

**CONSENT AGENDA
to the Open Agenda of the 643rd meeting of the Board of Governors**

**Thursday, October 10th, 2024
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 642nd 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 2024/25 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 2024/2025 Founders Award, proposed timeline and jury composition, as presented.

4.2 ITEM(S) FOR INFORMATION

4.2.1 Committee Minutes

- a) Advancement and University Relations Committee
 - April 2024 Meeting Minutes
- b) Building Program Committee
 - April 2024 Meeting Minutes
- c) Finance Committee
 - April 2024 Meeting Minutes

4.2.2 Capital Plan 2024/2025

4.2.3 Ongoing Capital and Deferred Maintenance Project Status Report

4.2.4 Investment Report on the Endowment

4.2.5 Update on 2024 Credit Rating

4.2.6 University Communications Update

4.2.7 Advancement Update Overview and Strategy 2024/2025

4.2.8 Government Relations Overview & Update

4.2.9 Sexual Violence Policy Review – Consultation, Communications Plan and Timelines

4.2.10 Creation of the Institute of Data Science

4.2.11 Creation of the School of Nursing

4.2.12 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 642nd Meeting of the Board of Governors
Thursday, June 6th, 2024 at 3:00 p.m.
Senate Room Pigiarnvik Room 608**

PRESENT:	G. Farrell (Chair)	D. Greenberg (Virtual)	J. Muthukumar
	B. Creary (Vice-Chair)	L. Grussani	J. Nelson
	H. Babb	A. Hamdani	L. Newton Miller
	A. Chan	N. Karhu	B. O'Connor (Virtual)
	J. Devoe	A. Keung	J. Ojangole
	P. Dion (Virtual)	M. Main	P. Smith
	K. von Finckenstein	D. Maseko	C. Tessier
	D. Fortin	S. Mingie	J. Tomberlin
	K. Furlong	G. Morris	P. Wolff
	M. Gillis		
REGRETS:	Y. Baltacioğlu	J. Taber	A. Tremblay
	J. Camelon		
STAFF:	N. Afouxenidou	A. Goth (R. Secretary)	G. Nower
	S. Blanchard	S. Levitt	S. Phillips
	J. Brenning	C. Khordoc	P. Rankin
	L. Dyke	A. Marcotte	K. Solomon
	T. Frost	K. McKinley (Virtual)	K. Tousignant

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 meeting. The Chair acknowledged the Algonquin First Nation territory on which Carleton University is located, observing that June was National Indigenous History Month, celebrating the contributions that First Nations, Inuit, and Métis people, bring to the community and beyond. He also acknowledged that June marked Pride Month, a powerful testament to the resilience, diversity, and strength of the LGBTQ+ community. Lastly, he advised that green and purple ribbons would be available for Carleton community members to wear in remembrance and the need to tackle

Islamophobia and other forms of hate. He reviewed the meeting protocols for members in person and attending virtually.

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 L. Grussani and seconded by J. Devoe that the open agenda of the 642nd 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 640th Board Meeting, Senior Executive Appointment Guidelines, and Academic Unit Name Change: Faculty of Public Affairs.

The following items were circulated for information: University Secretariat Annual Report – June 2024 and Cyclical Review Program Summary for 2024/2025.

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

5. ITEMS FOR APPROVAL

5.1 Academic Governance of the University

An executive summary was circulated in advance.

A. Goth, University Secretary, provided background information on the Academic Governance of the University (AGU) and the Amendment to the Carleton University General Operating By-Law No. 1. The major change was to reconceptualize the Faculty of Graduate and Post-Doctoral Affairs as an administrative unit with decisions to be made primarily by the line faculties.

Senate met and approved the changes and recommended the changes to the Board of Governors.

As a result of the policy changes, the following changes needed to be made to the Carleton University General Operating By-Laws:

- The FGPA Dean position has been removed from the Senate membership and the Grad Faculty Board was removed as FGPA would no longer exist;
- The Faculty of Public Affairs was changing their name to the Faculty of Public and Global Affairs and that change was pre-emptively included;
- Terms for contract instructors would run from October 1st to September 30th;
- Membership was amended to two Board of Governors representatives on Senate, with full voting privileges;
- The special appointment category was updated and the Clerk of Senate position was moved into an elected position; and
- Increase of total teaching staff on Senate to forty-one to maintain compliance with the *Carleton University Act*.

On the recommendation of the Senate and the Governance Committee, it was moved by P. Wolff and seconded by K. Furlong to approve the revised Academic Governance of the University Joint Policy effective July 1, 2024, as presented. The motion carried unanimously.

5.2 Amendment to Carleton University General Operating By-Laws No. 1

An executive summary and by-laws were circulated in advance.

A. Goth advised that after reviewing the changes to the AGU, updates to the General Operating By-Laws were also required including the following:

- Section 1.01 - defined terms subsection Teaching Staff to include teaching streams;
- Section 9.01 - Senate Membership, removal of the Dean of Graduate and Postdoctoral Affairs, reduction of members of the Board from four to two (voting rights maintained), addition of an alumni association representative, the removal of the Clerk of Senate as ex officio, and the increase of total teaching staff on Senate to forty-one to maintain compliance with the *Carleton University Act*, and updates to titles as needed;
- Section 9.02 - Senate Terms of Office - updated to clarify start dates for students, contract instructors, and other members;
- Section 10.01 - update to the listing of Faculty Boards to the Faculty of Public and Global Affairs as per the Senate recommendation to the Board regarding the name change of the faculty; and
- Section 10.03 - removal of entire section since the Graduate Faculty Boards will be disbanded.

As recommended by the Governance Committee, it was moved by A. Hamdani and seconded by A. Keung to recommend to the members of the corporation to approve by special resolution the amendments to the General Operating By-law No.1 effective July 1, 2024, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Student Mental Health Framework 2022/2026

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

S. Blanchard, Vice-President (Students and Enrolment), introduced the item advising that after an extensive consultation process, the updated Student Mental Health Framework was launched in 2022. Since that time, progress was made on the framework's recommendations, led by the Office of the Associate Vice-President, Student Health and Wellness.

K. Tousignant, Associate Vice-President (Student Health and Wellness), provided a presentation, advising that over the previous two years, definitive action was made on all 30 recommendations to support student mental health and wellness across campus. She highlighted four areas of focus:

- **Student Engagement:** over 3,500 students engaged with the Health Promotion Team, the Centre for Indigenous Support and Community Engagement (CISCE) hosted an Arctic Exchange Program at the Piqqusilirivik Inuit Cultural Learning Facility designed for urban Inuit students to engage with land-based learning activities, Carleton University Students' Association (CUSA) hosted their annual Pop the Stigma Campaign, focused on mental health awareness, and the Mental Health Fee Referendum successfully passed and was approved by the Board;
- **Building Skills and Strengthening Resilience:** the Paul Menton Centre hosted various support, social and study groups, 450+ Fall Orientation and First-Year Connections mentors were trained on how to support students in distress, 13 Naloxone training sessions were offered, with over 720 attendees, and Health and Counselling Services offered numerous support groups and workshops for students;
- **Coordinated Student Supports and Services:** 8,850+ Wellness Services Navigator users and was embedded into all training on campus, Wellness Desk and Carleton's Therapy Dogs partnered together to visit the dogs and access mental health support, over 3,000 students attended these sessions, and Counselling Services hired an additional counsellor for racialized students in the main clinic as well as in Residence; and
- **Campus Culture of Wellness:** Carleton University signed and adopted the Okanagan Charter, the Accessibility Institute explored student mental health and wellness in the context of campus space, Carleton's Postvention Strategy was developed, the Inaugural Therapy Dog Convocation recognized 17 therapy dogs and handlers for their significant training and the program's contributions to low-level mental health support.

Next steps for 2024/2025 included developing a staff and faculty toolkit for the community, continuing to implement and upload best practices from the Okanagan

Charter, creating a new model of care for Counselling services to support the demand for access, engaging in practices to support environmental wellness and creating a student mental health policy once Bill 166 requirements are communicated.

A member inquired about Naloxone availability and the level of opioid usage on campus. K. Tousignant responded that to date, the Naloxone kits had not been used on campus. The kits were available the same as the AEDs and an alarm was triggered to notify campus safety should the kit need to be replaced.

A member asked if the University had observed students attending health and counselling related to events in the Middle East. K. Tousignant responded that an increase related to the Middle East conflict had not been observed.

A member commented on the challenges in the post-secondary sector for student mental health and that Carleton's strategy was strong and well-regarded within the city.

6.2 Strategic Integrated Plan Progress Update 2024

J. Tomberlin, Interim President and Vice-Chancellor, provided a verbal update on the Strategic Integrated Plan (SIP) progress and reviewed its three pillars and the strategic directions of the institution. The implementation of the SIP had been during a challenging context of the COVID-19 pandemic, a difficult fiscal period, economic challenges, and social unrest. Despite those challenges, significant progress was made on the implementation of the SIP and its pathways.

He highlighted a number of the successes towards the SIP, under the three strategic directions:

Share Knowledge, Shape the Future

- Creation of new buildings and forward-thinking institutes such as the Future Learning Lab and Innovation Hub, and the completion of the Nicol Building;
- Academic success with 5,300 graduating students in June 2024, a one-year retention rate above 90%, two-year retention rate above 83%, and seven-year graduation rate at 73% (up from 68% in 2017);
- Building of the new student residence which would support student recruitment and expanding dining facilities to accommodate those students;
- Athletic success with the women's Nordic Ski Team and women's basketball national champions, and men's basketball national champions contributing to campus spirit;
- External research revenue had doubled over the past six years, and corporate funding quadrupled during the same period; and
- Canada Awards of Excellence recipients and being one of Canada's Top 100 employers.

Serve Ottawa, Serve the World

- Increasing Carleton's visibility in the community with new signage and new lighting on Bronson Avenue;
- Community engagement with the opening of the Carleton Dominion Chalmers Centre (CDCC) with over 216,000 guests since 2022 and the creation of CU at Kanata North engaging with corporations as part of the Holistic Integrated Partnerships (HIP);
- The launch of a new strategic plan for community engagement and engaging with the community through co-op learning programs;
- Successes in Advancement with a record year of gifts and the HIP; and
- International engagement continued with the creation of memorandums of understanding with institutions around the world, increasing student and scholar exchanges, and hosting through the Scholars at Risk Program.

Strive for Wellness, Strive for Sustainability

- Supporting sustainability with two Carleton Challenge Conferences;
- Implementing the calls to action under the Kinàmàgawin Report, including renaming three buildings under the New Names Initiative; and
- Leadership in the Canadian Accessibility Network, EDI Action Plan, Coordinated Accessibility Strategy, and the Student Mental Health Framework.

A member commented that they were impressed with the graduation and retention rates and asked how Carleton compared to other institutions. S. Blanchard responded that for the two-year retention rate, Carleton's rate of 85% was at the sector average. For the seven-year graduation rate, Carleton was slightly below but in the next two years expects to be at the sector average.

A member congratulated the team on the ambitious and visionary SIP. They asked about the changes to FGPA and if it would have an impact on research. J. Tomberlin responded that a study was conducted on the Office of the Provost and there were a number of recommendations made, including the change to FGPA and to move the graduate programs to the Faculties to allow for more synergy between research and graduate studies.

6.3 Report from the Chair

A written report was circulated in advance.

The Chair presented the annual report for the 2023/2024 academic year, marking a period of significant milestones, challenges, and strategic advancements for Carleton University. A highlight of the year was the successful conclusion of the presidential search with the announcement in April 2024 that Dr. Wisdom Tettey has been appointed as Carleton University's 17th President and Vice-Chancellor. He thanked J. Tomberlin for his leadership as Interim President.

Throughout the past year, the Board remained steadfast in its dedication to upholding Carleton's values while fostering a dynamic academic environment for its students, faculty, and staff. Despite the prevailing global challenges, Carleton demonstrated remarkable resilience and adaptability and the Board remained committed to advancing Carleton's mission and strategic priorities amid the evolving higher education landscape and dedicated to fostering a culture of excellence, innovation, and inclusivity that empowers all members of its community to thrive and succeed.

He thanked fellow Board members, university leadership, faculty, staff, students, alumni, and partners for their unwavering dedication and contributions to Carleton's ongoing success and congratulated B. Creary, who would begin her role as Board Chair for the 2024/2025 Board Year.

6.4 Report from the President

The President's Annual Report was circulated in advance.

J. Tomberlin began his report with the announcement that A. Bowker was appointed as the Dean of the Faculty of Arts and Social Sciences, effective July 1, 2024, having served as Interim Dean since August 2023. Carleton University's Faculty of Engineering and Design was chosen to host the prestigious 2026 Ontario Engineering Competition, a cornerstone event in Canada's engineering community. Carleton was looking forward to welcoming the engineering community to its campus. He congratulated P. Rankin, Provost and Vice-President (Academic), on her first year in her new role and the success of the Budget Town Hall.

He highlighted a number of items from the Annual Presidential Report such as the significant progress towards the goals of the SIP, including research funding and innovation in teaching and the appointment of Dr. W. Tettey as the incoming President and Vice-Chancellor.

7. OPEN-OTHER BUSINESS

No other business was brought forward.

8. OPEN-QUESTION PERIOD

No additional questions were brought forward.

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, the Open Session of the Board of Governors was adjourned at approximately 4:20 p.m.

To:	Advancement and University Relations Committee	Date of Report: 30 August 2024
From:	University Secretary	Date of Meeting: 12 September 2024
Subject:	Board Award Criteria Review and Jury Selection	
Responsible Portfolio:	University Secretary	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

Recommend to the Board of Governors the approval of the criteria for the 2024/25 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 2024/25 as well as a draft timeline.

The following members are recommended for the Jury for the Board Award Selection Committee for the 24/25 year:

- Chair or Vice-Chair or designate of the Board as Chair of the Jury: Kim Furlong
- Chair or Vice-Chair or designate of the A&UR Committee : Dan Greenberg
- Faculty: Laura Newton Miller
- Staff: John Nelson
- Undergraduate Student: Logan Breen
- 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 November 2024 with approval by the Board and announcement in April 2025.

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"/>

202~~43~~/202~~54~~ 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~~eligible to continue. 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.

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 2023/24; and
- the recipient cannot be a current board member.

Nomination Process

All nominations/applications must include:

- 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 resume, no longer than two pages in length, focused specifically on volunteer experience;
- two letters of reference, one of which should be from a supervisor of one of their volunteer activities; and
- 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~~ [Pigiarvik](#), no later than **4:30pm on March 22, 2024⁵**. 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

September 1²³, 2024³: Advancement and University Relations Committee appoints the jury.

November 2⁵⁸, 2024³: 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 22, 2024⁵: Deadline for receipt of nominations.

April 202³⁵: Jury to review applicants and identify a successful nominee.

| **April 2214, 20254:** Advancement and University Relations Committee receives the Jury's recommendation.

| **April 2930, 20254:** Board of Governors receives a report from Advancement and University Relations Committee on the recommended recipient.

| **June/Nov. 20254:** Presentation of Award at Convocation and news feature in Carleton Grad Stories.

To:	Advancement and University Relations Committee	Date of Report: 30 August 2024
From:	University Secretary	Date of Meeting: 12 September 2024
Subject:	Founders Award Criteria Review and Jury Selection	
Responsible Portfolio:	University Secretary	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

Recommend to the Board of Governors the approval of the criteria for the 2024/25 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 2024/25 as well as a draft timeline.

The following members are recommended for the Jury for the Founders Award Selection Committee for the 24/25 year:

- | | |
|--|--------------------|
| Chair or Vice-Chair or designate of the Board as Chair of the Jury | Kim Furlong |
| President of the Alumni Association | Jason Daley |
| Chief Advancement Officer | TBD |
| Faculty Representative | Adrian Chan |
| Staff Representative | James Simpson |
| Student Representative | Janakan Muthukumar |
| Alumni Representative | 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"/>

20243/20254 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

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 22, 20254.

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 22, 20254. 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 123, 20234: Advancement and University Relations Committee appoints the jury.

Nov. 258, 20243: Board Office issues a Call for Nominations through various internal and external media.

March 22, 20254: Deadline for receipt of nominations.

April 20254: Jury to review applicants and identify a successful nominee.

April 2211, 20254: Advancement and University Relations Committee receives the Jury's recommendation.

April 2930, 20245: Board of Governors receives a report from Advancement and University Relations Committee on the recommended recipient.

June/Nov. 20245: 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

**Minutes of the 124th Meeting of the
Advancement and University Relations Committee
Thursday, April 11th, 2024
Richcraft Hall 2440R**

Present:	D. Greenberg (Chair) A. Chan B. Creary (Virtual) J. Devoe (Virtual) M. Gillis	L. Grussani J. Nelson L. Newton Miller J. Tomberlin
Regrets:	G. Farrell K. Furlong (Vice-Chair)	J. Taber
Staff:	N. Afouxenidou T. Frost K. Horn-Miller A. Goth (R. Secretary) R. Goubran C. Khordoc	S. Levitt K. McKinley (Virtual) A. Mullin S. Phillips P. Rankin K. Solomon

1. CALL TO ORDER AND CHAIR'S REMARKS

The meeting was called to order at 2:05 p.m. The Chair acknowledged the Algonquin Nation's traditional and unceded territory that members had gathered upon for the meeting and provided a personal land acknowledgement. He welcomed 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 L. Grussani and seconded by A. Chan that the Advancement and University Relations Committee approve the agenda of the 124th meeting, as presented. The motion carried unanimously.

4. APPROVAL OF MINUTES & BUSINESS ARISING

4.1. Minutes of the Previous Meeting

Minutes of the previous meeting were circulated in advance.

It was moved by J. Nelson and seconded by L. Newton Miller that the Advancement and University Relations Committee approve the minutes of the 123rd meeting, as presented. The motion carried unanimously.

5. ITEMS FOR APPROVAL

5.1 Board Award for Outstanding Community Achievement

An executive summary was circulated in advance.

The Chair, and member of the Board Award Jury, advised that the Jury met to review 11 nominations and unanimously recommend C. Pratt as the 2023/24 recipient. C. Pratt would be graduating in June 2024 with a bachelor's of Global and International Affairs, honours.

M. Gillis, member of the Board Award Jury, added that C. Pratt was truly a student leader and was involved in a diverse range of volunteer activities both on and off campus, contributing over 2,000 lifetime volunteer hours including at the Ottawa Mission, Carleton Unified Support Centre, and the Carleton Academic Student Government.

It was moved by M. Gillis and seconded by L. Grussani to recommend to the Board of Governors the approval of the Board Award Jury recommendation that Christopher Pratt receive the Board of Governors Award for Outstanding Community Achievement for the 2023/24 academic year, as presented. The motion carried unanimously.

