planning cycle, principles and prioritization process. Pressures on the budget this year include a continuing freeze on tuition, corridor-model and performance-based provincial funding, rising capital costs and the end of Bill 124, which capped wage increases for public sector employees at 1% per year for three years. Mitigating factors for these pressures include the return to in-person recruitment, a reputational enhancement campaign, program innovation and renewal, and internationalization. To further ease pressure on the budget, all Resource Planning Committees were asked to implement a 2% base expenditure budget cut for 2023-24.

The proposed budget is based on the assumptions that enrolment will remain stable and government funding will remain frozen over the planning horizon. There will be no increase in tuition fees for domestic (Ontario) residents, but out-of-province students could see a 5% increase and there could be some adjustments for tuition anomalies. Other assumptions include an anticipated general and administrative expense increase of 3%, market adjustment on contracted IT services, plus an increase in salaries and benefits resulting from the ending of Bill 124. Financial risk mitigation measures include across-the-board budget cuts, conservative budget allocations, and encouraging RPCs to strategically use existing carry-forward.

The revenue and expenses of the proposed 2023-24 operating budget are balanced at \$525M which shows a modest increase of \$4M from the previous year. Government grants and domestic tuition account for approximately 2/3 of revenues. Approximately ¾ of expenses are devoted to salaries and benefits.

Resource Planning Committees (RPCs) will see a reduction of \$5.9M in their base budget and a decrease of \$1.0M in fiscal allocations, while university and contingency budgets will see an increase in total of \$14.8M base and \$16.3M fiscal, mostly to cover increases in salaries and benefits. The Provost provided a detailed breakdown of budget priorities for these allocations.

Discussion:

A Senator asked if the Strategic Mandate Agreement metrics will come into effect, now that the pandemic is over, and what financial penalties might result from not meeting these metrics. The Provost responded that performance-based metrics

were removed during the pandemic since they put additional pressure on universities that are already struggling. He added that this is not of concern to Carleton as we have consistently outperformed on the metrics.

In response to another question the Provost confirmed that research income is not included in the Operating Budget. Indirect costs of research are included in the Operating Budget, but may be allocated to support research in the future.

A Senator asked for comments on the long-term financial outlook for Carleton and all Ontario universities. The Provost noted that the current financial climate for universities is challenging, but that universities have weathered other financial challenges in the past few decades, including the recession in the 1990s and the financial crisis of 2008. He noted that Carleton will survive, but balanced budgets may not continue. Carleton's rigorous budgeting process and consistently conservative management of the budget have put us in a good position to weather the current storm.

In response to another question, the Chair provided an explanation of the "Blue Ribbon Panel," a short-term advisory panel that will make recommendations to the provincial government on the financial sustainability of universities. The Blue Ribbon Panel is composed of sector experts including Alan Harrison, former Provost of Carleton University and Bonnie Paterson, former President of Trent University and long-time supporter of the sector. The panel has been asked to explore how the government may implement a global framework for universities and colleges that ensures financial accountability and sustainability, without significant financial input from the government. A tuition framework will be included in the discussions; performance metrics are not included at this time. Ontario universities are advocating for advanced knowledge of this framework in order to be able to plan responsibly. The panel will be consulting with universities, both individually and as a group within the next few months.

The Chair noted that as costs continue to increase, universities must be allowed the mechanisms to also grow revenues. There are significant risks to a prolonged tuition freeze, but the provincial government can implement other options to ease the pressure on universities, including abolishing the corridor funding model so that all students can be funded, increasing the funding per student and indexing the grant and providing additional infrastructure funding.

In response to another question, the Provost confirmed that all of Carleton's employee groups will have exited Bill 124 by the end of 2024.

The Chair thanked the Provost for the presentation and Senators for their engagement and discussion.

9. Reports for Information

a) Senate Executive Committee minutes (March 21, 2023)

There was no discussion of this item.

10. Other Business

There was none.