5.2 Founders Award Recipient

An Executive Summary was circulated in advance.

The Chair, and member of the Founders Award Jury, advised that the Jury were unanimously recommending J. Teron as the 23/24 recipient. J. Teron is a Carleton alumni and longtime friend of Carleton University.

A. Chan, member of the Founders Award Jury, spoke to the nomination advising that the Jury met on April 3, 2024 to review seven nominations. The Founders Award is Carleton's highest non-academic recognition and the Jury was unanimous in its support for J. Teron. J. Teron graduated from Carleton in 1956, she served on the Board of Governors from 1977 to 1986 and from 2008 to 2016. She served as the first female Board Chair from 1983 to 1986. She was involved in the Carleton 75th Anniversary Steering Committee, the 50th Reunion 2

Class Representative, and member of the Alumni Fund Council. She had been an advocate for Carleton's interests including the acquisition of the Carleton Dominion Chalmers Centre (CDCC) in 2018 and provided a significant donation to the CDCC's Priorities Fund. She was involved in the broader community, serving on a number of other Boards including the National Art Gallery. He noted that J. Teron had previously been recognized by Carleton with an Honorary Doctorate in 2013.

It was moved by A. Chan and seconded by J. Devoe to recommend to the Board of Governors the approval of the Founders Award Jury recommendation that Jean Teron receive the Founders Award for the 2023/24 academic year, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION AND DISCUSSION

6.1 Kinàmàgawin Progress Update

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

P. Rankin, Provost and Vice-President (Academic), introduced the item advising that in 2020 Carleton published the Kinàmàgawin report, which included 41 Carleton-specific Calls to Action. The first Progress Report was published in 2022 and outlined significant collective effort across the University to further the goals of the initial Kinàmàgawin report. The current report included updates implemented since April 2022. She introduced K. Horn-Miller, Associate Vice-President, Indigenous Teaching, Learning, and Research.

K. Horn-Miller advised that the Kinàmàgawin 41 calls to action encompassed an overarching goal of making the Carleton campus inclusive space for current and future Indigenous students, staff, and faculty members. She acknowledged the faculties, departments, and units across campus that had continued to make progress in fulfilling the Kinàmàgawin calls to action and noted that Carleton was a leader in this space. These efforts are complemented by a \$2.5 million donation from The Joyce Family Foundation (matched by an additional \$2.5 million from the University) which allowed Carleton to mobilize many of its intentions.

Community engagement updates included meeting with the Ottawa-Carleton District School Board to discuss how Carleton's Collaborative Indigenous Learning Bundles can be incorporated into high school curriculum. B. Michaud with the Centre for Indigenous Support and Community Engagement has established a partnership with Two-Spirits Manitoba to support Indigenous Two-Spirit students at Carleton. In addition, an Inuit Northern Partnership and Community Liaison Officer has been hired.

Several new supports were available for Indigenous students including a \$250,000 grant from the Ministry of Colleges and Universities to create a Virtual Indigenous Learning Place to support students in remote Indigenous communities and to make Indigenous pedagogies more accessible to a broader audience. The updated Campus Master Plan included design elements that reflect that the University is situated within the unceded and unsurrendered

territory of the Algonquin Anishinaabeg. Carleton had 40 smudge-friendly designated spaces on campus in recognition of the unique relationship that many Indigenous cultures have with traditional and sacred medicine. An Indigenous Awards and Admissions Policy was under development to support the verification of applicants' claims of Indigeneity. Other actions taken to improve the Indigenous experience on campus included reserving two rooms for upper-year Indigenous students (in addition to the ten rooms reserved for first-year Indigenous students) from remote locations, Campus Safety established the Community Engagement Table with a commitment to understand the impacts of settler-colonialism, there is an annual Kinàmàgawin Symposium; and an Indigenous-specific hiring policy is in development.

Work was undertaken to enhance Indigenous ways of teaching and learning at Carleton including: Collaborative Indigenous Learning Bundles were developed and since 2018, they had been used more than 60,000 times; Carleton's first land-based learning course was offered in 2022; the new Experiential Learning Hub was helping to provide instructors with Indigenous-focused Virtual Reality equipment and experiences to include in courses; and Teaching Assistants have been offered learning opportunities to better understand the specific needs and experiences of Indigenous students, staff and faculty through Indigenous-centred workshops. Indigenous cultural protocols were worked into the Convocation ceremony and Elder Barbara Dumont-Hill was awarded an honorary degree in recognition of her outstanding contributions at the June 2023 Convocation. Following two highly consultative processes, Carleton celebrated the renaming of two campus buildings: Nideyinàn—translates to “our heart” and Pigiarivik—translates to “a place to begin” or “the starting place”. Updates to the library include acquiring content to support Indigenous scholarships and updating problematic terminology in bibliographic records.

Since the initial release of Kinàmàgawin, Faculties and professional services departments were making great strides in relation to fulfilling the 41 Calls to Action and progress updates on that work would continue to be provided to the Board of Governors.

A member commented that they were proud to see the work being done towards the calls to action.

A. Goth, University Secretary, advised the Committee that there were two opportunities for member engagement, including the Indigenous Learning Bundles available on the Board portal resources and the Kinàmàgawin Indigenous Learning Certificate.

A member commented that the process towards Truth and Reconciliation was a long process and felt inspired by the progress that Carleton had made.

6.2 Reputational Enhancement Project Update

A presentation was circulated in advance.

J. Tomberlin, Interim President and Vice-Chancellor, advised the committee that Carleton had been working on the campaign for nearly three-years, revamping how Carleton was

presented to the world, including a full brand campaign targeting both influencers and prospective students in key markets.

T. Frost, Chief Communications Officer, provided an update on Carleton's Reputational Enhancement project. The objective of the campaign was to grow awareness and reputation with key audiences across Canada with the current iteration of the campaign running from March to June 2024. The strategy included metrics such as the cost-per-click, click-through rate, and cost-per-thousand clicks to ensure that budget was optimized. The campaign was using diversified, story-telling approach, integrated across a number of platforms such as LinkedIn, Spotify, YouTube, Google, and Meta. The advertisements included topics that would be of interest to the audience, such as "Tech for Good" or healthcare. He reviewed some examples of the advertising channels including:

- Google: 4% of the budget using responsive searches and keywords strategically tailored to Carleton stories;
- Google Demand Gen: 7% of the budget, using display banners and video, leveraging Google's AI to target and reach audiences;
- LinkedIn: 7% of the budget, using feed images, video, and thought leadership ads to increase authenticity;
- Meta: 12% of the budget, using feed images and videos with low cost per play and the most cost-efficient landing page views possible;
- YouTube: 4% of the budget with non-skippable ads, targeting users based on interests;
- BBC: 7% of the budget, ads are only on the Canadian version of the BBC platform, using high-impact banners on the BBC network, pre-roll video ads before featured videos;
- Amazon: 7% of the budget, using display banners and Connected TV as to targeted audiences;
- Division TV: 7% of the budget using Connected TV (CTV) placements, using predictive AI to target audiences across multiple streaming services;
- The Globe & Mail: 11% of the budget, using display banners and native ads in image and video with premium placements across a number of platforms with ads adjacent to relevant content;
- Spotify: 4% of the budget with audio ads targeting audiences based on interests aligned with campaign creative, moving towards podcasts; and
- Inuvo: 4% of the budget, display banners across all major networks that targets and reaches users based on their intentions with AI and machine learning targeting.

Throughout the campaign, daily updates were received and Carleton met with the agency bi-weekly to review performance, adjust tactics, and media buy. After each campaign, a review was conducted to look at the performance of different geographic areas, audiences, creatives, and channels through a number of KPIs.

An update was provided on the May 8, 2024 Challenge Conference. Advertisements for the Conference were running in the Globe & Mail including a sponsored content piece that

would be published after the event. Examples of the dynamic content and print ads were shared with the Committee.

A member asked if there were any surprises or highlights from the campaign. T. Frost responded that the 2024 undergraduate recruitment numbers were a success, with support to all of the key operations across campus. Awareness for the Carleton brand increased with year over year improvement, particularly in the undergraduate campaign.

A member commented on how far Carleton had come in the past few years noting that the new ads were a big improvement, were exciting, and well-presented. Carleton had become more visible in an important way. T. Frost commented that Carleton was trying to be as authentic as possible with their content.

6.3 Advancement Strategy 2023/2024 Update

A presentation was circulated in advance.

J. Tomberlin, as interim Chief Advancement Officer (CAO), provided an update on the implementation of the 2023/24 Advancement Strategy. He introduced the new, Interim CAO, S. Phillips, who had just started in the role.

Advancement operates in alignment with the vision to build partnerships with purpose and invites donors to donor through, rather than to, Carleton to realize their vision. Carleton continues to build upon the previous campaign's momentum and was preparing for its next campaign. Working closely with the University senior leadership, Advancement coordinated effective alumni relationships, fundraising, stewardship, and related communication efforts to find potential partners and collaborate on solutions for mutual and societal benefit. Together, Advancement works to enhance Carleton's core missions of education, research, and community action.

The three fundraising goals and achievements for 2023/2024 were as follows:

- Revenue: to sustain a three-year rolling average of \$40 million, to continue momentum of Holistic Integrated Partnerships (HIP), and to prepare for the upcoming campaign.
 - Major and transformational donations included:
 - \$4 million pledge to establish a 10-year term Research Chair in Sustainability Transitions;
 - \$1.5 million secured in expected bequests;
 - Two new financial awards for EDI established;
 - Ross Video HIP announced; and
 - \$1.1 million raised on Giving Tuesday.
- Relationships: continue momentum of “purpose-based” community engagement model and to continue international relations momentum of connecting and engaging with alumni donors.
 - Results:
 - 65% donor retention rate, where the industry average was 51%;

- Purposefully engaged 5,400 constituents in-person and virtually to showcase Carleton’s partners and purpose;
 - Targeted engagement and outreach with alumni; and
 - Launched an interactive engagement effort “Purpose of Athletics” series to deepen engagement with donors around the impacts of athletics in society.
- Resilience: retain donors and talent via thought leadership, community building, and creation of best practices, and to diversify and innovate to strengthen the nonprofit sector and Canadian society via philanthropy.
 - Results:
 - Continue to work on, improve, and implemented the Flexible Work Plan;
 - Retention and recruitment strategies in place to main the culture of collaboration while addressing the competitive local environment for advancement professionals;
 - Developing training programs to create a communications framework; and
 - Optimizing digital tools to increase collaboration and create efficiencies.

J. Tomberlin invited Committee members to visit the FutureFunder website for ways to get involved with projects on campus.

S. Phillips spoke briefly to the Committee advising that her mandate was to get the department ready for a successful search for a permanent CAO. Advancement would continue to work towards an active campaign, recognizing the changing environment of philanthropy. The rates of giving had decreased over the past decade, but large gifts have increased, technology was changing how people give, and there was a change in intergenerational gifts and family foundations. Advancement needed to be better connected into Faculty units and research to inform the visions for donors. Carleton needed to raise its profile with alumni and better integrated with Communications. She welcomed advice, networks, and collaboration from Committee members.

6.4 Government Relations Update

A presentation was circulated in advance.

A. Mullin, Director, Government Relations, provided a presentation on the strategic government relations plan. The plan focused on three objectives:

- Bringing government to campus and campus to government;
- To speak with a clear Carleton voice; and
- Innovation and Distinction.

With those objectives, Carleton can ensure that the decisionmakers in the public sector are on campus and understanding the work that is happening at the University. Carleton strengthened influence and leadership among peer institutions, collaborating on messaging both regionally with University of Ottawa and Algonquin College but also with institutions of a similar size across Ontario. Support was rallied for international student allocations and are gathering momentum on funding and responding to the Province on the Blue-Ribbon 7

Panel. A. Mullin and J. Tomberlin attended an event for the Provincial Budget and sat down with the Minister and staff to discuss the work being done at Carleton and the new programs, including engaging directly on the new nursing program. The opportunity was used to have Carleton lead a coalition of other Provosts and University Presidents.

The continued focus for the next year would be the funding for operations including for nursing and other programs, supporting the aquatics centre initiative with City of Ottawa, and leveraging the coalitions to enhance access for federal research funding.

J. Tomberlin added that Carleton had not always had a dedicated government relations person, and that the work was important, ensuring that Carleton is at the table, and respected at the Council of Ontario Universities.

A member commented that it was important that Carleton did not take the government sources of funding, or advocacy with the different levels of government, for granted.

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 meeting was adjourned at approximately 4:00 p.m.

Minutes of the 176th Meeting of the Building Program Committee
Friday, April 19th, 2024 at 10:00 a.m.
Richcraft Hall Room 2440R

MINUTES

Present:	C. Tessier (Chair) A. Tremblay (Vice-Chair) J. Tomberlin (Interim President) H. Babb A. Chan B. Creary	G. Farrell D. Greenberg (virtual) N. Karhu A. Keung (virtual) M. Main
Regrets:	J. Ojangole	
Staff:	N. Afouxenidou S. Blanchard B. Billings L. Dyke A. Goth (Recording Secretary) R. Goubran	S. Levitt A. Marcotte K. McKinley (Virtual) G. Nower P. Rankin K. Solomon
Guests:	S. Mason (Gordian, Virtual)	S. Stanley (Gordian, Virtual)

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 10:00 a.m. She acknowledged the Algonquin Nation's traditional and unceded territory that members had gathered upon for the meeting. She welcomed members and reviewed 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 regarding any of the items on the agenda. None were declared.

3. APPROVAL OF THE AGENDA

The agenda was circulated in advance.

It was moved by A. Chan and seconded by A. Keung that the agenda of the 176th 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 175th meeting of the Building Program Committee were circulated in advance.

It was moved by M. Main and seconded by H. Babb to approve the minutes for the 175th Building Program Committee meeting, as presented. The motion carried unanimously.

4.2 Business Arising from the Minutes

There was one item of business arising from the minutes regarding the Paterson Hall Renovations update. L. Dyke, Vice President (Finance and Administration), provided a verbal update advising that in February 2024, a Capital Proposal Form was brought forward regarding the Paterson Hall renovation with an estimate of \$40 million for construction sourced from the debenture. As the environment for universities continues to be financially challenging, management decided to postpone the Paterson Hall renovations. The project was addressing building system reliability and efficiency and could be postponed instead of other projects on campus which were more urgent. The project would return to the committee at a future date for consideration.

5. ITEM(S) FOR APPROVAL

5.1 Loeb Building Renovations – Project Planning Report

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

L. Dyke advised that the purpose of the Planning Report's was to review the schematic design and Class "C" estimates and to seek authorization to invest in the development of drawings. A condition assessment in 2021 found that the cladding was at end of life and could present safety concerns. The project committee recommended maintaining the building's aesthetic with a slight update, enhancing the building efficiency, and possibly generating its own energy through photovoltaic panels.

G. Nower, Associate Vice-President (Facilities Management and Planning), provided a presentation. Carleton retained Hariri Pontarini Architects for design services for the Loeb Building Envelope Renewal. Design methodology focused on improving the building's exterior envelope aesthetics while increasing the energy efficiency and architectural integrity of the original façade. He reviewed the existing building envelope and areas around the base of the building that were of concern and would be addressed as part of the project. The project committee recommended option would be ceramic facing with solar panels, metal flashing, bird friendly glazing, and repointing brick on the stair towers. Signage would be updated at the lobby entrance, including a proposed land acknowledgement. Two design options for the lobby, including updated seating, were shared as well as a proposed design and upgrades for the third-floor patio area.

Project risks included noise and dust disruption as the building would be partially occupied during the construction phase. The construction market remains uncertain and volatile, but he anticipated that the bidding process would see a more stable market; however, inflation continued to be a risk and that the building's age increased the likelihood of unforeseen conditions.

The project committee continued to meet with stakeholders, such as Facilities Management and Planning, the Faculties in the Loeb Building, the City of Ottawa, and adjacent building occupants. The updated budget breakdown was shared, at a total of \$40,000,000 including built-in contingencies for construction and design. He reiterated that the funding for the project would come from the debenture and the capital renewal and deferred maintenance (CRDM) funding could also support the project. A high-level schedule was shared with the final approval point coming to the Committee and Board in October 2024, construction commencing in 2025, and anticipated completion in 2027.

A member inquired about the impact to occupants and asked about the communications plan and swing space. G. Nower responded that at different times, occupants may be asked to vacate which will be done with a phased approach by tower/floor. The amount of noise and vibration was unknown at the time, but no major disruptions were anticipated. A detailed communications plan for stakeholders would be developed once the schedule and sequencing was established.

A member asked about the sequence of construction for the cladding and how that would impact the building occupants. G. Nower responded that the initial plans anticipated moving level by level as the panels were pinned and independent of one another and the plan was to repoint the bricks.

A member noted the contingency provision and asked for confirmation on the point of Board approval for implementation and if the contingency would be firm at that time. G. Nower responded that as the project moved further into design, the contingencies would be realigned and a class "B" would be provided with the next request for approval.

A member asked if the third-floor patio space was essential in the event that contingencies could not cover the cost of the project. G. Nower responded that the patio work would go ahead as it included roofing and skylights. The main focus of the project was the cladding and envelope, but the roof deck and skylights also need to be replaced for safety.

It was moved by N. Karhu and seconded by H. Babb to recommend to the Board of Governors, to approve the Project Planning Report and proceed to a Project Implementation Report to include a class "B" estimate for the Loeb Building Envelope Remediation and Replacement at a project cost not to exceed \$40 million, as presented. The motion carried unanimously.

5.2 P9 Parking Garage Decommissioning – Project Implementation Report

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

L. Dyke confirmed that this was the final report to the Committee as part of the Capital Planning Policy. Approval of the report provided authorization for Carleton to begin the project.

B. Billings, Executive Director Campus Safety Services, provided a presentation advising that the P9 structure was 55 years old and exhibiting signs of significant structural deterioration. Carleton completed the final year of a five-year monitoring and repair program employed to maintain the parking structure until its planned decommissioning in Spring 2024, with an approved budget of \$8 million. The project objective was to eliminate the need for Carleton to continue the allocation of funds for maintaining a deteriorating asset, which was costing \$1 million per year to maintain, and the decommission P9 in a way that best supports the intended future use of the site.

G. Nower advised that Moriyama Teshima Architects were retained as the prime consultant on the project. The demolition permit application was approved by the City of Ottawa and a consultant was retained to monitor vibrations, specifically for the Information Technology Services (ITS) infrastructure in the adjacent Pigiarkvik building during demolition. Carleton was working with the City of Ottawa on requirements due to the proximity of the O-Train line and City of Ottawa is requiring that portions of the demolition to be done during the hours of 1:00 am and 5:00 am and asked that there be flaggers.

Project risks are same as previously advised included the above-mentioned proximity to the O-Train line, impacting costs and timelines for the project, such as the requirements of crane swing agreements and crossing agreements. The updated budget of \$8 million was shared, including a breakdown of the project costs and the additional City of Ottawa requirements.

B. Billings reviewed the stakeholders, who included Parking Services, Facilities Management and Planning (FMP), Environmental Health and Safety, P9 Permit Holders, the City of Ottawa, and adjacent building occupants. The funding for the project would come from Parking Services and he confirmed that the budget increase to \$8 million was approved by the Board of Governors on March 6, 2024, noting that the City requirements and restrictions posed a significant risk to the project budget. A high-level project schedule was shared with proposed demolition commencing in May 2024 and project completion by Fall 2024.

It was moved by M. Main and seconded by A. Keung to recommend to the Board of Governors, to approve the Project Implementation Report for the decommissioning of P9 Parking Garage at a project cost not to exceed \$8 million, as presented. The motion carried unanimously.

5.3 Capital Renewal Annual Funding

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

The Chair introduced S. Mason, Senior Account Manager, and S. Stanley, Data Lead, from Gordian Consulting and welcomed them to the meeting.

L. Dyke provided context that in 2014/2015, the Board committed \$14 million per year for ten years from the operating budget to support capital renewal and deferred maintenance. The Board requested that the campus deferred maintenance needs be reviewed and to make a recommendation with respect to future funding. In 2021, a new facilities conditions index methodology was adopted which estimated Carleton's deferred maintenance at \$1.2 billion. Experts recommend spending 2% of current replacement value on deferred maintenance, which for Carleton would be approximately \$42 million a year. Gordian Consulting was contracted to get a better understanding of campus infrastructure needs.

S. Mason provided a presentation on the return on physical assets analysis (ROPA) for Carleton. A facilities benchmarking analysis was conducted for Carleton compared to peer institutions' density. Since Fiscal Year (FY) 2010, Carleton's enrolment outpaced the growth in square footage and Carleton was one of the highest density campuses in Gordian's database, outside of community colleges.

The majority of Carleton's supported academic campus were built in the Post-War and Modern era (1950-1970). Approximately 65% of the buildings on campus were over 50 years old, but Carleton recently made some strides in improving the age profile through the capital investment program and the number of buildings under 25 years old was steadily increasing. Assuming no intervention, the risk of the aging buildings would continue to grow with 81% of campus space predicted to be high-risk by FY 2031.

Since FY 2017, the investment had almost doubled with funds going into existing spaces, campus infrastructure, and new construction. Carleton maintained a consistent mix, even as the funding increased. Carleton balanced its new infrastructure investments with significant reinvestment back into the needs of its existing buildings. Carleton's facilities team made strategic decisions with its funding allocations with much of the funding going towards higher-risk buildings that are over 25 years old

To target annual investment, 3% of the replacements value in FY 2022 was \$57.8 million, which is not necessarily the most strategic. Based on each building's complexity, size, and function, it will have different life cycle needs or projects that could be intentionally deferred. Targeted for Carleton's campus, this would be \$22.2 million for envelope/mechanical and \$30.8 million for space/program, or an annual targeted investment of \$16.7 million for envelope/mechanical and \$10.8 million for space/program. After several years of meeting the investment target, Carleton fell short in FY 2021 and FY 2022 due to the COVID-19 pandemic, which led to backlog growth. Carleton would need to consistently invest above its annual investment target if it wants to stabilize the backlog of deferred maintenance.

Carleton increased its spending, largely from an increase in the University's stewardship program, rather than relying on one-time capital investments. Compared to its peers that rely more on one-time capital, Carleton's recurring capital spending had made a difference since FY 2017. With higher inflation, there continued to be a need to catch up on maintenance across campus. In recent years, Carleton outperformed its peers on strategically directing resources to high-risk projects, making the funding go further, but more funding would be needed to fully address the needs of Carleton's high-risk campus. Current funding was \$14 million in CRDM plus \$5 million in Facilities Renewal

Program (FRP), which fluctuates. The FY 2022 target was \$27.5 million, which would continue to grow with inflation and campus expansion. In the event of future emergencies or strategic initiatives, reallocation of resources would impact the continued ability to steward facilities needs.

A member asked for additional information regarding the source of the peer data and what was available for Canadian or Ontarian institutions' deferred maintenance. S. Mason responded that granular data was available for any institution that works with Gordian as a client. Gordian did not have other Ontario institutions at this time. It was discussed that this could be a topic for the Council of Ontario Universities to create an Ontario-specific dataset.

L. Dyke added that Carleton had been investing its deferred maintenance budget in high-impact areas and had been stabilizing its deferred maintenance backlog from 2017 to 2020; however, it increased during the COVID-19 pandemic. Gordian estimated that to maintain a stable backlog, Carleton needed to spend approximately \$28 million per year. In addition to the \$14 million a year from the operating budget, Carleton also receives \$5 million from the Ontario government's Facilities Renewal Program, and Carleton will be making a \$40 million investment in the renewal in the Loeb Building over the next four years, with the ancillary units making their own investments into deferred maintenance as well. Given the challenges to the operating budget and the current level of investment would allow Carleton to maintain a stable backlog, it was recommended that the Board approve the allocation of \$14 million from the operating budget for each of the next three years.

It was moved by M. Main and seconded by G. Farrell to approve the University's continued commitment and allocation of \$14 million for Capital Renewal and Deferred Maintenance work for an additional three (3) fiscal years after the 2024-2025 fiscal, as presented. The motion carried unanimously.

6. ITEM(S) FOR INFORMATION AND DISCUSSION

6.1 Capital Renewal (Deferred Maintenance Plan)

An executive summary and plan were circulated in advance.

L. Dyke introduced the item advising that each year management provides a plan of the capital renewal and deferred maintenance projects. The priorities are proposed based on building condition assessments, known deficiencies, and interdependencies with other projects which were then reviewed by the senior leadership team. In the plan for 2024/2025, major investments were planned for the electrical substation, the watermains on Campus Avenue, and a number of other projects.

G. Nower advised that Carleton audits 25% of its infrastructure every year using a risk-based approach. Carleton had established programs for infrastructure, high voltage, roofing, elevators, and mechanical systems. He shared the highlights for the 2024/2025 Capital Renewal/Deferred Maintenance Project Plan including:

- Perimeter Security including card access for facilities and providing accessibility;

- Upgrades to the central plant and deferred maintenance;
- Chiller repairs to extend useful life (Loeb Building and MacOdrum Library);
- Classroom deferred maintenance repairs and curb appeal improvements;
- Mini substation replacement behind the Carleton Technology and Training Centre (CTTC);
- Elevator modernization to Southam Hall and other buildings;
- Lighting control project to improve energy efficiency;
- Roof replacement and roof safety upgrades; and
- St. Patrick's mechanical upgrades continuation of multi-year program (air handling unit, chiller, humidifiers, and motor control centre).

A member inquired about the ARISE mechanical room access and safety improvements and if that maintenance was already complete. G. Nower responded that when the building was constructed, the mechanical consultants did not provide access to some of the equipment, such as on the rooftop, to maintain it and it now needs to be installed.

A member asked about the water systems in the dorms as they had heard news reports that they were shut down for a number of days. G. Nower responded that the maintenance was part of the watermain program upgrades, including improving the infrastructure, installing additional valves, and adding a loop system to avoid this type of supply shutdown in the future.

6.2 Update on Transportation Plan and Parking Strategy

An executive summary and presentation were circulated in advance.

G. Nower provided an update on the Transportation Plan which was completed in 2019 and focused on active travel, accessibility, parking, road networks, and transit. He reviewed the projects that had been completed under the strategy including the Stadium Way exit to Bronson Avenue, the Raven Road Extension, new bike storage, the O-Train Bridge Renewal, the construction of the roundabout at University Drive and P7 to improve traffic and pedestrian flow on campus, and the installation of ten electrical vehicle charging stations, among others.

Active projects for 2024 included the P9 decommissioning, Phase 2 Light Rail Transit Construction and testing, developing connections to the pedestrian bridge over the Rideau River to Vincent Massey Park, the City of Ottawa tunnel connection under the rail line, and the Campus Avenue Rehabilitation and P4 Bus Depot in coordination with water main and sewer work. Future work included multi-year implementation initiatives that required planning with other campus infrastructure projects including additional bike storage, building multi-modal pathways on Campus Avenue and University Drive, widening sidewalks, improving lighting, emergency stations and tunnel connections, improving accessibility, and an update to the 2019 Transportation Plan and parking strategy once the LRT had opened.

B. Billing provided a presentation on the current and long-term parking challenges for Carleton. With the decommissioning and demolition of P9, there would be a loss of 651 spaces on campus as of May 2024. Parking Services was still dealing with a revenue deficit from the pandemic, reduced special events on campus, below-market rates, and

high deferred maintenance. The LRT was significantly behind schedule with no firm opening date. Assuming constant permit demand, without mitigation the impact would affect student permits in 2024/2025 and visitor and accessible parking areas would require realignment.

Recommendations from the 2019 Parsons Parking Strategy Report were being followed including increasing parking rates closer to market rates to fund infrastructure investment and deferred maintenance, moving permit parking to the periphery of campus, developing a comprehensive Alternative Transportation Strategy to reduce parking demand, reallocating parking lots in the campus core, exploring off-site parking options, and developing a long-term strategy following the completion of the campus LRT renewal. He added that potentially, on a temporary basis, a surface lot could be built on the former site of P9.

6.3 Ongoing Capital and Deferred Maintenance Projects Status Report

An executive summary was circulated in advance.

G. Nower provided a verbal update on the Ongoing Capital and Deferred Maintenance Status Report. Project totalling over \$200 million were underway and he highlighted the following:

- New Student Residence: masonry and mechanical work was underway with glazing and cladding to start in the near future;
- Loeb Building: envelope remediation and replacement project was in the design development phase;
- Elevator Modernization: condition assessments and feasibility reports were started in August 2023 to improve accessibility;
- Main Quad East Stairs: rehabilitation and tunnel improvements to start in Spring 2024, to be completed by Fall 2024;
- Campus Sanitary Sewer/Storm Sewer/Watermain: entering year three of five to replace 50-year-old watermains on Campus Avenue and developing a storm water management plan; and
- Boiler Replacement: upgrading the oldest gas boiler to an electric boiler over 2024/2025 reducing GHGs on campus.

L. Dyke added with respect to the electric boiler, it was a competitive process with applications to Environment and Climate Change Canada's (ECCC) decarbonization incentive program. ECCC would be covering 40% of the eligible expenses related to the boiler.

A member inquired as to the occupancy date for the new student residence. G. Nower responded that its anticipated occupancy date was May 2025.

A member commented that the City of Ottawa had created a new Strategic Initiatives department to address economic development, climate change, and housing and flagged that it may change the reporting relationship.

7. OTHER BUSINESS

There was no other business arising.

8. IN-CAMERA SESSION

An in-camera session was held.

9. ADJOURNMENT

There being no further business, it was moved by M. Main and seconded by B. Creary to adjourn the meeting at approximately 11:50 am. The motion carried unanimously.

**Minutes of the 319th Finance Committee
Friday, April 19th, 2024 at 12:00 p.m.
Richcraft Hall Room 2440R**

Present:	P. Dion (Vice-Chair)	S. Mingie
	J. Tomberlin (Interim President)	J. Nelson
	J. Camelon (Virtual)	P. Smith
	B. Creary	C. Tessier
	G. Farrell	
Regrets:	A. Hamdani (Chair)	K. Furlong
Staff:	N. Afouxenidou	N. MacDonald
	B. Billings	J. Mihalic
	S. Blanchard	A. Marcotte
	L. Dyke	K. Mann
	A. Goth (Recording Secretary)	K. McKinley (Virtual)
	R. Goubran	G. Nower
	L. Goudie	K. Solomon
	C. Khordoc	P. Rankin
	S. Levitt	A. Urquhart
	P. Leland	
Guests:	S. Mason (Gordian, Virtual)	S. Stanley (Gordian, Virtual)

1. CALL TO ORDER AND CHAIR'S REMARKS

The meeting was called to order at 12:00 p.m. The Vice-Chair acknowledged the Algonquin Nation's traditional and unceded territory that members had gathered upon for the meeting. He welcomed Committee members and Carleton's executive and finance team to the meeting and reviewed the meeting protocols.

2. DECLARATION OF CONFLICT OF INTEREST

The Vice-Chair asked if any members needed to declare a conflict of interest regarding any of the items on the agenda. None were declared.

3. APPROVAL OF AGENDA

The agenda was circulated in advance. It was moved by C. Tessier and seconded by S. Mingie to approve the agenda for the 319th 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 318th meeting of the Finance Committee were circulated in advance.

It was moved by C. Tessier and seconded by S. Mingie that the minutes of the 318th meeting of the Finance Committee be approved, as presented. The motion carried unanimously.

4.2a Business Arising – Paterson Hall

There was one item of business arising from the minutes regarding the Paterson Hall Renovations update. L. Dyke, Vice-President (Finance and Administration), provided a verbal update. As the environment for universities continued to be financially challenging, management decided to postpone the Paterson Hall project at this time. The project would return to the Board of Governors for consideration at a future date.

4.2b Business Arising – Auditor General Special Report

The Ministry of Colleges and Universities (MCU) developed a framework to assist in financial oversight. In November 2023, Carleton was in the medium-action plan category. It requires an internal recovery plan with a multi-year budget and cashflow projection as well as an in-depth explanation of the causes of the financial metrics results. No further information had been provided by the Ministry and the item would return to the Committee, should additional information become available.

A. Goth, University Secretary, advised that just before the meeting, the Secretariat Office was contacted for the Chairs of the Audit & Risk and Finance Committees' names and email addresses which must be provided by April 22, 2024. She took this as a sign that the MCU was preparing to send out the letters.

5. ITEM(S) FOR APPROVAL

5.1 Loeb Building Renovations – Project Planning Report

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

L. Dyke advised that the purpose of the Planning Report is to review the schematic design and Class “C” estimates and provide authorization to invest in the development of schematic drawings. The Project Planning Report presented was for the Loeb Building

envelope which through a condition assessment in 2021 was found that its cladding was at end of life and could present safety concerns.

G. Nower, Associate Vice-President (Facilities Management and Planning), provided a presentation. Design methodology focused on improving the building exterior envelope aesthetics while increasing the energy efficiency and architectural integrity of the original façade. He reviewed the existing building envelope and areas around the base of the building that were of concern and would be addressed as part of the project. Working with the project committee, the recommended option would be ceramic facing with solar panels, metal flashing, bird friendly glazing, and repointing brick on the stair towers. Signage would be updated at the lobby entrance, including a proposed land acknowledgement. Two design options for the lobby, including updated seating, were shared as well as a proposed design and upgrades for the third-floor patio area.

Project risks included noise and dust disruption as the building would be partially occupied during the construction phase. The market remains uncertain and volatile, but he anticipated that the bidding process would see a more stable market; however, inflation continued to be a risk and the building's age increased the likelihood of unforeseen conditions. He advised that a contingency is allocated in the budget for any unseen conditions that may be present due to the building's age.

The updated budget breakdown was shared, at a total of \$40 million including built-in contingencies for construction and design. He reiterated that the funding for the project would come from the debenture and the capital renewal and deferred maintenance (CDRM) funding could also support the project. A high-level schedule was shared with the final approval point coming to the Committee and Board in October 2024, construction commencing in 2025, and anticipated completion in 2027.

It was moved by J. Nelson and seconded by S. Mingie to recommend to the Board of Governors, to approve the Project Planning Report and proceed to a Project Implementation Report to include a class "B" estimate for the Loeb Building Envelope Remediation and Replacement at a project cost not to exceed \$40 million, as presented. The motion carried unanimously.

5.2 P9 Parking Garage Decommissioning – Project Implementation Report

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

L. Dyke confirmed that this was the third and final report to the Committee as part of the Capital Planning Policy and approval of the report provided authorization for Carleton to begin the project. The initial cost estimates were \$5 million, but new safety requirements imposed by the City of Ottawa led to additional costs, increasing the estimate to \$8 million.

B. Billings, Executive Director Campus Safety Services, provided a presentation. Carleton completed the final year of a five-year monitoring and repair program employed to maintain the parking structure until its planned decommissioning in Spring 2024, with

an approved budget of \$8 million. The project objective was to eliminate the need for Carleton to continue the allocation of funds for maintaining a deteriorating asset, which was costing Carleton \$1 million a year to maintain, and to decommission P9 in a way that best supported the intended use of the future site.

G. Nower advised that Moriyama Teshima Architects were retained. The demolition permit application was approved by the City of Ottawa and a consultant was retained to monitor vibrations, specifically for the Information Technology Services (ITS) infrastructure in the adjacent Pigiarvik building during demolition. Carleton was working with the City of Ottawa on requirements due to the proximity of the O-Train line and there was a robust communications strategy in place. The City of Ottawa required portions of the demolition to be done during the hours of 1:00 am and 5:00 am and also asked that there be flaggers.

Project risks included the above-mentioned proximity to the LRT line, impacting costs and timelines for the project, such as the requirements of crane swing agreements and crossing agreements. Vibration analysis would be conducted during demolition and a report would be generated with recommended protections to prevent disruptions for ITS. The updated budget of \$8 million was shared, including a breakdown of the project costs and the additional City of Ottawa requirements.

B. Billings reviewed the stakeholders, who including Parking Services, FMP, Environmental Health and Safety, P9 Permit Holders, the City of Ottawa, and adjacent building occupants. The funding for the project would come from Parking Services and he confirmed that the budget increase to \$8 million was approved by the Board on March 6, 2024, noting that the City requirements and restrictions posed a significant risk to the project budget. A high-level project schedule was shared with proposed demolition commencing in May 2024 with completion by Fall 2024.

A member asked for clarification on the source of the funding for the project. B. Billings responded that Parking Services would be carrying a deficit for the project. It would be funded through the ancillary budget until it could be repaid.

It was moved by S. Mingie and seconded by C. Tessier to recommend to the Board of Governors, to approve the Project Implementation Report for the decommissioning of P9 Parking Garage at a project cost not to exceed \$8 million, as presented. The motion carried unanimously.

5.3 Capital Renewal Annual Funding

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

L. Dyke introduced the item advising that in 2021, a new facilities conditions index methodology was adopted which estimated Carleton's deferred maintenance at \$1.2 billion. Experts often recommend spending 2% of current replacement value on deferred maintenance, which for Carleton would be approximately \$42 million a year. Gordian Consulting was brought on board to get a better understanding of campus infrastructure

needs and would share their analysis. She introduced S. Mason, Senior Account Manager, and S. Stanley, Data Lead, from Gordian Consulting and welcomed them to the meeting.