11. Adjournment

The meeting was adjourned (E. Cyr, n.s.) 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 June 2, 2023 at 2:00 pm
Pigiarvik 608 + Zoom Videoconference

OPEN SESSION

Minutes

Present in Person: B.A. Bacon (Chair), M. Barbeau, H. Becker, S. Blanchard, A. Bordeleau, S. Burges, W. Chung, E. Cyr, D. Deugo, L. Dyke, R. Gorelick, R. Goubran, T. Haats, M. Haines, K. Hellemans, D. Howe, A. Lannon, C. Laurendeau, B. MacLeod, J. Malloy, K. Moss, M. Murphy, J. Murray, H. Nemiroff, A. North, B. O'Connor, B. O'Neill, M. Pearson, M. Qalinle, S. Rajput, J. Ramnarine, P. Rankin, M. F. Riazuddin, T. Roberts, D. Russell, F. Sepanta, D. Siddiqi, E. Sloan (Clerk), P. Smith, D. Sprague, K. Taylor, R. Teather, J. Tomberlin, C. Viau

Present via Zoom: J. Armstrong, M. Baez, V. Bhatia, D. Brown, D. Caratao, A. Clarke, J. Dawson, M. DeRosa, S. Everts, K. Graham, F. Lepore, M. Lundy, B. MacLeod, L. Marshall, A. Park, M. Rooney, J. Wallace, P. Wolff

Regrets K. Al Hammuri, F. Brouard, B. Campbell, L. Hayes, L. Kostiuk, J. Kovalio, A. Lettieri, P. Mkandawire, L. Moffitt, S. Sadaf, C. Smelser, J. Taber, E. A. Zeid

Absent: G. Sestini,

Recording Secretary: K. McKinley

1. Welcome & Approval of Agenda

The Chair called the meeting to order at 2:02 p.m., and welcomed new ex officio Senators Francesca Lepore (CASG President), Mohamed Faris Riazuddin (CUSA

President), Elie Abou Zeid (GSA President) and Sahil Rajput (GSA VP Academic), all of whom began their student leadership roles on May 1st. The Chair reminded Senators that the meeting would begin with a closed session to approve the June graduation lists.

It was **MOVED** (M. Haines, M. Riazuddin) that Senate move into the Closed Session of the meeting.

The motion **PASSED**.

(Closed session minutes have been recorded in a separate file.)

Approval of Open Agenda

It was **MOVED** (D. Deugo, D. Siddiqi) that Senate approve the open agenda for the meeting of Senate on June 2, 2023, as presented.

The motion **PASSED**.

2. Minutes (open)

a. April 14, 2023 (Short-notice meeting)

It was **MOVED** (M. Haines, M. Riazuddin) that Senate approve the minutes of the short-notice Senate meeting of April 14, 2023, as presented.

The motion **PASSED**.

b. April 21, 2023

It was **MOVED** (C. Laurendeau, J. Ramnarine) that Senate approve the minutes of the Senate meeting of April 21, 2023, as presented.

The motion **PASSED**.

3. Matters Arising

The Chair reported on the notice of motion brought to Senate at the previous meeting by Senator Morgan Rooney. Senator Rooney and SCCASP Chair Howard Nemiroff confirmed that the motion would be discussed at SCCASP during their summer retreat. SCCASP would then report back to Senate on the motion in the Fall of 2023.

4. Chair's Remarks

The Chair began by thanking Senators for their contributions and service to the university during the past academic year. The Chair next highlighted the following recent achievements of Carleton community members:

- Five Carleton researchers received a combined \$1.74M from the federal government's *New Frontiers in Research Fund* (NFRF). The fund supports multidisciplinary projects in the fields of machine learning, equitable design, sustainable energy and surveillance. The Chair congratulated Carleton researchers Cynthia Cruickshank, Burak Gunay, Stéfy McKnight, Abhinit Sarkar and Kristen Schell on this achievement.
- Lenore Fahrig, Chancellor's Professor of Biology, has been elected to the *United States National Academy of Sciences* (NAS) as an international member. She joins a prestigious list of only 526 international members to this body. Professor Fahrig also was recently honoured with the *National Sciences and Engineering Research Council of Canada's* (NSERC) *Gerhard Herzberg Canada Gold Medal for Science and Engineering*, in recognition of her work on wildlife habitat fragmentation and conservation.
- Professor Kahente Horn-Miller received a *3M National Teaching Fellowship*, the most prestigious national teaching award in Canada. Professor Horn-Miller's leadership in fostering Indigenous ways of knowing in teaching and learning in the academy and in the community continues to have a positive impact at Carleton and beyond.
- David Hornsby has been appointed as Carleton's new Vice-Provost and Associate Vice-President (Academic) for a five-year period, effective July 1, 2023. Since 2018, David Hornsby has provided exceptional leadership at Carleton as Associate Vice-President (Teaching & Learning). The Chair thanked out-going Vice-Provost Dwight Deugo, who has made significant contributions to Carleton's academic quality assurance, has led a record number of cyclical program reviews, and has updated and launched many of Carleton's new academic programs.