S. Mason provided a presentation on the return on physical assets analysis (ROPA) for Carleton. A facilities benchmarking analysis was conducted for Carleton compared to peer institutions' density. Since Fiscal Year (FY) 2010, Carleton's enrolment outpaced the growth in square footage and Carleton was one of the highest density campuses in Gordian's database, outside of community colleges.

The majority of Carleton's supported academic campus were built in the Post-War and Modern era (1950-1970). Approximately 65% of the buildings on campus were over 50 years old, but Carleton recently made some strides in improving the age profile through the capital investment program and the number of buildings under 25 years old was steadily increasing. Assuming no intervention, the risk of the aging buildings would continue to grow with 81% of campus space predicted to be high-risk by FY 2031.

Since FY 2017, the investment had almost doubled with funds going into existing spaces, campus infrastructure, and new construction. Carleton maintained a consistent mix, even as the funding increased. Carleton balanced its new infrastructure investments with significant reinvestment back into the needs of its existing buildings. Carleton's facilities team made strategic decisions with its funding allocations with much of the funding going towards higher-risk buildings that are over 25 years old

To target annual investment, 3% of the replacements value in FY 2022 was \$57.8 million, which is not necessarily the most strategic. Based on each building's complexity, size, and function, it will have different life cycle needs or projects that could be intentionally deferred. Targeted for Carleton's campus, this would be \$22.2 million for envelope/mechanical and \$30.8 million for space/program, or an annual targeted investment of \$16.7 million for envelope/mechanical and \$10.8 million for space/program. After several years of meeting the investment target, Carleton fell short in FY 2021 and FY 2022 due to the COVID-19 pandemic, which led to backlog growth. Carleton would need to consistently invest above its annual investment target if it wanted to stabilize the backlog of deferred maintenance.

Carleton increased its spending, largely from an increase in the University's stewardship program, rather than relying on one-time capital investments. Compared to its peers that rely more on one-time capital, Carleton's recurring capital spending had made a difference since FY 2017. With higher inflation, there continued to be a need to catch up on maintenance across campus. In recent years, Carleton outperformed its peers on strategically directing resources to high-risk projects, making the funding go further, but more funding would be needed to fully address the needs of Carleton's high-risk campus. Current funding was \$14 million in CRDM plus \$5 million in Facilities Renewal Program (FRP), which fluctuates. The FY 2022 target was \$27.5 million, which would continue to grow with inflation and campus expansion. In the event of future emergencies or strategic initiatives, reallocation of resources would impact the continued ability to steward facilities needs.

A member inquired about the density on campus and the amount of space per student, and if this included all available space or if it only included teaching or office space. S. Mason responded that the density curve is calculated looking at the entire campus. Program space per student considers only the academic and administrative spaces.

C. Tessier, Chair of the Building Program Committee, commented that the Building Program Committee had reviewed the report and felt that it demonstrated well the work being done by the facilities team, in supporting the right decisions and investments.

A member asked for clarification on the \$14 million in annual funding. L. Dyke confirmed that the \$40 million would be over 5 years, noting that the Paterson Hall renewal had been deferred but it would be coming online in another few years when the financial situation was more predictable.

L. Dyke added that Carleton had been investing its deferred maintenance budget in high-impact areas and had been stabilizing its deferred maintenance backlog from 2017 to 2020; however, it increased during the COVID-19 pandemic. Gordian estimated that to maintain a stable backlog, Carleton needed to spend approximately \$28 million per year. In addition to the \$14 million a year from the operating budget, Carleton also receives \$5 million from the Ontario government's Facilities Renewal Program, and Carleton would be making a \$40 million investment in the renewal in the Loeb Building over the next four years, with the ancillary units making their own investments into deferred maintenance as well. Given the challenges to the operating budget and the current level of investment will allow Carleton to maintain a stable backlog, it was recommended by management the approval of the allocation of \$14 million from the operating budget for each of the next three years.

It was moved by C. Tessier and seconded by J. Nelson to recommend to the Board of Governors, to approve the University's continued commitment and allocation of \$14 million for Capital Renewal and Deferred Maintenance work for an additional three (3) fiscal years after the 2024/2025 fiscal, as presented. The motion carried unanimously.

5.4 2024/2025 Tuition Fees

An executive summary and presentation were circulated in advance.

P. Rankin, Provost and Vice-President (Academic), advised that Ontario had been in a prolonged domestic tuition freeze after the 10% reduction in 2019/2020. The estimated cumulative impact on Carleton from the cut and freeze, up to and including 2023/2024, was \$193 million.

For 2024/2025, the Ministry confirmed that domestic tuition would remain frozen; however, it would allow an increase out-of-province domestic tuition by the maximum of 5% (which would potentially yield \$800,000 in increased tuition revenue) and tuition anomaly adjustments on approved programs can increase by a maximum of 7.5%. Select programs were approved for adjustment in 2023/2024 under the tuition anomalies policy (for programs shown to be more than 15% below similar programs) for Carleton this

included: Bachelor of Commerce, Bachelor of International Business, and Master of Business Administration.

For international student tuition, a two-year framework was proposed to provide additional market stability. A market comparison on international fees showed Carleton to be within the range of other institutions, but below the Provincial average of the larger institutions. For 2024/2025 and 2025/2026, an increase of 8% was proposed for undergraduate degrees, 3% for Research Master's, 8% for Professional Master's, and 0% for PhDs. The proposed increases would generate an additional \$6 million, compared to if there were no increases and it would offset the decreased level of international enrolment.

It was moved by S. Mingie and seconded by C. Tessier to recommend to the Board of Governors, to approve domestic tuition for 2024/2025, as per the 2024/2025 Ontario Tuition Framework, as presented. The motion carried unanimously.

It was move by S. Mingie and seconded by C. Tessier to recommend to the Board of Governors, to approve the proposed increases to the international tuition fees as presented per year for 2024/2025 and 2025/2026, as presented. The motion carried unanimously.

5.5 2024/2025 Miscellaneous Administrative Fees

An executive summary and presentation were circulated in advance.

S. Blanchard provided a presentation on the miscellaneous administrative fees charged to students. The fees related to areas such as the registrar's office, admissions, career services, and are only charged if the service is provided. Most are increased by CPI (3.7% for 2024), with exceptions for the Grad Application Fee, which is increased in parallel with the University of Ottawa and for 2024/2025 was unchanged, and the Exchange Fee which was increased from \$80 to \$100 to reflect the work related to the fee.

It was moved by J. Camelon and seconded by J. Nelson to recommend to the Board of Governors to approve the Miscellaneous Administrative fees to be implemented May 1, 2024, as presented. The motion carried unanimously.

5.6 2024/2025 Student Association Fees

An executive summary and presentation were circulated in advance.

S. Blanchard advised that the student association fees are reviewed annually. The University complies with the Ministry of Colleges and Universities (MCU) legislation and guidelines on student fees. Any change to new student fees requires a referendum with at least 15% of the eligible students voting and approval by the Board of Governors. The majority of the fees are increased annually by CPI, if it was in their original referendums, or remain the same. A few exceptions included the Canadian Federation of Students (3.8%), the UPass (2.5%), which is based on the contract with OCTranspo, and the Health and Dental Insurance Fee was set by the contract provider and based on usage. Carleton University Student Association (CUSA) held five referendums in 2023/2024

and all passed, exceeding the 15% turnout requirement. The University held a Health and Counselling fee referendum and a fee of \$25 per term passed.

The majority of fees would be effective September 1, 2024, but the Athletics fee, Health and Counselling fee, and Career and Placement fee would change effective May 1, 2024. Undergraduate fees were assessed for the full academic year (part-time undergraduate at 20% of full-time per full credit course), graduate fees were assessed per term (part-time graduate fees were 30% of full-time fees), student society fees were assessed per term, unless otherwise indicated.

It was moved by J. Camelon and seconded by J. Nelson to recommend to the Board of Governors, to approve the 2024/2025 Student Association Fees, as presented. The motion carried unanimously.

5.7 2024/2025 Operating Budget

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

P. Rankin recognized the work by her team to create the budget and provided a presentation with the penultimate phase in Carleton's planning framework. The areas of focus for 2024/2025 included undergraduate recruitment and retention, program refresh, new online markets, service rationalization, and process modernization with the Strategic Integrated Plan (SIP) focus of "Serve Ottawa, Serve the World". She reviewed the budget prioritization process with the Resource Planning Committee (RPC) Chair submitting planning and budget proposals, followed by a rigorous process of sharing presentations among RPC Chairs before allocations were made.

A number of assumptions were factored into the budget making process, including pressures and opportunities. Major changes since the presentation to the Board in November 2023 included the international student visa caps and delays in the process, as well as the repeal of Bill 124. The MCU announced three years of increases to the operating grant (3%, 2%, 2%) and one year of additional money for previously unfunded STEM students, totaling approximately \$7.2 million. Those announcements were made after Carleton's decision to implement a 3% base expenditure budget cut. The cut remained in place given the additional fiscal pressures from the retroactive pay from striking down of Bill 124. Additional assumptions for revenue included the continued freeze to domestic tuition fees and the adjustments for tuition anomalies. Expense assumptions included the retroactive payments, and going forward increases, related to Bill 124.

Given the continued freeze on domestic tuition, the enrolment projection was critical. For 2024/2025, projections showed an increase in domestic enrolment with a conservative estimate of a 1% growth in domestic undergraduates; however, a decrease of up to 25% in international undergraduate enrolment could be realized. Due to spillover from the cap on undergraduate international students, a decrease of 10% was anticipated for the international graduate intake. Admission statistics for Fall 2024 were shared. OUAC 101

applications were up 5.2%, but international applications were down 27.6% as at April 17, 2024.

To mitigate pressures, Carleton continued to plan cautiously over the five-year horizon. The goal was to maintain sufficient reserves and contingency balances, modeling a range of scenarios with a strategic financial group to plot a course of action. There was significant potential for a more positive outlook as the impact of new programs, a bounce back of international enrolment, Master of Engineering Practice program reaching targeted enrolment, or increased assistance from the Provincial government in the operating grant. Given the current volatility of the sector, budgets were planned conservatively.

For 2024/2025, an operating deficit of \$26 million was projected, based on a revenue of \$534 million and total expenses of \$560 million. This projection excluded the Bill 124 one-time, retroactive payment but an estimate of the ongoing salary cost increases were included. The operating deficit would likely move Carleton from a medium to a high-risk categorization under the Ontario Framework for University Financial Accountability 69% of the University's revenue is government regulated, leaving Carleton with limited latitude and that 76% of expenses were related to staff costs. The impact of Bill 124 repeal was estimated to be an \$18.5 million increase in base salary costs along with the previously negotiated wage increases of \$14 million for an expense variance of \$33 million for salaries and benefits between 2023/2024 and 2024/2025. Other year-over-year changes included an additional \$1 million in student supports and \$5 million for campus infrastructure. A \$4 million decrease in operating expenses was attributed to the 3% cuts. A breakdown of the allocations in base and fiscal funding for the RPCs was shared, including allocations for new programs, information technology, and campus operations.

Looking ahead to 2025/2026 and beyond, the university sector is facing significant financial headwinds. For 2028/2029, a budget deficit of \$80 million was forecasted based on the frozen domestic tuition fees and the other previously discussed assumptions. If everything remained the same with no actions to reduce expenditures, Carleton's spending would continue to seriously outpace revenue projections. A breakdown of Carleton's reserves was provided, including the carry-forward of \$71 million, capital reserves of \$43 million, the pension liability reserve and investment equalization fund, which are restricted reserves. Stress testing figures for the discretionary reserves were provided in scenarios with no budget cuts. To balance the most pessimistic scenario, the University would have to apply \$19.8 million annually in base cuts and draw on \$71 million in reserves.

There were potential revenue growth opportunities from the new undergraduate programs in development, a possible bounce back in international student enrolment, or potential increases in MCU operating grant to offset the projected deficit.

A member inquired as to the controls for departments to stay on budget and protocols for those that do go over budget. P. Rankin advised that part of the budget planning process involved units articulating how they would use their carry-forwards. Historically, units have not used their carry-forwards as they had anticipated, with the fear that the funds

would be clawed back. Plans were in the works for controls on internal spending such as developing an advisory board to be more cautious around position control. J. Tomberlin added that in the time that he had been at Carleton, no RPC had overspent.

A member asked for additional information on the new financial framework with the government and Carleton's projections based on this operating budget. P. Rankin responded that she suspected that there would be a change in Carleton's rating. A. Marcotte, Associate Vice-President (Financial Services), added that she had completed modeling for the metrics and advised that the net income-loss ratio would be in the high category and the net operating metric would see Carleton move into the high-action category.

A member asked if there would be a process where the appropriate Board committees would be advised of the recommendations, tracking, or progress that is returned to the government on the rating. A. Goth, University Secretary, responded that as part of the process, a letter is sent from the government to the Chairs of the Finance and Audit & Risk Committees and the MCU contacted the Secretariat earlier that day for the contact information. It was likely that the letter would be issued in the spring and a response would need to be provided thereafter. The information provided to the MCU would return to the Committee at least as an item for information.

It was moved by J. Camelon and seconded by S. Mingie to recommend to the Board of Governors, to approve of the 2024/2025 Operating Budget, as presented. The motion carried unanimously.

5.8 Statement of Investment Policies and Procedures (SIPP) for the Retirement Fund

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

L. Dyke reminded the Committee that the Statement of Investment Policies and Procedures (SIPP) articulates Carleton's investment assumptions and asset mix which is required to be reviewed and updated annually. Carleton has a second policy on Responsible Investing (RI) which was not included in the SIPP. The changes to the SIPP were thoroughly reviewed and recommended by the Pension Committee.

A. Urquhart, Executive Director Pension Fund Management, provided a presentation on the SIPP, which sets the investment policy for the \$1.6 billion retirement fund. Updates to the SIPP included:

- The SIPP would be updated to June 30, 2024 to reflect updates to the asset mix;
- Section 4.5 Benchmark Portfolio was updated to reflect a 3% weight to real estate and a similar reduction in Canadian equities. This would be phased over multiple years to the 10% real estate allocation;

- Section 5.1 Asset Mix Policy was updated to reflect Private Equity within the Asset Mix and it would be added to the Benchmark Portfolio in the upcoming years;
- Section 6.7 was changed from venture capital to private equity which is inclusive of venture capital, growth equity, and buyout;
- Appendix Section 4 was updated for new managers within infrastructure and real estate; and
- Appendix Section 5.3 was updated to clarify that private managers with existing fund relationships with Carleton that are raising follow on vintages of their fund series are not new hires for the purposes of the SIPP.

It was moved by C. Tessier and seconded by J. Nelson 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, 2024, as presented. The motion carried unanimously.

5.9 Private Equity Investment Manager

An executive summary and presentation were circulated in advance.

L. Dyke introduced the item advising that the pension plan had a targeted rate of return in excess of 6% which allows Carleton to meet its liabilities and provide increases to pensioners that meet or exceed inflation, which had become increasingly challenging. In 2021, an asset liabilities study was conducted to determine if Carleton had the right mix of investments to achieve its goals. The study completed by Mercer recommended that Carleton diversify some of its investments into real estate and private equity. In September 2023, the Committee approved a \$75 million deployment to real estate and in February 2024, the Committee approved the first private equity (PE) manager for \$30 million. A recommendation was being brought forward for a second PE manager, Clearlake Capital Partners, also for \$30 million. The Pension Committee thoroughly reviewed the private equity market and there were a number of sessions to become comfortable with the new investment class. A number of potential investment managers were reviewed and the Pension Committee was unanimous in its recommendation.

A. Urquhart provided a presentation advising that to reach the private equity allocation of 10% was a multi-year process and this was one of two initial mid-market buyout managers for the base of the allocation.

The Pension Committee worked with Mercer to review their forward calendar of highly rated private equity buy-out managers. The search criteria included a track record above the median PE manager over the last decade, focusing on small or mid-market managers, a focus on ESG considerations, an exposure to the new economy, and due diligence into the firms' organization, investment team, fees, alignment of interests, and the institutional pension peers that are partnered with them.

The Pension Committee completed the review of all the managers on January 11, 2024, with Clearlake being chosen as the second PE manager for approximately one-third of the allocation. Clearlake was established in 2006 and had raised \$27 billion through private equity funds. The return target of their eighth fund is a 20 to 25% net IRR and 2.5x equity multiple over a 10-year term. They will deploy to approximately 20 to 25 companies, rather than being concentrated, which should lower risk. Mercer completed investment and operational due diligence on the fund and external legal counsel was completed by Blakes.

A member asked where along the investment spectrum Clearlake would be. A. Urquhart responded that it was a more mature company, with a \$1 to \$3 billion enterprise value.

A member noted that in the search for a manager, they avoided firms that were into financial engineering and asked for clarification. A. Urquhart responded that a number of PE make their money through using a lot of leverage such as buying a company and adding debt to that company whereas the Pension Committee were looking for companies that make real revenue growth over time.

On the recommendation of the Pension Committee, it was moved by G. Farrell and seconded by J. Nelson to approve private equity fund allocation to the Carleton University Retirement Plan as follows: \$30 million CAD commitment to Clearlake Capital Partners VIII, as presented. The motion carried unanimously.

6. ITEM(S) FOR INFORMATION

6.1 Ongoing Capital Projects Budget Status Report

An executive summary was circulated in advance.

G. Nower provided a verbal update on the Ongoing Capital and Deferred Maintenance Status Report. Project totalling over \$200 million were underway and he highlighted the following:

- New Student Residence: masonry and mechanical work was underway with glazing and cladding to start in the near future;
- The Dining Hall expansion Phase 1 would be complete on April 26, 2024 and would move into Phase 2;
- Elevator Modernization; condition assessments and feasibility reports were started in August 2023 to improve accessibility;
- Lighting retrofits were taking place across campus for energy management;
- Main Quad East Stairs: rehabilitation and tunnel improvements to start in Spring 2024 and to be completed by Fall 2024;
- Campus Sanitary Sewer/Storm Sewer/Watermain: entering year three of five to replace 50-year-old watermains on Campus Avenue and developing a storm water management plan; and

- **Boiler Replacement:** upgrading the oldest gas boiler to an electric boiler over 2024/2025 reducing GHGs on campus assisted by a grant from the Federal Government.

A member asked about the lighting upgrades and if they were all LED. G. Nower confirmed that, where possible, Carleton was moving to LED with controls.

L. Dyke added with respect to the electric boiler, it was a competitive process with applications to Environment and Climate Change Canada's (ECCC) decarbonization incentive program. ECCC would be covering 40% of the eligible expenses related to the boiler, which was 65 years old.

7. OTHER BUSINESS

There was no other business raised.

8. IN-CAMERA SESSION

An in-camera session was held with and without President and University Secretary.

9. ADJOURNMENT

There being no further business, it was moved by G. Farrell and seconded by C. Tessier to adjourn the meeting at approximately 2:15 p.m. The motion carried unanimously.

To:	Board of Governors	Date of Report: 22 August 2024
From:	Chair, Building Program Committee	Date of Meeting: 10 October 2024
Subject:	Capital Plan	
Responsible Portfolio:	Vice-President (Finance and Administration)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

N/A

3.0 EXECUTIVE SUMMARY

The Capital Plan outlines the capital planning process and the board's role in that process. It brings together the major capital projects that are underway, as well as the key projects under consideration.

Guided by the Strategic Integrated Plan (SIP), the Campus Master Plan, the Outdoor Space Master Plan, the Strive for Sustainability Plan and others, the Capital Plan helps to ensure the university has the right facilities and open spaces to support student success, the academic mission, and future initiatives.

Details about each capital project are shared along with the estimates and sources of funding which support each project. By having all the relevant information compiled within one document, the Board can leverage it to inform strategic advice and decision-making.

This plan is updated annually and presented to the Board of Governors. Updates on the specific projects are provided to the Building Program Committee four times a year.

4.0 INPUT FROM OTHER SOURCES

The Capital Plan was developed in collaboration with Facilities Management and Planning (FMP), Financial Services and the Office of Institutional Research and Planning (OIRP).

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The projects identified in the Capital Plan are influenced by a number of factors including financial, enrolment and emerging needs of our student population, as well as the academic mission and priorities. The capital planning process considers the pillars of several university strategic plans, including:

- Strategic Integrated Plan
- Academic Plan
- Campus Master Plan
- Energy Master Plan
- Outdoor Space Master Plan
- Strive for Sustainability

- Transportation Plan
- Coordinated Accessibility Strategy

6.0 FINANCIAL IMPLICATIONS

There are no direct financial implications with the Capital Plan document, however the oversight for capital projects, as identified in the Capital Plan and the Capital Planning Policy is central to the Board’s Fiduciary oversight responsibilities. It ensures that Carleton is building responsibly and that any unplanned costs associated with projects over \$5 million are monitored at all stages of the project.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The Capital Plan and Capital Planning process are important to assisting the Board in its fiduciary oversight responsibilities. The plan and process support proper project management and mitigate risks including construction cost increases, supply chain issues, resource and trade availability and operational impacts.

Cost increases and supply chain risks are being managed by planning projects well in advance and in collaboration with the integration team and 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.

New buildings, and major renovations often require Environmental Site Assessments, and Designated Substance Reports, which are completed in advance of construction to comply with applicable regulations.

Construction work in aging buildings increases the risk of unforeseen site conditions. This risk can be mitigated by completing intrusive investigative work in advance and/or soft demolition to expose current conditions. Risks related to project construction and completion are mitigated by owner-controlled insurance for projects.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The university must strive to provide facilities and spaces that are competitive with other institutions. Failure to do so could have a negative impact on the university’s reputation, recruitment and retention. Whether it be a new building, or renewal of an existing building or space, Carleton’s capital investments affect the campus community at large. They shape the campus experience for students, researchers, librarians, faculty, staff and the external community.

Through measures identified in the [Capital Planning Policy](#), project committees, senior leadership, Building Program and Finance committees and the Board of Governors are engaged throughout all stages of the project, from initiation, through project close-out.

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

9.0 OVERALL RISK MANAGEMENT ANALYSIS

VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH
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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 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 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 Capital Plan 2024

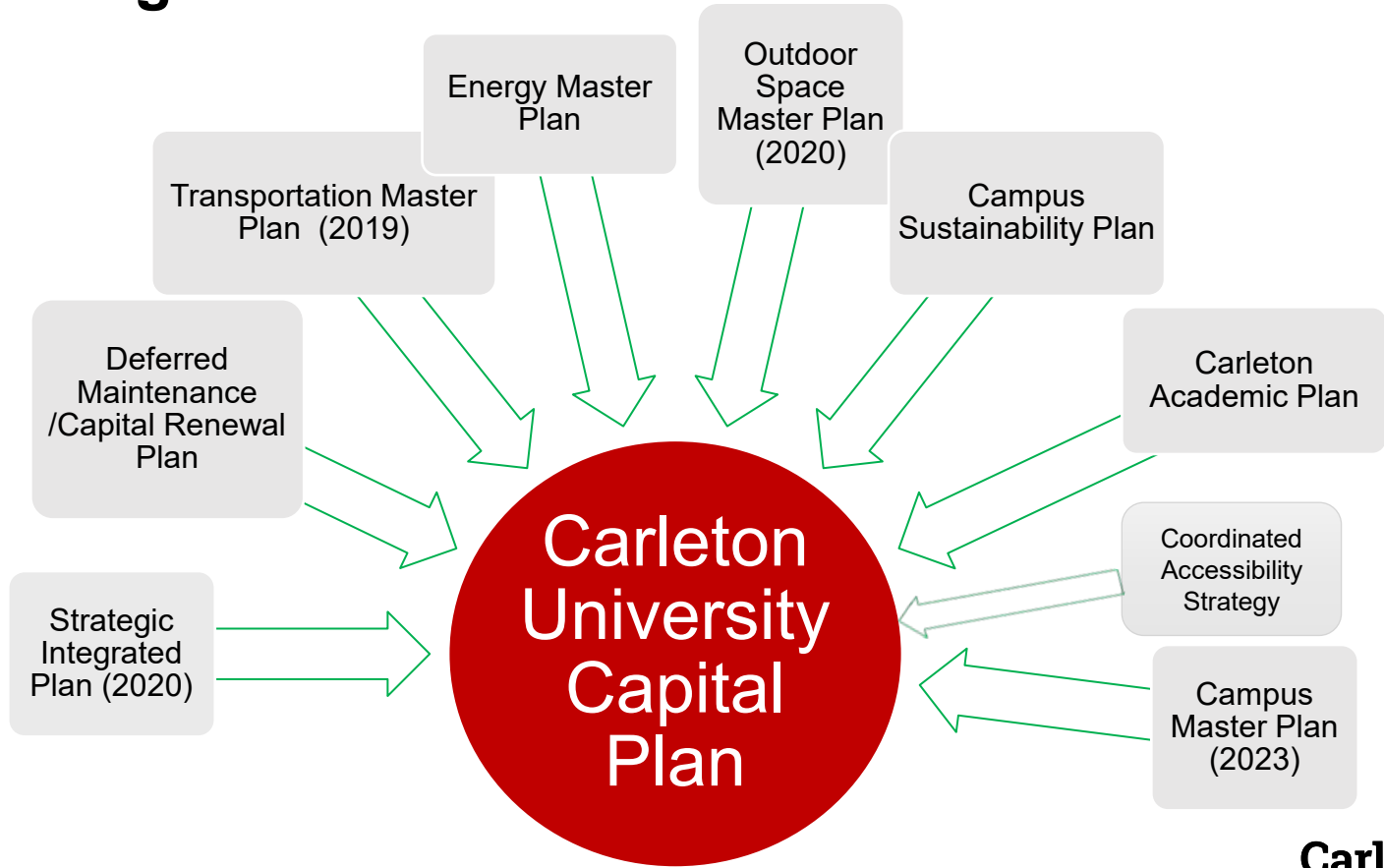
September 2024

About the Plan

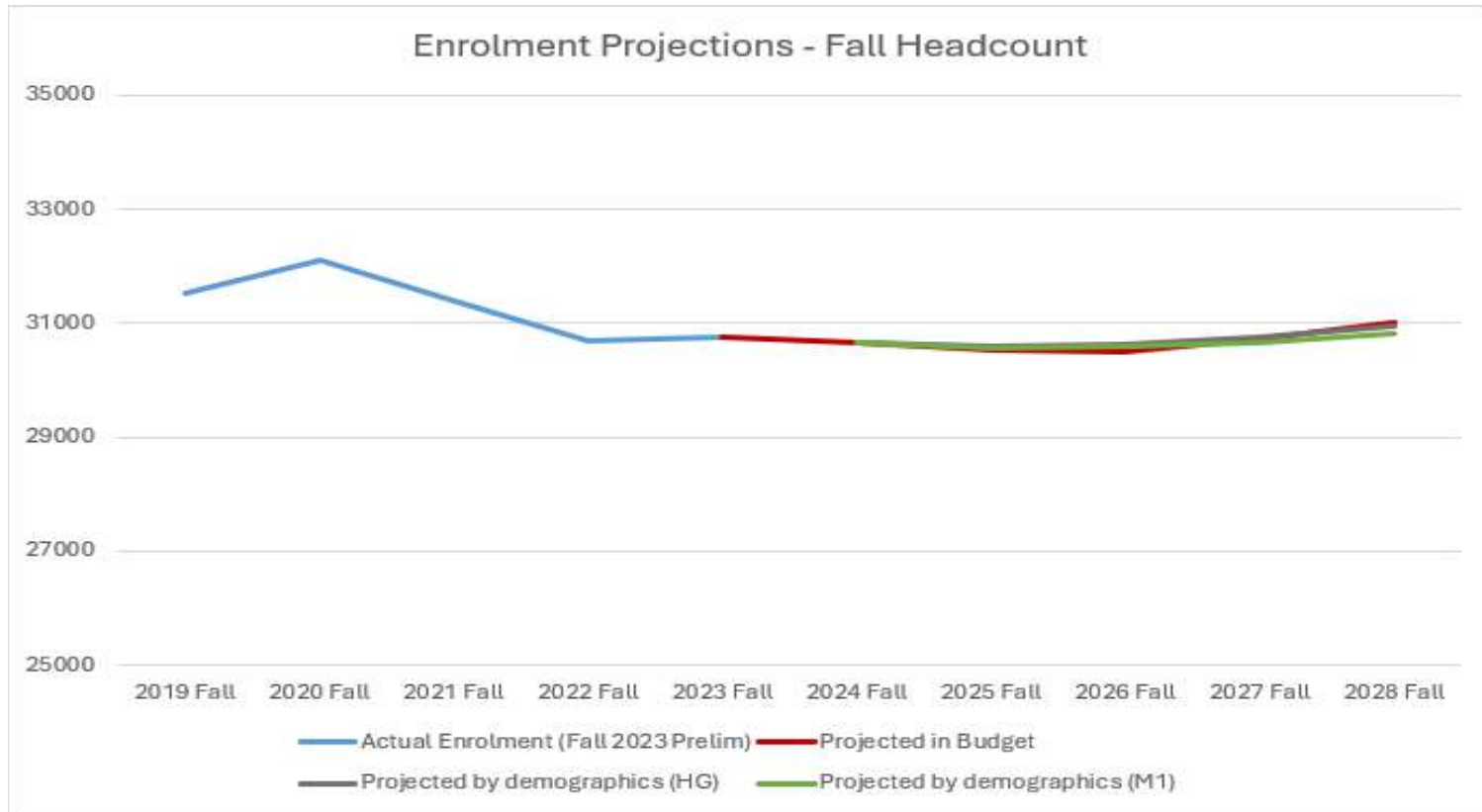
The Capital Plan provides an overview of major Capital Projects (projects over \$5 million).

It spells out the process of developing projects, the planning context, projects currently underway and projects under consideration.

Supporting Plans



Enrolment Projections



Partnerships

On occasion Carleton's planning process requires and benefits from consultation and collaboration with a number of key external stakeholders including, but not limited to:

- City of Ottawa
- National Capital Commission (NCC)
- Rideau Valley Conservation Authority

Capital Planning Process: Board of Governors

The development of major capital projects (\$5 million or more) is overseen by the Board of Governors and evolves through three principal approval steps at the Board:

1. **Capital proposal form:** focuses on the business case, concept design and preliminary (class D) cost estimates.
2. **Project Planning report:** focuses on schematic designs and includes more refined cost estimates (class C).
3. **Project Implementation report:** based on working drawings, a more refined cost estimate (class B) and funding sources.

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: \$38 million



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: \$61 million



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: \$65 million



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: \$18 million

2019-2023 (\$182 million)

Projects Underway

- New Student Residence (\$106 million)
Project implementation approved, under construction.
- Teraanga Commons Dining Hall and Kitchen Expansion (\$8.5 million)
Project implementation approved, under construction
- Demolition of P9 Garage (\$8 million)
Project implementation approved, demolition underway
- Loeb Envelope Remediation and Replacement (\$40.6 million)
Project implementation approval pending, Class A estimate

Construction Underway



NEW RESIDENCE (RIDEAU HOUSE)

Sq/Ft: 188,000

No. of Storeys: 9

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

Approved Project Budget: \$106,000,000

Updated Implementation Report: Approved March 2023

Estimated Occupancy Date: May 2025

Construction Underway



TERAANGA COMMONS DINING HALL & KITCHEN EXPANSION

Purpose: The (3 phase) project was initiated as a 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. Phase 1 was completed in April 2024, Phase 2 and 3 occupancy planned for August 2024 with final completion in September 2024

Approved Project Budget: \$8,500,000

Project Implementation Report: Approved October 2023

Estimated Construction Completion Date: September 2024

Demolition Underway



DECOMMISSIONING AND DEMOLITION OF P9 PARKING GARAGE

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

Approved Project Budget: \$8,000,000

Project Implementation Report : Approved April 2024

Estimated Demolition Completion Date: Fall 2024

Design Underway



LOEB BUILDING ENVELOPE REMEDIATION AND REPLACEMENT

Purpose: Building envelope renovations to exterior cladding, improvements to building conditions and to address the exterior health and safety concerns along with the 3rd lobby fit-up.

Phase 1 – Stairs and guardrails - Complete

Phase 2 – Building envelope replacement and 3rd floor lobby refurbishment - In Design

Estimated Project Cost: \$40,600,000

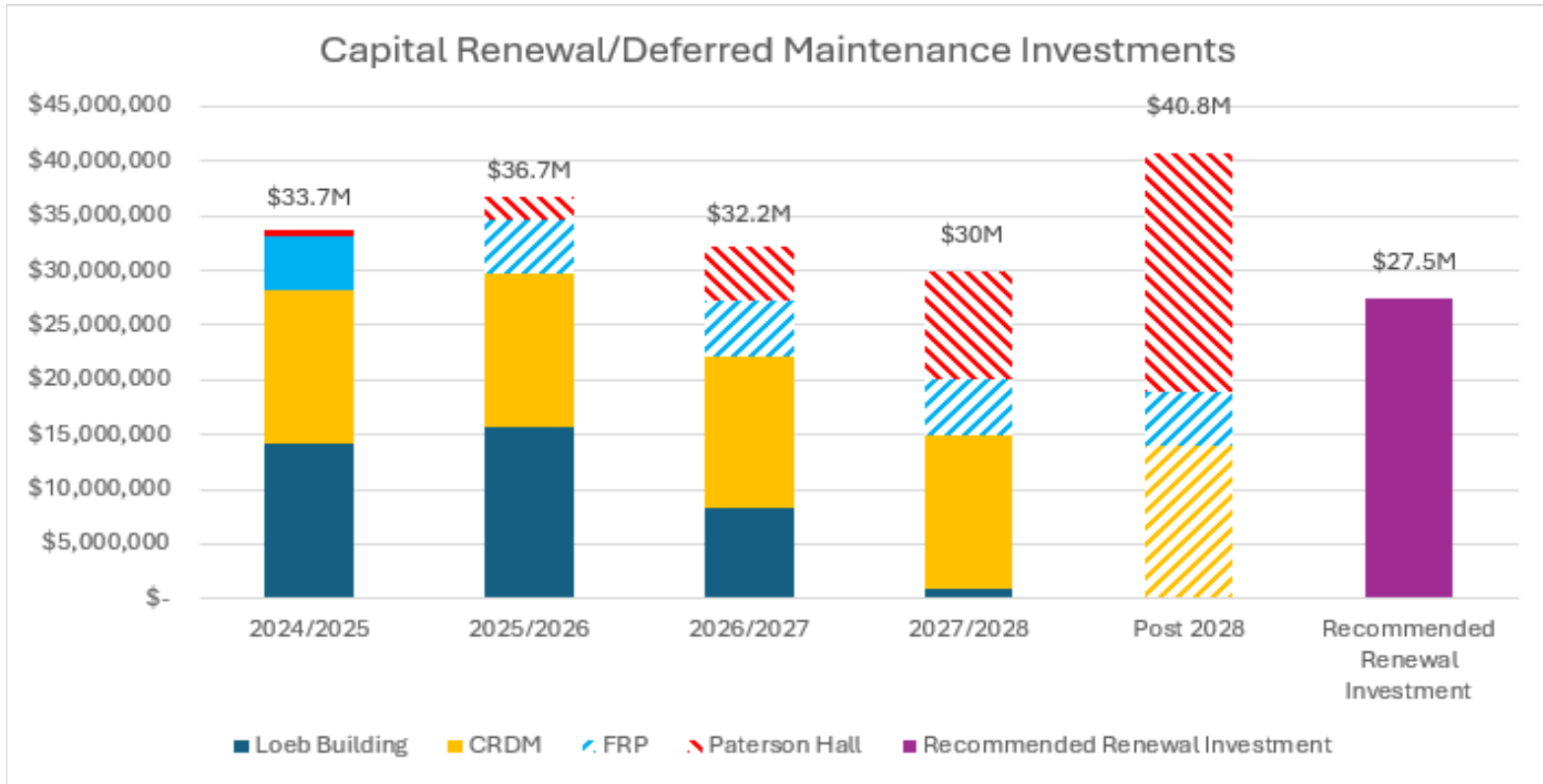
Project Planning Report : Approved April 2024

Schedule: 2022 – 2027/28

Projects Under Consideration

- Regional Aquatics and Wellness Hub – in discussion with the city
- Paterson Hall Building Retrofit and Renewal – Capital proposal on hold pending improvement in operating budget
- Sustainable Research Centre – on hold

Capital Renewal/Deferred Maintenance Investments



*Stripes indicate funding is not yet confirmed.

Carleton University Capital Plan 2024



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Executive Summary

The Capital Plan sets out the major capital projects over \$5 million which the university prioritizes. It ensures that the university's built environment can support the academic mission and programming.

It outlines the capital planning process, as well as the Board of Governors' role in that process. It brings together the major capital projects that are underway, as well as identifies projects under consideration.

Details about each capital project are provided, along with the estimated costs and sources of funding. Bringing this information into one document provides a full picture of capital planning at Carleton; how specific projects are reviewed and approved individually.