The Chair next highlighted the following recent events:

- May was Asian Heritage Month, an opportunity to reflect on and celebrate the diverse contributions of Asian Canadians to Canada. The Chair encouraged Senators to view the stories, research contributions and impacts of Asian-Canadians at Carleton on a special webpage created for this year's celebrations.

- May also was Mental Health Month, providing a welcome opportunity to focus on encouraging health and wellness across the campus. This year, Carleton launched its inaugural *Challenge Conference*, which centered on mental health. Speakers at the conference included Clerk of the Privy Council Janice Charette and Olympic medalist and mental health advocate Clara Hughes.
- On May 25, Carleton held *Life Sciences Day 6.0*. This well-attended event provided an opportunity to explore partnerships and learn about the important work of life-sciences researchers. The day featured presentations and panel discussions focused on the Life Sciences Talent Ecosystem in Ottawa, and included an update on the recently-funded *Canada Pandemic Preparedness Hub*.
- The Chair reminded Senators that in-person *CU Appreciation Day* celebrations have returned to campus. Faculty and staff are invited to Alumni Park on June 22nd from 11:00 am to 2:00 pm for a picnic and many fun activities. Registration is required.

Finally, the Chair noted that 23 Senators will be leaving Senate on June 30th, as their terms have expired. The Chair thanked all for their contributions to collegial governance at Carleton.

5. Question Period

Four Senators submitted questions in advance for Senate.

Question from Root Gorelick:

Should we eliminate the Computer Science Faculty Board and subsume its functions into the Science Faculty Board and eliminate the Architecture Faculty Board, Industrial Design Faculty Board, and Information Technology Faculty Board and subsume their functions into the Engineering Faculty Board? Rationale: Graduate Faculty Board matters have already been shunted from those four smaller faculty boards to the Science and Engineering Faculty Boards, so it should be possible to shunt all other functions of those four smaller faculty boards into these two respective decanal faculties.

Response:

Provost Jerry Tomberlin noted that the question is a matter for the Faculty of Engineering & Design, the Faculty of Science and the smaller faculty boards named in the question to consider. The process of moving graduate curricula from FGPA to disciplinary Faculties is still under discussion among these groups. A Senator noted in a follow-up comment that the smaller Faculty Boards (Computer

Science, Architecture, Industrial Design, Information Technology) have never been responsible for graduate curricula.

Question from Jeff Dawson:

On April 14, 2023, the Carleton University Senate was summoned to a short-notice meeting during which a motion was put forward by Provost Jerry Tomberlin to adopt “Flexible and Compassionate Grading Options” made necessary by the two-week strike of CUPE 4600. Though the vote passed, 14 Senators voted in opposition to the motion and 8 abstained from voting on the motion. At the next meeting of Senate, held on April 21, 2023, an open letter was presented to Senate objecting to this short-notice vote on both substantive and procedural grounds. This open letter was signed by 139 faculty members, 10 of whom are current members of Senate and 18 are former Senators. Additionally, some of these signatories also served on the Senate Executive and the Senate Academic Governance Committee.

President Bacon made an appeal for the healing process to begin in the aftermath of the labour action of CUPE 4600. Yet the healing process has been made especially difficult by a failure to negotiate a return-to-work protocol that might have reduced the damage caused by the labour action. For instance, a return-to-work protocol mitigated some of the most devastating consequences of a labour action by CUPE 3906 that took place from November 21 to December 13, 2022 at McMaster University. Section 5.b of this return-to-work protocol states that “Employees who had completed their full hours in advance of the strike, as validated and approved by their supervisor, shall suffer no loss of pay.” Section 6 states the following: “In some exceptional circumstances, additional hours may be offered to Employees by their employment supervisor.”

Why was a return-to-work protocol not negotiated at Carleton? Return-to-work protocols are customary in labour actions. Signing bonuses are also customary. Why does Carleton find itself today in a position where its Teaching Assistants who have completed all the work of their contracts not getting financially compensated for that work? And why is there no flexibility comparable to Section 6 of the McMaster return-to-work protocol in the recently negotiated Collective Agreement between Carleton University and CUPE 4600? In other words, why were the consequences of the labour action at Carleton so damaging when they didn’t have to be?

Response:

The Provost noted that the question relates to details of the collective bargaining process which is not within the purview of Senate. He added that return to work protocols would have been dealt with as part of the negotiating process before the contract was signed and ratified.

Questions from Julie Murray:

- Senate has in its meeting material this month an item for information: a letter, signed by 139 members of the Carleton community, many of them current and former Senators, expressing their deep concern about the short-notice Senate meeting that took place on April 14th, in which a motion to adopt “Flexible and Compassionate Grading Options” was approved. The signatories to the letter took issue both with the motion itself, which appeared to be an attempt to use Senate to manage issues arising from the labour dispute, and with the lack of transparency surrounding the vote. The vote itself was far from unanimous, with 14 senators voting against the motion and another 8 abstaining. It is important not to forget that 139 members of the Carleton teaching community signed an open letter of protest because they are concerned about what happened at Senate on April 14. In short, how can Senate be assured that it will not be used to manage conflicts arising from labour disputes in the future?
- With respect to the Compassionate Grading policy, it is unclear how compassion for students, which was the rationale for invoking an exceptional policy in unexceptional circumstances, is to be understood in the absence of a back-to-work protocol for CUPE 4600. Teaching Assistants are graduate students. Where is our compassion for them?
- What are the implications of Carleton awarding SAT/UNS grades in the context of labour disruptions on Carleton’s reputation for upholding a high academic standard? How can we ensure that Carleton’s academic mission does not suffer because of this decision?

Response:

The Provost noted that the labour dispute ended prior to the April 14 Special Meeting of Senate, which was called by Senate Executive as a result of the *Senate Policy on Academic Accommodations During Labour Disputes*. The Provost noted that there was a fulsome discussion of issues related to the proposed accommodations at the April 14th meeting prior to the vote, and that no further discussion is required.

Senator Murray asked in a follow-up question whether the reputational impact of the SAT/UNSAT grade option that was adopted could be assessed. VP Students & Enrolment and University Registrar Suzanne Blanchard noted that this will be

examined as part of a larger tracking enterprise undertaken by the Registrar's Office on SAT/UNSAT, deferrals, and GPA trends pre and post-Covid.

Another Senator asked if compassionate grading options could be adopted as an experiment outside of pandemics, labour disputes or other disruptions. The VPSE noted that Carleton is already employing compassionate grading options via the First Year Grading Policy, and the Registrar's Office will study the impacts of that policy before recommending expansion to upper years or other changes. The Chair added that SCCASP completed a review of Best Practices to arrive at the parameters of the current policy.

Question from Sarah Everts:

Could the Provost please detail the administration's vision for moving the role of graduate student admissions from FGPA to the Line Faculties. Specifically: Will the ultimate power to approve a unit's admission and funding packages be moved from FGPA to the Line Faculty Dean's Offices? What additional operational responsibilities do you envision moving from FGPA to the Line Faculties? What budget has been or will be given to Line Faculties to execute new responsibilities in graduate curriculum and in admissions?

Response:

The Provost responded that TA budgets have already moved to the disciplinary Faculties, and funding packages are being developed with assistance from FGPA when required. Admissions have always come from the units and that will not change, but FGPA will continue to make the final decisions. There will be more discussion of the financial support packages at the Faculty level but the offers of admission will still come from FGPA. The entire process will be mapped out over the coming year, with assistance from the Office of Quality Initiatives, FGPA, Faculties, and the Registrar's Office. Changes will be implemented in 2024-25.

A Senator followed up by asking if a cost/benefit analysis or a budgetary analysis is planned. The Provost noted that there should be no institutional budgetary impact as the project is expense-neutral, although there may be transfer of resources from one unit to another. Benefits will be realized in terms of process and quality of discussion within Faculties and among disciplinary peers. The Chair noted that Senate will be discussing the restructuring again in the Fall and that if warranted, there could be some cost-benefit analysis at that time.

6. Administration

a. Senate Membership Ratification

The Clerk presented a motion to ratify Professor Anne Bowker as a new FASS Senator, with a 3-year term beginning July 1, 2023.

It was **MOVED** (P. Smith, K. Moss) that Senate ratify the new Senate appointment as presented, for service beginning July 1, 2023.

The motion **PASSED**.

b. Contract Instructor Election – motion to extend term

The Clerk presented a motion to extend the term of Contract Instructors whose term ends on June 30 to September 30, to coincide with the end of the Contract Instructor nomination and election period, which occurs in August and September.

It was **MOVED** (D. Siddiqi, M. Rooney) that Senate approve the extension of the 2022/23 Senate term to September 30, 2023, for Contract Instructors whose term is expiring on June 30, 2023.