This plan is updated annually and presented to the Board of Governors. Individual project updates are provided to the Building Program Committee four times a year.



Introduction

Situated on unceded Algonquin territory, Carleton University was founded by the community in 1942 to meet the needs of veterans returning from the Second World War. Over time, the student population outgrew its modest beginnings on First Avenue at what is now Glebe Collegiate, and land was purchased to develop Carleton University on a triangle of land between the Rideau River and the Rideau Canal, a UNESCO World Heritage Site. From its modest beginnings to today, Carleton was and remains an integral part of the Ottawa community.

Its thriving campus accommodates more than 30,000 students, 1,000 faculty and 1,550 staff. Our main campus is complimented by two satellite locations that further connect Carleton to the broader Ottawa community. CU@Kanata is an innovation space in the heart of the national capital's tech hub, while Carleton's Dominion-Chalmers Centre provides an active arts, performance and learning space in the heart of downtown Ottawa.

Our capital planning is guided by a number of strategic plans including Carleton's Strategic Integrated Plan, the Campus Master Plan, the Outdoor Space Master Plan and the Transportation Plan. These are supported by our commitment to sustainability and the goals outlined in the Strive for Sustainability Plan and our Energy Master Plan.

Over the last five years, the Faculty of Engineering was expanded with the addition of its Design Centre, and the Nicol Building, home to the university's Sprott School of Business, were completed.

The newest crown jewel to the campus is a 450-bed student residence that is currently under construction and which will be the anchor to the Bronson Avenue entrance to the university. When the new student residence is completed in 2025, it will bring to 50 the number of buildings on campus. Projects to upgrade the Loeb Building and an expansion of the Terangga Commons Dining Hall and Kitchen to meet future growth of the student residence population, are underway.

We are always planning for the future and to that end, designs and preliminary plans are in the works for two potential state-of-the-art buildings including a Regional Aquatics Centre and Wellness Hub to compliment the Athletics precinct, and a Sustainability Research Centre to further expand the Engineering hub of buildings.

Our Campus Master Plan and other plans identify many exciting opportunities for future capital investments. Our Capital Plan provides the current status of that work.

Developing Capital Projects

The Process

The development of major capital projects (\$5 million or more) is overseen by the Board of Governors and evolves through multiple stages. The process starts with the identification of needs, key stakeholders and an executive sponsor. Once the business case is established by the Project Committee, the project comes to the Board for a series of approvals.

There are three principal approval steps at the Board:

1. **Capital proposal form:** The capital proposal form focuses on the business case and includes a concept design and preliminary (class D) cost estimates. Board approval provides authorization to invest in the development of more detailed designs and estimates.
2. **Project Planning report:** The project planning report focuses on schematic designs and includes more refined cost estimates (class C) and proposed funding sources. Board approval provides authorization to move to working drawings.
3. **Project Implementation report:** The project implementation report includes working drawings, a more refined (class B) cost estimate and funding sources. It includes details on schedules and cashflows. Board approval provides authorization to begin the tender process and start construction.

Once the project is underway, regular project status reports are provided. Upon completion of the tender process, a final (class A) cost estimate is provided. The Board's Building Program Committee and Finance Committee are updated at every meeting regarding the status of all ongoing capital projects. A Project Conclusion Report is filed at the end of every major capital project and includes lessons learned from the project implementation.

Partnerships

Due to our location, Carleton's planning process often requires and benefits from consultation and collaboration with a number of key external stakeholders including, but not limited to:

- City of Ottawa
- National Capital Commission (NCC)
- Rideau Valley Conservation Authority
- OC Transpo

Over the lifespan of the expansion of the Light Rail Transit (LRT), Carleton and the City of Ottawa have been working very closely as the tracks run through the centre of campus. This requires collaboration between the two entities to co-ordinate the impact on our campus for various activities during construction. Another example of the benefit of partnership, is the consultation held with the Rideau Valley Conservation Authority (RVCA) during the development of the current Campus Master Plan. As a result of information provided by the RVCA, the plan better reflects the flood plain information.

The Planning Context

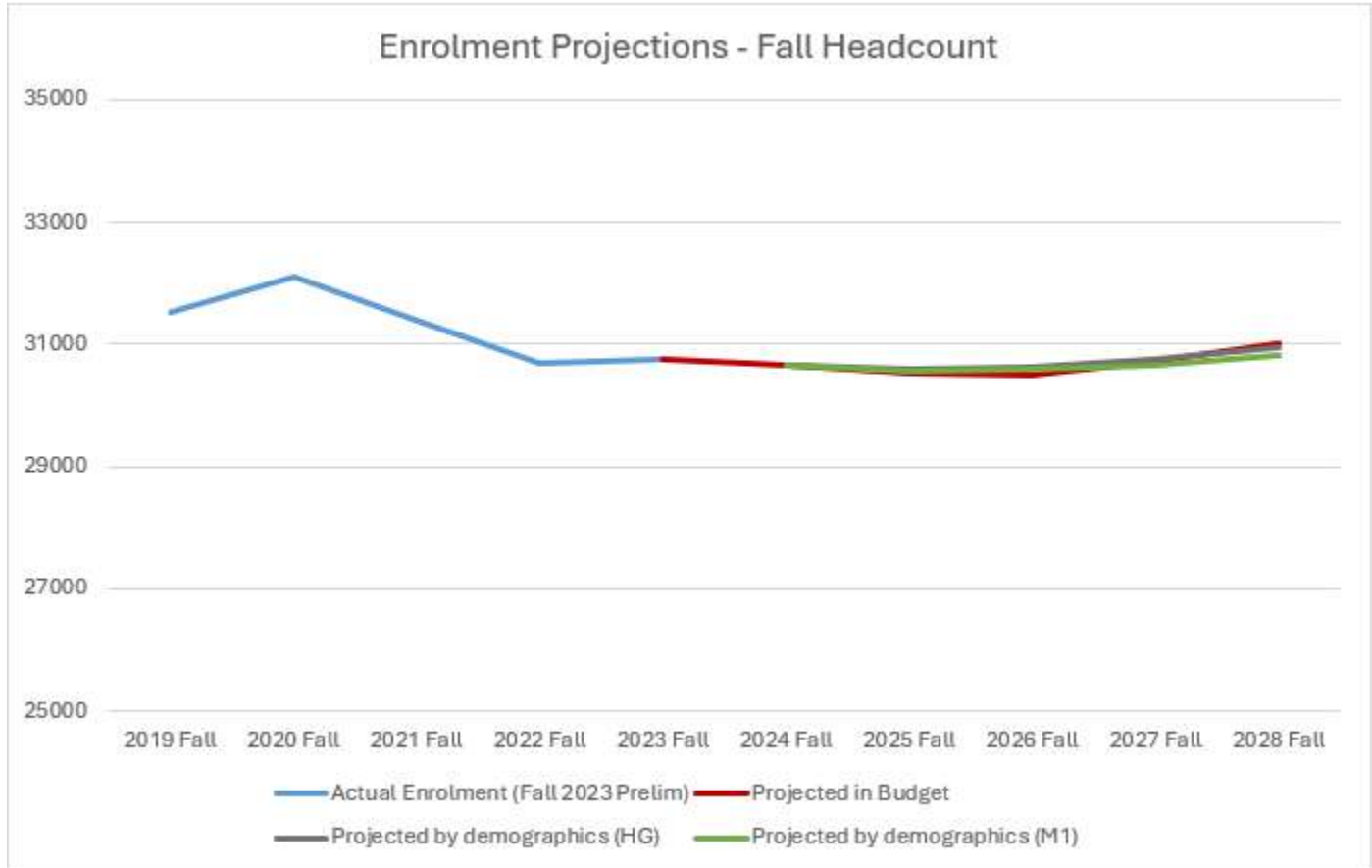
Slow Enrolment Growth

Following many years of steady and modest growth in enrolment of undergraduates, Carleton has seen a decrease in entering cohorts in recent years. This began with the pandemic and is now being driven in large part by challenges in obtaining international student visas. Demographic projections over the planning horizon lead us to expect modest growth in the 18-year-old population. International student enrolment may be disrupted for some time. These decreases have been moderated somewhat by increases in upper-year retention with more students staying until graduation. The flow through of these smaller entering cohorts is why Carleton is projecting enrolment declines until 2027. Several new undergraduate programs to be introduced in 2025 should support growth in coming years.

For many years, graduate enrolment growth was limited due to the funding model that controlled the number of funded graduate spaces. In recent years, there were opportunities to grow beyond those historical caps, as well as opportunities to meet international student demand. The result was a steady growth in graduate students. Although the cap on international student visas does not affect graduate students, the harm done to “brand Canada” is expected to reduce international graduate intake as well.

The projections in the chart below include the assumptions on which we base our budget, as well as projections based on Statistics Canada projections – Medium Growth scenario (M1) and High Growth scenario (HG) for Ontario. Much of this growth is in the Greater Toronto Area (GTA) and will require enhanced effort to tap into markets outside of Ottawa.

Our current projections suggest it will be at least five years before student numbers return to pre-pandemic levels.



Aging Infrastructure

Similar to other Canadian universities, Carleton has an aging building infrastructure. Our current building asset portfolio has an average building age of 40 years. Managing these assets requires carefully allocating the annual Capital Renewal Deferred Maintenance (CRDM) funding and provincially-funded Facilities Renewal Program (FRP) budget to address our campus community's diverse and changing needs while mitigating infrastructure risk.

The Capital Renewal Plan is currently in the final year of a 10-Year CRDM commitment. At the April 2024 Board of Governors meeting, the Board approved an additional three-year commitment to CRDM funding. The CRDM addresses many needs, including improved electrical and plumbing systems, ventilation, building envelopes, interior finishes, site infrastructure (sewer/storm/watermain) and preventative maintenance. By addressing base building and site infrastructure issues first, the university will decrease the risks and costs associated with unexpected failures and unplanned disruptions on campus, and will ensure that base building systems can adequately handle future renovations and research requirements.

Transportation Challenges

There has been significant investment in initiatives to improve traffic flow on campus, as per the Transportation Plan. Enhancements to the Bronson Avenue intersection to campus includes an additional northbound, left-turn lane to facilitate exit from campus, more pedestrian-friendly sidewalks and crosswalks, and improved lighting. Additional enhancements include a roundabout that was added near the P18 garage, as well as a new wider bridge that spans the O-Train tracks.

The Transportation Plan also recommended a third access point to campus, which led to the creation of Stadium Way, providing another exit for vehicle traffic. The campus is serviced by OC Transpo and data collected for the Transportation Plan identified an opportunity to provide improved routing with the expansion of Raven Road to Bronson Avenue. The construction of this extension was a collaboration between Carleton University, the City of Ottawa and OC-Transpo. This bus-only access point, improves southbound bus traffic flow.

Future Vision

Master Planning Documents

The vision for Carleton's campus is outlined in the Campus Master Plan (CMP), a five-year plan that presents a potential vision for the future. It takes into consideration how the campus' special attributes can be enhanced over time. The plan's "big moves" recommend enhancements to our green space, moving toward more pedestrian-friendly streets, pathways and gateways, as well as how to highlight natural features. A stormwater management approach is explored and potential development sites are also identified for consideration.

The CMP is supported by the Outdoor Space Master Plan and the Transportation Plan, which operationalize elements of the CMP. Many other key planning documents also inform our Capital Plan including the Strategic Integrated Plan, the Carleton Academic Plan and several other campus-wide and sector-specific plans.

Governance of the Capital Plan

The Office of the Vice-President (Finance and Administration) and the Associate Vice-President (Facilities Management and Planning) are accountable for reviewing and updating this plan and the priorities identified within it.

An update on the Capital Plan is presented annually to the Board of Governors, in addition to the updates on capital projects provided to the Building Program Committee four times a year.

Projects Underway



New Student Residence

Project Intent

The new student residence building will provide 450+ beds for first-year students, as well as various types of amenity spaces for all students on campus. The building is designed to promote and enhance a student focused residential community experience.

Project Scope

- The design of a residence building housing 450+ students with living and social spaces that support the first-year experience and Carleton University's mission and vision.
- A combination of single- and double- style bedrooms with semi-private or private bathrooms.
- Significant consideration for students with exceptional needs and amenities required.
- A first floor (or main floor) that provides amenity space for students including (but not limited to):
 - Welcoming entry
 - Study space
 - Communal lounge space
 - Social space (such as maker space, games room, etc.)
 - Laundry facilities
 - Fitness space (such as work out room, yoga area, etc.)
 - Common lounge space
 - Staff offices and staff living space

Current Status

Project implementation report approved, under construction.

Project Budget

\$106 million

Estimated Completion Date

May 2025 - Occupancy



Teraanga Commons Dining Hall and Kitchen Expansion

Project Intent

As a direct result of an increase in meal plan holders created by the new Student Residence, an expansion to both the kitchen and dining hall seating capacity is required.

Project Scope

- Increase seating capacity to address the projected increase of students within the next five years.
- Upgrade delivery of food service stations to increase efficiencies and provide smooth provision of food services during peak times.
- Provide an aesthetically pleasing environment for visitors while enhancing offerings of more innovative and fresh meals from a variety of cultures.

Current Status

Project implementation report approved, under construction.

Project budget

\$8.5 million

Estimated Completion Date

Construction completion August 2024. Final completion fall 2024.



Decommissioning and Demolition of P9

Project Intent

Decommissioning and Demolition of P9 Parking Garage as the building has reached its end of life.

Project Scope

- Decommission and repurpose viable assets including but not limited LED lighting, EV charging stations, Code Blue security button currently located within P9.
- Relocation of a new ITS fibre pathway.
- Demolish all levels of the existing structure, as well as footings and tunnel sections located under structure.
- Grade and sod area following demolition.

Current Status

Project implementation report approved, under demolition.

Project Budget

\$8 million

Completion Date

Fall 2024



Loeb Envelope Remediation and Replacement

Project Intent

The goal of the project is to improve the overall “health” of the building while increasing our commitment to sustainability, reducing our carbon footprint, realizing direct cost savings in offsetting energy consumption and minimizing the required maintenance over a 25-year span.

Project Scope

The project is for the replacement and remediation of the exterior walls and the replacement of the roof skylights, and all of the exits and the entrances of the Loeb Building. The refurbishment of the third-floor lobby was added to the scope of work and will create a focal point and gathering space for students, staff and faculty. This is being funded by the Faculty of Public and Global Affairs.

Current Status

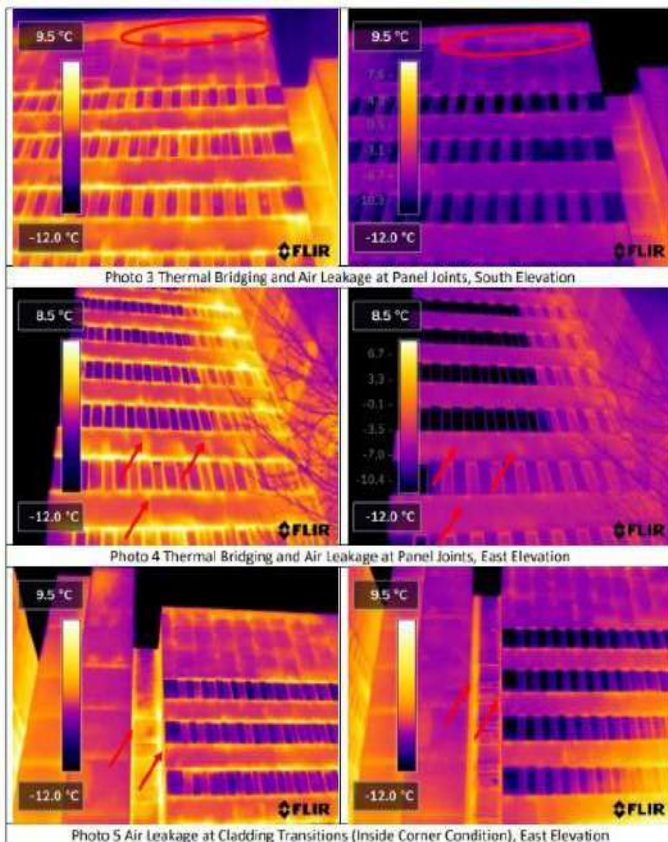
The project implementation report to be presented to the Board of Governors in October 2024.

Estimated Project Cost

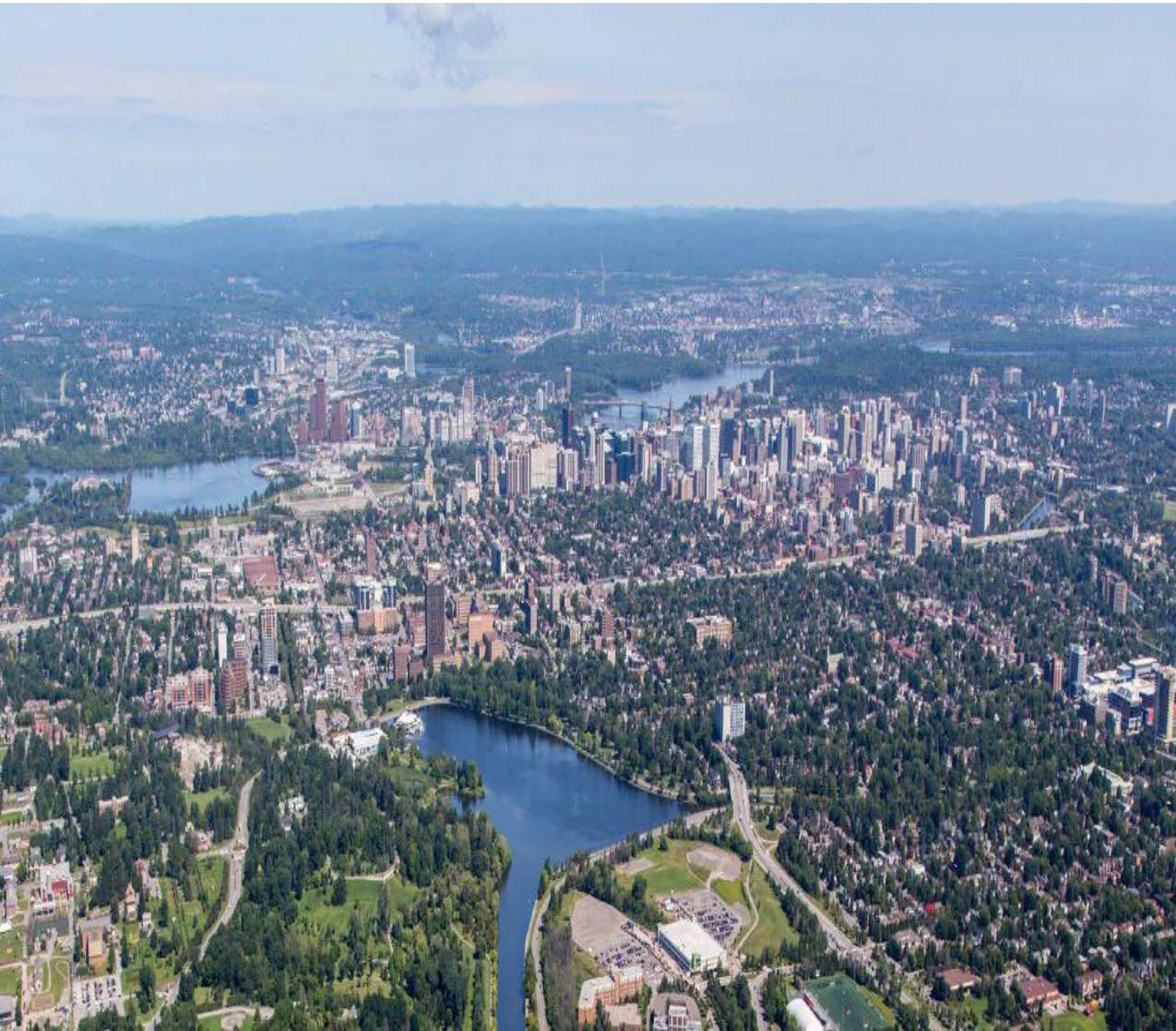
\$40.6 million

Estimated Completion Date

End of 2027/2028



Projects Under Consideration



Regional Aquatics and Wellness Hub

Project Intent

Expansion of fitness, wellness and aquatics, plus academic space that will enhance the student experience, culture and pursuit of well-being on campus.

- Phase 1 – Fitness and Aquatics Facility
- Phase 2 – Academic Programing

The building offers a new progressive service model which brings together health, wellness and research entities while creating a gateway to the Carleton campus along Bronson Avenue, as well as connecting the university to the broader city of Ottawa. It will be a learning facility that reflects diverse needs, interests and identities with the campus community.

Project Scope

Phase 1: Expanded fitness centre and new aquatic centre (two pools), including a possible option for a diving tower.

Phase 2: Wellness Hub, including research, academic space, and leased space. The Wellness Hub building would include an agora and large open spaces with lots of windows and natural light.

Current Status

Carleton has entered into preliminary discussions with the City of Ottawa about a potential partnership for the new aquatics centre.

Estimated Project Cost

\$220 million

Estimated Completion Date

To be determined



Paterson Hall Building Retrofit and Renewal

Project Intent

Replacing the entire building envelope and retrofitting all infrastructural systems.

Project Scope

- Wholesale removal and replacement of mechanical and electrical systems and building envelope, including cladding and roofing.
- Assessing the feasibility of a consolidated central cooling plant within Paterson Hall and intrusive investigation.
- Investigative, intrusive pre-design and concept designs.
- Decreasing the cost of ownership on maintenance and operation.
- Maximizing energy cost savings and reducing GHG emissions.

Current Status

Facilities Management and Planning (FMP) is updating the roof and the building control system through 2024-2025 with Facilities Renewal Program funding. The major building retrofit and renewal has been put on hold.

Estimated Project Cost

\$40 million

Estimated Completion Date

TBD



Sustainability Research Centre (SRC)

Project Intent

Generate new income streams, resolve the Faculty of Engineering and Design's space needs, and attract new talents, donors and partnerships.

Project Scope

The Sustainability Research Centre is a 215,000sq. ft., six-storey building. Five signature showcase spaces on the main level will highlight program activity, and contain:

- Research labs
- Gathering and collaboration spaces
- Offices
- Meeting rooms
- Computer labs
- Grad carrels

Sustainable Design Strategies were utilized to limit embodied carbon and reduce energy consumption.

Current Status

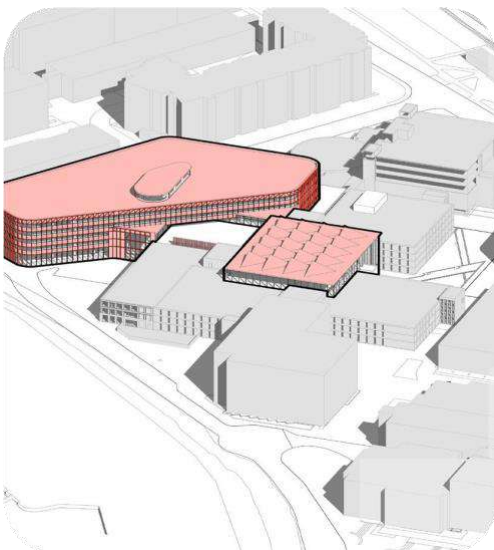
The schematic design report has been received, and the project is currently on hold.

Estimated Project Cost

To be determined

Estimated Completion Date

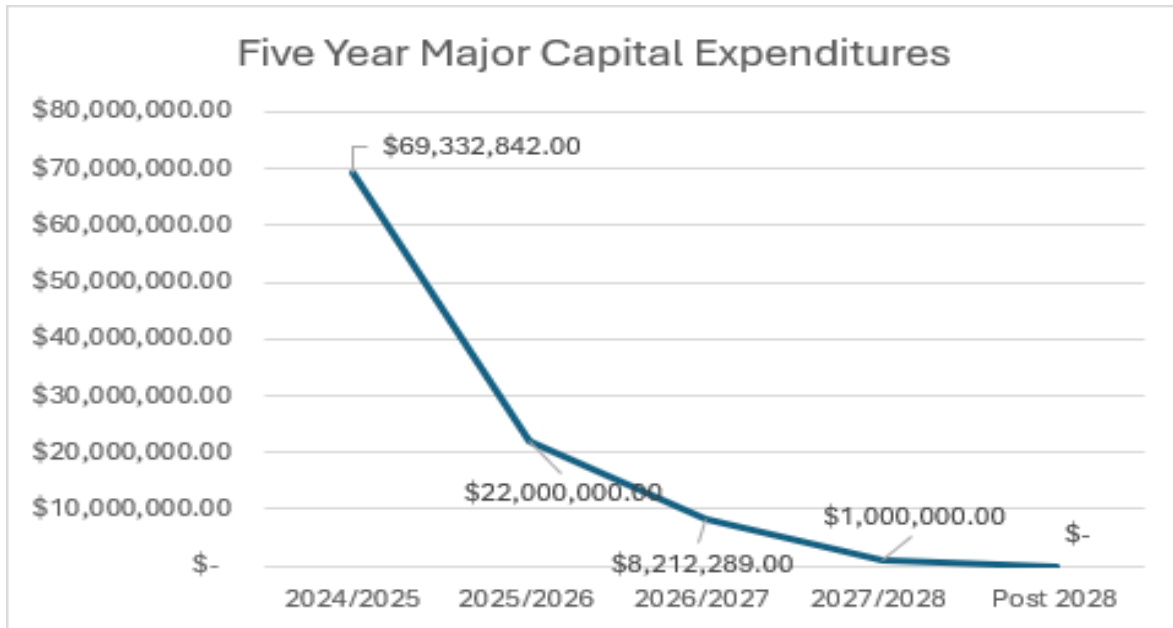
To be determined



Capital Budget Projections

Capital Budget and Expenditure Forecast

The capital budget for major projects currently underway is \$163,100,00. This expenditure forecast is based upon the stages that the projects are currently at in their project life cycle and are adjusted and monitored on a monthly basis.



*Note: The five-year major capital expenditures does not include Paterson Hall and reflects only projects that are underway.

In 2021, Carleton issued a \$220-million debenture to fund capital investments. Current projects are expected to deploy \$120 million of that capital with the remaining \$43.1 million in project costs to come from various ancillary budgets. The remaining \$100 million in debenture funds will be reserved for future capital projects, including the renewal of Paterson Hall, (estimated at \$40 million).

Major Capital Projected Five-Year Budget

CARLETON UNIVERSITY				
MAJOR CAPITAL INVESTMENT PROGRAM				
Aug-24				

PROJECT	BUDGET	FUNDING SOURCE BREAKDOWN	
	ESTIMATED BUDGET	Debtur e Fund	Other funding sources
Projects Underway			
New Student Residence	106,000,000	80,000,000	26,000,000
Loeb Building Envelope Remediation and Replacement	40,600,000	40,000,000	600,000
P9 Decommissioning and Demolition of P9 Parking Garage	8,000,000		8,000,000
Teraanga Commons Dining Hall and Kitchen Expansion	8,500,000		8,500,000
Subtotal Projects Underway	163,100,000	120,000,000	43,100,000
Projects Under Consideration			
Paterson Hall Renewal and Retrofit	40,000,000	40,000,000	TBD
Sustainability Research Centre	225,000,000	TBD	TBD
Regional Aquatics Facility/Fitness Centre	220,000,000	TBD	TBD
Subtotal Projects Under Consideration	485,000,000	40,000,000	TBD

Capital Renewal and Deferred Maintenance

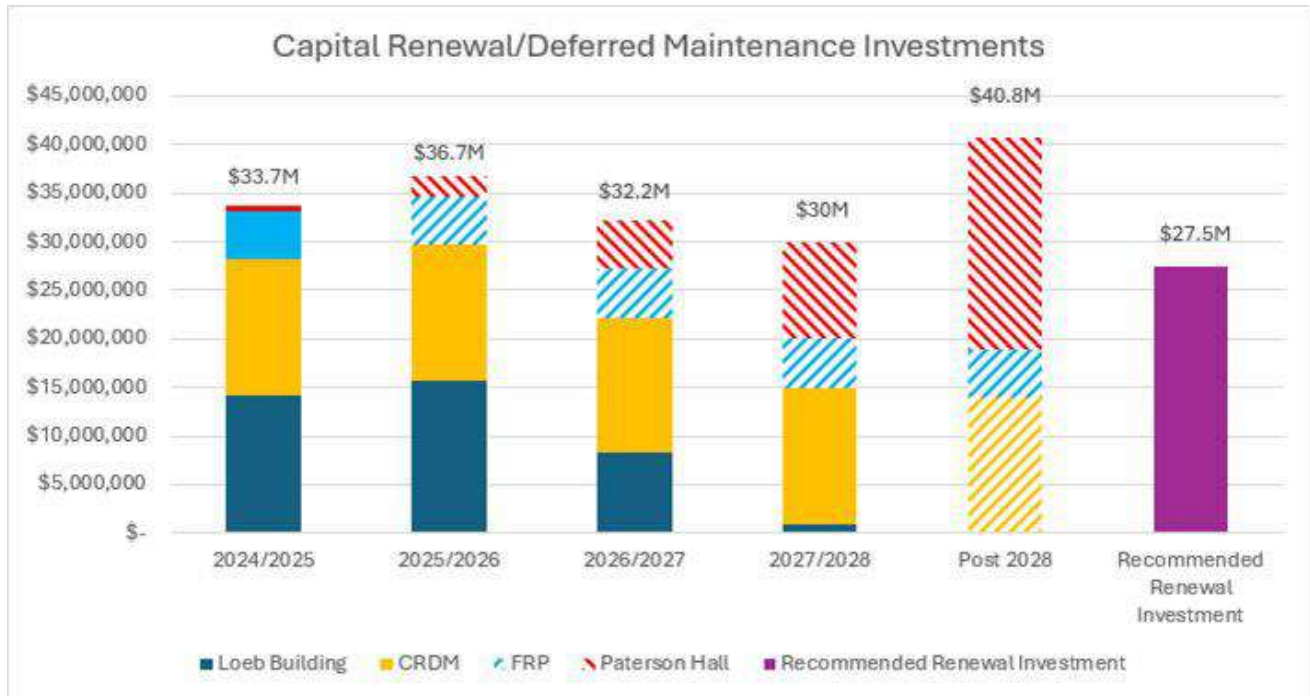
Carleton routinely audits a minimum of 25 per cent of its assets annually, including facilities and infrastructure, to gather data on the condition of buildings, the associated systems, and infrastructure to plan for capital renewal and identify deferred maintenance requirements. This information allows the university to develop Capital Renewal and Deferred Maintenance (CRDM) plans to address risks and provide overall stewardship of the assets.

These audits are carried out by an independent third-party utilized by all Ontario universities and are reviewed and validated by internal Carleton staff. The data is held centrally in SLAM (Streamlined Asset Management), Carleton's Integrated Asset Management System, and is shared with the Council of Ontario Universities (COU) and the Ontario Ministry of Infrastructure (MOI).

The Facility Condition Index (FCI) is a measure used to help us understand the overall asset condition. The Facility Condition Index (FCI) is calculated as the total cost of required building repairs and renewal divided by the current replacement value cost of the building (CRV). Each building's FCI score reflects the current condition of the building and is ranked as good, fair, poor, or critical. Generally, an FCI of 0-10% is good, 10-25% is good to fair, 25-60% is fair to poor, more than 60% is critical.

We have identified the recent FCI and recommended deferred maintenance in four asset categories: Academic/Administration, Ancillary, Residences, and Infrastructure. The three-year FCI for each category and the associated capital renewal/deferred maintenance cost estimates for Carleton, based on the information from SLAM in August 2024 are as follows:

Category	FCI	Recommended Three-year Deferred Maintenance
Academic/Administration	7.8%	\$124,406,860
Ancillary	8.9%	\$51,597,393
Infrastructure	14.5%	\$43,673,313
Residence	8.4%	\$32,935,985



**Stripes indicate funding that is not yet confirmed.*

Based on the information captured in SLAM CAP the recommended capital renewal and deferred maintenance investment over the next three years totals \$252,613,551 and the next five years totals \$671,597,493. The generally accepted investment strategy for annual renewal is 2% of Current Replacement Value which would be \$54,567,647 annually. Following a detailed review of Carleton's facilities data in 2023, the independent facilities consulting firm, Gordian, recommended that Carleton aim to invest \$27.5 million per year into facilities renewal.

Carleton University is actively addressing deferred maintenance with major capital projects like the Loeb Building Envelope Remediation and Replacement project. In addition, the university is making substantial investments in essential infrastructure renewal programs, including sewer and watermain replacements, high voltage work, tunnel infrastructure improvements, perimeter security enhancements, and mechanical upgrades. These efforts are guided by a commitment to sustainability and accessibility, ensuring that improvements meet modern standards and contribute to a more inclusive and environmentally responsible campus, and respond to risks created, as a result of climate change.

Each year, Carleton invests approximately \$19 million in Capital Renewal and Deferred Maintenance projects based on a list of priorities presented to the Building Program Committee and the Board of Governors. Carleton receives approximately \$5 million annually from the provincial government's Facilities Renewal Program (FRP) for specific CRDM projects included on this list.

The other projects are funded through a \$14 million annual investment from the university's operating budget. The original investment was for 10 years, however at the April 2024 Board of Governors meeting, a motion was approved to continue the

allocation of \$14 million for CRDM work for an additional three fiscal years after the 2024-2025 fiscal.

Bibliography

Key University Documents

Campus Master Plan
Carleton Academic Plan
Energy Master Plan
Outdoor Space Master Plan
Strategic Integrated Plan (SIP)
Strive for Sustainability
Transportation Plan

Acknowledgements

This document was prepared by the Office of the Vice-President (Finance and Administration) with contributions from the following individuals.

Lorraine Dyke	Vice-President (Finance and Administration)
Gary Nower	Associate Vice-President (Facilities Management and Planning)
Leanne Wilson	Project Manager (Facilities Management and Planning)
Maria McClintock	Assistant Director, Strategic Initiatives and Communications
Nathasha Macdonald	Associate Vice-President (Institutional Research and Planning)
Angela Marcotte	Associate Vice-President (Financial Services)

To:	Board of Governors	Date of Report: 6 August 2024
From:	Chair, Building Program Committee	Date of Meeting: 10 October 2024
Subject:	Ongoing Capital and Deferred Maintenance Project Status Report	
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 \$215,002,657 are currently underway with the value of work completed to July 2024 totaling \$108,043,516. Forecasted expenditures will total \$106,959,141, as outlined below detailed chart.

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

- The delivery and installation of glass and aluminum cladding commenced in the summer at Rideau House.
- As a result of the sensitive environment of an operational kitchen, phase 2 and phase 3 of the Teraanga Commons Dining and Kitchen Expansion project were combined into one phase.
- The Cost Consultant’s Class “A” estimate was received for the Loeb Building Envelope Remediation and Replacement project, and the project implementation report has been prepared for approval.
- The contract was awarded for the demolition of the P9 Parking Garage, and the demolition started in August.

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 and Deferred Maintenance Projects Status Report is prepared by Facilities Management and Planning (FMP).

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. *Indicates updated since last report.

Major Capital Projects

- **Regional Aquatics Centre and Wellness Hub**
Revised Schematic redesign initiated: January 2024 **Redesign Completion date:** June 2024
***Update:** 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. FMP has re-engaged the services of the design team to provide schematic design and costing to construct the aquatics and fitness as a stand-alone project. Discussions are underway on a potential joint venture with the City of Ottawa.
- **New Student Residence (Rideau House)**
Start Date: February 2022 **Occupancy:** May 2025
***Update:** All tenders have closed with the exception of landscape which will be re-tendered in the fall. Trades on site include mechanical, electrical, plumbing, HVAC, fire stopping, masonry, dry wall, roofing, cladding, painting, steel and glazing. Level 1 and 7 masonry are completed, and Levels 8 and 9 exteriors are underway. Mechanical and electrical vertical risers on Level 3 to Level 7 are in progress, and masonry walls, corridor and suites have been completed up to Level 7. The delivery and installation of glass and aluminum cladding commenced in the summer. Occupancy remains unchanged from the last report with a date of May 2025. FMP continues to work with the Construction Manager and the Design Team for pull planning activities to save time, resources and money.
- **Loeb Building Envelope Remediation and Replacement**
Start Date: January 2022 **Completion:** 2027-2028
***Update:** A project committee has been formed to oversee the lifecycle of the project. The project is in construction document phase and the Class A estimate has been completed by the cost consultant and is included in the project implementation report. Scope was added to the project for the 3rd floor lobby revitalization and adjacent roof patio replacement and aesthetics improvements. A value of \$600,000 was approved for the 3rd floor work and was funded through the Faculty of Public and Global Affairs.
- **Paterson Hall Retrofit and Renewal**
Concept Design Start Date: February 2024 **Concept Design Completion:** Spring 2024
***Update:** This project has been put on hold. In March 2024, the project team put the consultant team on hold until further notice. Critical building replacement of the roof and the obsolete control system are being funded through the Facilities Renewal Program 2024-2025 Grant.
- **Parking Garage (P9) Demolition**
Start Date: July 2023 **Project Completion:** November 2024
***Update:** The proximity of P9 to the Light Rail Transit (LRT) corridor has required continuous

communication with the City of Ottawa and has presented a significant challenge and risk to the project budget and schedule. The construction of a new conduit pathway to relocate the campus fibre optic cable from the basement of P9 was completed in July. Challenges with the City of Ottawa providing the necessary agreements to allow its construction and connection to an existing pathway along the LRT corridor contributed to the delay of the start of demolition. All other existing services were removed from the building and the tunnel connection was severed. Several items were salvaged from the building for use elsewhere on campus. Demolition began mid-August and is expected to have a duration of 13 weeks. Site renewal is anticipated to be completed November 2024. Clear communication channels will be maintained to inform all parties of project progress and any temporary changes to access or services.