A Senator asked if it would be possible to make a global change to the Senate term of service for Contract Instructors, so that Senate would not need to approve these extensions every few years, as CI terms on Senate expire. The Clerk noted that this would require a change to the AGU. She agreed to flag the matter for the Senate Academic Governance Committee.

The motion **PASSED**.

c. Revised Convocation Schedule for 2023-24

The Clerk reported that the Registrar's Office has requested a change to the Spring 2024 Convocation schedule, in order to be able to accommodate students writing deferred exams.

The new dates would be June 17 – 21, 2024, one week later than the currently published dates.

It was **MOVED** (M. Qalinle, L. Marshal) that Senate approve the change of dates for Spring 2024 Convocation from June 10 – 14, 2024 to June 17 – 21, 2024.

A Senator asked why the deferred exam schedule could not be held earlier instead of pushing the Convocation schedule ahead another week. VP

Students & Enrolment Suzanne Blanchard replied that the Registrar's Office needs to receive all of the grades for the term first, before they can plan the exam schedule. The process can take several weeks, and if the Convocation dates are not moved, many students will not have time to make their deferred exams and so will not be on the graduation list approved by Senate. As many as 40 students can be impacted this way during the graduation period.

The motion **PASSED**.

d. Revised Senate Schedule for 2023-24

The Clerk noted that the Senate meeting date on May 31, 2024 will be changed to June 7, 2024, in order to accommodate the new Convocation schedule. The revised Senate meeting schedule for 2023-24 was circulated in advance to Senators.

7. Reports

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

Committee Chair Howard Nemiroff presented 2 items for approval and 2 items for information.

The items for approval were combined into one omnibus motion.

Omnibus Motion:

It was **MOVED** (H. Nemiroff, H. Becker) that Senate approves the revisions to Regulation TBD-1363: R-ADM-Program BCom Admission and Continuation Requirements, and Regulation TBD-1370: R-ADM-Program BIB Admission and Continuation Requirements effective for the 2023/24 Undergraduate Calendar as presented.

The motion **PASSED**.

Individual Motions from the Omnibus:

- THAT Senate approves the revisions to Regulation TBD-1363: R-ADM-Program BCom Admission and Continuation Requirements effective for the 2023/24 Undergraduate Calendar as presented.
- THAT Senate approves the revisions to Regulation TBD-1370: R-ADM-Program BIB Admission and Continuation Requirements effective for the 2023/24 Undergraduate Calendar as presented.

Items for Information:

- Minor modifications from April 2023
- Minor modifications from May 2023

b. Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair Dwight Deugo presented for Senate approval one new graduate program, two cyclical program reviews, and two major modifications. He also presented recommendations from a joint meeting of SQAPC and SAGC regarding the transfer of graduate curriculum approvals from the Graduate Faculty Board to the disciplinary Faculty Boards. One additional item (DUC minor modifications) was included for information only.

New Graduate Program Approval - Master of Biotechnology

It was **MOVED** (D. Deugo, D. Siddiqi) that Senate approve the proposed Master of Biotechnology as presented to commence in Fall 2024.

A Senator asked whether the committee Chair is confident that approvals from the Quality Council would be obtained before Fall of 2024. The committee Chair responded that the approval should move quickly, particularly as this is a cost-recovery program that does not need to go through the Ministry.

The motion **PASSED**.

Cyclical Program Reviews

These were combined into an omnibus motion.

It was **MOVED** (D. Deugo, P. Wolff) that Senate approve the Final Assessment Reports and Executive Summaries arising from the Cyclical Reviews of the programs.

The motion **PASSED**.

Individual Motions from the Omnibus:

- THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate program in Engineering Physics.

- THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the Master's programs in Social Work.

Major Modifications

These were combined into an omnibus motion.

It was **MOVED** (D. Deugo, A. North) that Senate approve the major modifications as presented below.

The motion **PASSED**.

Individual Motions from the Omnibus:

- THAT Senate approve the introduction of the collaborative specialization in Cybersecurity to the MENG in Infrastructure Protection and International Security as presented with effect from Fall 2023.
- THAT Senate approve the governance change to the Indigenous Studies programs as presented to take effect upon approval.

Governance of Graduate Curriculum Approvals

Committee Chair Dwight Deugo reminded Senators that in April 2023, Senate approved a process for SQAPC to bring forward a series of recommendations to Senate regarding the transfer of graduate curriculum approvals from the Graduate Faculty Board (GFB) to the disciplinary Faculty Boards. In May, members of SQAPC and SAGC held two joint meetings to discuss and draft these recommendations.

A memo was circulated to Senators in advance, outlining the following three recommendations brought forward as a result of the joint meetings.

- All disciplinary Faculties and the GFB should revise their constitutions and/or processes to support the transfer of authority for graduate curriculum approvals. These revised constitutions should be brought to SAGC for review and then to Senate for approval.
- Once an individual disciplinary Faculty's constitution/process has been approved, that Faculty may use its new approach for approving graduate curricula.
- An Ad Hoc Committee should be formed immediately to review the impact of the transfer of approved authority for graduate curricula

from the FGPA to the disciplinary Faculties. Proposed Terms of Reference for this committee were included with the memo.

It was **MOVED** (D. Deugo, D. Russell) that Senate accepts the recommendations and requests the associate parties to act on them.

Discussion:

A Senator asked if these changes would require updating and editing the IQAP. Committee Chair Deugo agreed that some updates would be necessary but that they would be purely editorial.

Another Senator asked if there could be representation on the committee from the Schools with their own faculty boards. SQAPC Chair Deugo responded that it would be best for the schools to have conversations with their Deans on how to bring their perspectives to the committee through the representative. Another Senator noted that the smaller faculty boards would not be losing anything during this part of the restructuring process as they have never had a role in graduate curriculum approvals.

A Senator asked if the Ad Hoc Committee will be assessing the success of the restructuring, and if so, whether the changes to admissions governance could be paused until a review of the curriculum approval change is complete. In response it was noted that the Ad Hoc Committee will look at governance issues around the movement of curriculum approvals only and is not mandated to discuss admissions. The Provost added that recommendations for admissions have always originated from the units and this will not change. The only change has been to move the budget for TA support into the disciplinary Faculties, which has already happened.

The motion **PASSED**. Senator Sarah Everts asked that her vote of abstention be recorded in the minutes.

Dominican University College Minor Modifications

Minor modifications approved by the Dominican University College are provided to Carleton University's Office of the Vice-Provost and AVP Academic for information. This is in accordance with the affiliation agreement between DUC and Carleton University.

Committee Chair Dwight Deugo noted he will be stepping down as Vice-Provost and Chair of SQAPC. The new Vice-Provost, David Hornsby, will be transitioning into this role in the Fall of 2023 and will fully assume the position in January of 2024.

The Chair thanked Senator Deugo for his service and contributions to Senate, and Senators provided a round of applause in appreciation.

c. Senate Academic Governance Committee (SAGC)

The Clerk of Senate and committee Chair Elinor Sloan noted that at its last meeting, SAGC discussed voting protocols for online and hybrid Senate meetings. SAGC approved the following revised voting protocols for Senate meetings beginning in September 2023:

- All voting shall be by raised hands. Those joining virtually will raise a virtual hand to vote. This includes meetings held entirely online.
- When the Chair calls for those in favour to vote, Senators attending in person will raise their name cards, and those online will raise a virtual hand.
- When the Chair calls for those opposed, Senators attending in person will raise their name cards to vote, and those online will raise a virtual hand.
- The Chair will not call for abstentions, as Senate does not count or record abstentions. However, a Senator may ask for their abstention to be recorded in the minutes. This is in accordance with the Senate rules of order.

d. Senate Review Committee (SRC)

Committee Chair Donald Russell introduced this item. The Senate Review Committee met in April to review and discuss the draft Operating Budget. The committee sent two questions for the Provost after its review.

The Provost provided a verbal response to these questions in the meeting.

1) Can you clarify the 3% increase in General and Administrative Expenses as stated in 2023-24 Budget Assumptions (slide 8)?

The Provost noted that this category includes expenses outside of the Resource Planning Committee and university budgets. The increase of 3% was based on projected inflation rates.

2) What impacts to the budget do you foresee from salary increases occurring over the next few years as a result of the end of Bill 124 and the negotiation of new collective agreements? What is the link between tuition increases and salary increases?

The Provost replied that there is no explicit link between tuition increases and salary increases. However, if tuition fees remain frozen by the provincial government, the expected increases in salaries as a result of the end of Bill 124 will make it challenging to balance the budget.

8. Reports for Information

- a. Senate Executive Minutes (April 11, 2023)
- b. Report from COU Academic Colleague
- c. Letter to Senate on Short-Notice Meeting
- d. Faculty Gender Equity Report

There was no discussion of these items.

9. Other Business

There was none.

10. Adjournment – The meeting was adjourned (D. Russell, D. Siddiqi) at 3:35 p.m.