- **Teraanga Commons Dining Hall Expansion**

Construction Start Date: November 2023 **Construction Completion:** September 2024

***Update:** The three-phased expansion of the dining hall in Teraanga Commons began in November of 2023. Completion of Phase 1 (existing dining hall expansion) of the project was successfully achieved in April 2024. As a result of the sensitive environment of an operational kitchen and to ensure the safety of students and staff, as well as proper dust prevention measures, hoarding and negative air pressure were utilized. The project received the occupancy permit in August and is expected to reopen in September as scheduled.

Capital Renewal/Deferred Maintenance Projects (alphabetical order) 2024-2025

- **Air Intake Grill Repair and Replacement**

Construction Start Date: May 2024 **Completion Date:** Winter 2025

***Update:** This is a multi-year program based on the 2023 condition assessment completed by a structural engineer that identified critical locations that require attention. The contract was awarded to a General Contractor in April 2024, and 10 of the 12 locations are complete. The final two locations will be replaced once the demolition of P9 has occurred.

- **Classroom Repairs and Improvements**

Start Date: July 2024 **Completion Date:** March 2025

***Update:** As part of ongoing efforts to enhance the student learning environment, this project addresses deferred maintenance items identified in the yearly classroom audits. It aims to improve the functionality, aesthetics, and comfort of classrooms, contributing to a better educational experience for students. Scope of work includes but is not limited to, flooring replacement, ceiling replacement, lighting upgrades, painting, chalkboard replacement, and furniture upholstery repairs. The work is being co-ordinated with scheduling services, and teaching and learning services.

- **CTTC Mini-Substation Replacement**

Start Date: August 2024 **Completion Date:** TBD

***Update:** The electrical contractor has been awarded the contract and the new equipment has been reviewed by the internal FMP team. The new mini-substation has a long lead time, the work schedule will be based on delivery timelines, tentatively summer 2025.

- **Elevator Modernization – Condition Assessments and Feasibility Reports**

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

***Update:** Elevator condition reports for Southam Hall elevator #1, Social Sciences Research Building elevator #1, MacOdrum Library elevator #1A, and #1B, have been received. Based on

elevator condition, usage, operations and maintenance feedback, the priority is the replacement of Southam Hall elevator #1. Further investigation is being carried out to review improved accessibility options. FMP is also looking at the possibility of merging the call buttons on the Tory Building elevator to reduce wear and tear on the elevators and optimize performance. The RFP for the Architecture Building Elevator Renewal closed in February 2024, and the feasibility study and investigation are underway to modernize the current elevator and extend the elevator to allow for 5th floor access.

- **Herzberg Building Stair and Railing Renewal**

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

***Update:** This project includes the renewal of the stairs and stairwells in Herzberg block C and D which includes flooring and lighting upgrades, and asbestos abatement.

Staircase 2C is currently under construction, scheduled to be completed in September 2024, and staircase 2D construction is planned to start after staircase 2C is opened.

- **Lighting Replacement Program – Year 3**

Start Date: August 2024 **Completion Date:** Spring 2025

***Update:** The next phase of the lighting replacement program includes Loeb Building and Tory Building. Lighting audits have been completed, and the project team started communicating with building occupants in August. The lighting replacement projects will result in energy savings and reduce greenhouse gas emissions and improve the built environment. The lighting replacement program supports Carleton's goals as outlined in its [Energy Master Plan](#) and [Sustainability Plan](#).

- **National Wildlife Research Centre (NWRC) Pump Replacement**

Start Date: July 2024 **Project Completion:** November 2024

***Update:** To address the chronic flooding at the NWRC building's loading dock area, a new exterior pumping station will be installed on the east side of the building. This measure aims to mitigate the flooding issues due to the building's proximity to the Rideau River flood zone and the increasing frequency of flood events due to climate change. This pumping station will be a two-pump system which will be tied into the Carleton monitoring system. Currently, a temporary pump system is in place to mitigate the flood risks while the new pump system is installed. This has been awarded to a General Contractor and there is a 14-18 week deliverable time for the new pumps.

- **Paterson Hall Control Upgrades**

Start Date: August 2024 **Completion Date:** March 2025

***Update:** The project entails replacing and upgrading the existing control system at Paterson Hall with Delta Controls. This upgrade aims to provide Carleton University's operations and maintenance staff with enhanced control and monitoring capabilities over the building's systems, thereby improving energy efficiency, system reliability, and overall building performance.

- **Roof Replacement Program 2024-2025**

Start Date: May 2024 **Construction Completion Date:** Winter 2025

***Update:** The 2024-2025 roof replacement program includes Herzberg Laboratories, Human Computer Interaction (HCI) Building, and Paterson Hall. Herzberg is complete, with the exception of new guard railings to be installed in the fall. HCI will be completed in the fall, and Paterson Hall roof replacement is anticipated to start in October. Paterson Hall was added to the roof replacement program after the major renewal capital project was put on hold.

- **Stacie Building Supply Fan Replacement**

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

***Update:** The Steacie Building Supply Fan Replacement project involves upgrading the building's HVAC system by replacing the original supply fans with modern fan arrays. The original fans, installed when the building was constructed in the early 1960s, have reached the end of their operational life. The upgrade aims to improve energy efficiency and system reliability. A mechanical/electrical engineering consultant was engaged, and the design phase commenced in the fall 2023. The design is nearing completion, with a final review pending before moving to the tender stage. The tender process is scheduled for fall 2024, with construction expected to start in spring 2025. This timeline allows for careful planning and coordination to ensure the smooth execution of the project.

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

- **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 two fiscal years. The work is being phased in order to reduce the impact on the Carleton community. Drawings and specifications are currently at 99%, with an anticipated award of contract late September/early October.

- **Campus Perimeter Security Upgrades**

Group 1 Start Date: February 2022 **Group 1 Project Completion:** Fall 2024

Group 2 Start Date: April 2024 **Group 2 Project Completion:** TBD

***Update:** This 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, security cameras and barrier-free access enhancements. To date, four buildings have been awarded for construction: Herzberg Building, Azrieli Pavilion, Dunton Tower, and Azrieli Theatre. At Herzberg and Azrieli Pavilion, all required door and frame upgrades are complete, and all perimeter access points have been integrated into the card access security system. At Dunton Tower, the second level curtain wall has been replaced. All electrical infrastructure for card access has been completed, as have several door and frame replacements. Concrete work for the tunnel level ramp has been completed in advance of the replacement of the tunnel entrance door and frame and barrier-free devices. Azrieli Theatre was awarded to a General Contractor in May 2024, and all electrical infrastructure is in place and door and frame replacements are underway, with an expected completion date of fall 2024. Material manufacturing and delivery lead times continue to be a challenge for the program. The next buildings planned for implementation are Southam Hall, Tory Building and Steacie Building.

- **Campus Sanitary Sewer/Storm Sewer/Watermain Infrastructure Program (Year 3)**

Start Date: February 2024 **Project Completion:** TBD

The next part of the program (Year 3 of 5) is the replacement of the approximately 50-year-old watermains on Campus Avenue, which involves replacement and consolidation of the existing watermains, storm drain improvements, tunnel connection from Minto Case to the Light Rail Transit (LRT) tunnel underpass, bi-directional cycle path and road works as per Carleton's Outdoor Space Master Plan, complete with a single new 406mm diameter watermain to improve reliability and emergency water supply to the south/west side of campus. This is a two-year, two-phase single tender project. Phase 1 P4 Bus Depot (University Drive) is part of Carleton's Transportation Master Plan (construction 2025 to be confirmed), and Phase 2 is the Campus Avenue Construction (construction 2026, to be confirmed). The watermain project was

combined with the other initiatives to reduce disruption to the campus, and to maximize financial savings by working with one contractor. Formal board approval will be required.

- **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. During Enbridge's site visit, they determined that the generator requires a new and separate natural gas meter. Generator testing and commissioning has been scheduled for mid-September.

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

Start Date: February 2022 **Completion:** 2026

*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. An electrical contractor has been awarded the contract for the testing and maintenance work, which will guide the five-year renewal plan. This project requires careful co-ordination and communication to manage building shutdowns and minimize disruption to occupants.

- **Indigenous Learning Place**

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

*Update: Design is at 66% and the project team is working on updating the schedule. A Class B updated Project Budget of \$5.6 million was received, and additional funding will be required for the project to move forward. Scope of work includes accessible pathways from MacOdrum Library to the Paterson Quad, water features, irrigation system, fire circle, Teaching Lodge (complete with IT upgrades, interior wood burning fire place, with interior fire alarm, water valve hose bib available inside, card access and smudging approved area), outdoor wood burning Fire Circle), dedicated elder parking spot, emergency phone installation, exterior lighting upgrades, as well as campus video security upgrades. The project has been guided by the Carleton Outdoor Space Master Plan and detailed consultation with Carleton's Indigenous leadership since 2021.

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

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

*Update: The east main quad stairway requires critical structural repairs. The tunnel immediately below the stairway area shows signs of waterproofing failure and requires full-depth ceiling reinstatement, complete with additional electrical/mechanical upgrades, re-waterproofing membrane installation and landscaping reinstatement. The project is currently in the construction phase. The stairway and tunnel are on schedule to be reopened for Sept. 5, 2024, with a substantial completion date of Oct. 1, 2024. Additional adjoining waterproofing of the tunnel storage room and exterior expansion joint at the top of the stairs at the main quad pedestrian pathway were identified post tender and have been added to the original scope of work for this project.

- **Southam Hall HVAC Upgrades**

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

*Update: The Southam Hall HVAC Upgrades involves the replacement of the supply and return air fans for the existing air handling unit (AHU) in Southam Hall. The fans, which are approximately 50 years old, have exceeded their life expectancy and require replacement. Additionally, the project scope has expanded to include water drainage improvements and architectural repairs. A mechanical/electrical engineering firm has been engaged and the consultant has submitted the 99% package for review. FMP is planning to tender the work in fall

2024 with the intent to start construction spring 2025. Schedule subject to delivery of equipment.

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

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

***Update:** This project involves upgrades to the mechanical systems with replacement of the air handling unit, boilers, humidifiers and chillers. The replacement of the mechanical equipment will result in building performance improvements and allow maintenance and operations staff the ability to maintain the proper humidity levels that the Art Gallery requires to operate. Construction is underway, with construction having commenced on schedule. The project is progressing well and is on target to meet the fall completion date, including full commissioning of the equipment.

- **Tory Building Theatre Enhancements**

Start Date: June 2023 **Construction Completion Date:** Fall 2024

***Update:** Project involves seating replacement, lighting upgrades, and a refresh of paint and aesthetics of the space. Contractors have removed a vestibule for improved accessibility and added concrete platform to accommodate wheelchair access. The floors have been epoxied and ceiling painting/lighting is underway. New seating was installed over the summer and the theatre has reopened for fall classes.

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

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

***Update:** 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. The goal of the project is to lower greenhouse gas (GHG) emissions, improve energy efficiency, and reduce operations maintenance repairs and resources.

The new cooling plant will be relocated to the exterior of the building. Upon further review with the engineering team, the addition of two diesel-powered generator replacements and upgrades has been added to this project. The generators are located within the same mechanical room as the chiller to be replaced. The generators have exceeded their life expectancy. Replacing these will lower GHG emissions, maintenance and energy costs. Schedule subject to delivery of equipment.

6.0 FINANCIAL IMPLICATIONS

Supply chain and trade resource issues, as well as the City of Ottawa continue to affect project budgets and schedules. 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 in multi-year projects, to account for cost increases over time. In order to minimize occupant disruption; after-hours work and phased construction approaches are considered for some projects which may result in higher construction costs and longer construction schedules.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Construction escalation remains on an upward trajectory but is becoming more manageable and less volatile, based on Turner and Townsend's Q1 2024 Canada market intelligence report. Factors informing escalation forecasts include prolonged softening across several sectors and provinces, material cost reductions and easing lead-times.

Risks that our construction projects are facing include schedule delays, construction cost increases, inflation, supply chain risks, resource and trade availability, and unknown site conditions. These cost increases and supply chain risks are being managed through effective planning of 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 contingencies, as well as risk management help to mitigate risks. Completing intrusive testing and inspections prior to construction mitigates risks related to unknown site conditions. The university 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.

In light of these challenges, Carleton University and FMP are committed to proactive planning, effective communication, and strategic collaboration to navigate the complexities of the current market and deliver successful projects.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The new capital projects, and capital renewal and deferred maintenance initiatives will play a role in attracting and retaining students, faculty, employees, and the community to the university, thus 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 made to plan and schedule the work as effectively as possible. Projects must remain adaptable to changing conditions, with a focus on maintaining clear communication with all stakeholders.

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 checked="" 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"/>

**Carleton University
Major Capital Projects
Reporting at July 2024**

Project	Funding Source	Budget	Expenditures at July 31/24	Anticipated Expenditures to Come	(Over) Under Budget
Capital Renewal 2020/21	University Operating Budget	14,000,000	12,634,248	1,365,752	0
Capital Renewal 2021/22	University Operating Budget	14,000,000	12,359,648	1,640,352	0
Capital Renewal 2022/23	University Operating Budget	14,000,000	9,649,395	4,350,605	0
Capital Renewal 2023/24	University Operating Budget	14,000,000	3,792,285	10,207,715	0
Capital Renewal 2024/25	University Operating Budget	14,000,000	112,496	13,887,504	0
New Residence (Rideau House)	Housing-16M/Bond-80M/ Capital Reserve-10M	106,000,000	56,618,682	49,381,318	0
Aquatics Centre and Wellness Hub - Concept Design	Athletics-650,157K OVPFA-600K	1,250,157	1,174,795	81,362	0
TC-Dinning Hall Expansion	Dining Services	8,500,000	2,888,261	5,611,739	0

LA- Envelope Remediation and Replacement	Debenture \$4 million/Capital Reserve-300K/Faculty of Public and Global Affairs-600K	4,980,000	603,026	3,776,974	0
PA - Building Retrofit and Renewal	Capital Reserve	1,123,000	275,933	847,067	0
Transportation Fund	Capital Reserve	10,000,000	7,214,941	2,785,059	0
Facilities Renewal Program 24/25	Grant	5,149,500	435,005	4,714,495	0
TOTAL		215,002,657	108,043,516	106,959,141	-

To:	Board of Governors	Date of Report: 31 July 2024
From:	Chair, Finance Committee	Date of Meeting: 10 October 2024
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. The report focuses on the investment returns of the Endowment and provides information about the asset mix and outside investment managers. This report focuses on the performance of the Endowment for periods ending June 30, 2024.

The primary objective of the Endowment is to achieve returns that will allow annual distributions of 4% on a moving four-year average of the market value of the Endowment, and a 1% administrative levy while preserving the real value in perpetuity. Results for this period show that returns met this objective. The four-year annualized return for the period was 7.8%, after accounting for the 4% annual distribution, 1% administrative levy, and inflation annualized over a four-year period.

Carleton University General Endowment

Performance for periods ending June 30, 2024

	1 Yr	2 Yr	4 Yr	7 Yr	10 Yr
Gross Return ¹	9.4%	11.4%	8.0%	7.1%	7.4%
Benchmark Portfolio	13.9%	13.3%	9.8%	8.1%	6.7%
Value-Add ²	-4.5%	-1.9%	-1.8%	-1.0%	0.7%
Net Return	9.1%	11.1%	7.8%	6.9%	7.2%

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 return did not meet the secondary objective of beating the Benchmark Portfolio because of the 35% Global Equities allocation in the Endowment. The third-party investment manager of this 35% allocation underperformed the MSCI World Index due to an underweight position to mega-cap technology stocks. This is being monitored by the Investment Committee.

The market value of the Total Endowment is \$383M up from \$370M year over year. This includes three small single-purpose endowments that have specific investment mandates and uses separate from the General Endowment which is \$361M as of June 30, 2024.

In the fiscal year, the annual distribution from the Endowment was \$15.0 million, providing \$4.1 million for scholarships and awards, \$4.4 million in bursaries, and \$6.5 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 Endowment. Information from their report for the period ending June 30, 2024, was used in preparing this investment report.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

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

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

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

Asset Class	Minimum	Benchmark	Maximum
Cash and Short-Term	0%	0%	5%
Fixed Income	10%	20%	30%
Equities			
Canadian Equities	20%	30%	40%
Global Equities	25%	35%	45%
Total Equities	55%	65%	75%
Infrastructure	5%	15%	20%

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

- An Asset Mix review was completed by JP Morgan in consultation with the Investment Committee, Pension Fund Management office, and leaders from the Sprott Student Investment Fund. There will be small changes to the asset mix reflected in the Statement of Investment Policies and Procedures (“SIP&P”) at a future Finance Committee meeting. The new asset mix is projected to outperform the primary return objective of the General Endowment and reduce the weighted average carbon intensity of the equity holdings.
- The Investment Committee was briefed on the divestment campaign and encampments unfolding across the sector.
- Debra Alves will resign from the Investment Committee on December 31st after many years volunteering at the university including on the Board of Governors and Pension Committee.

6.0 FINANCIAL IMPLICATIONS

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

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

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

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

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

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

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There are some reputational implications that requires a communications strategy as it relates to the investments.

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

Investment Report for the Endowment

Sept. 24, 2024

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

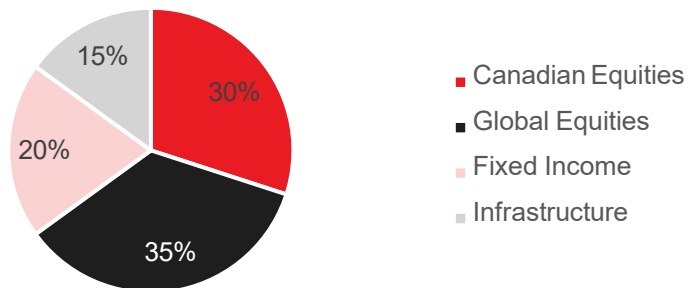
As of June 30, 2024	1 Yr	2 Yr	4 Yr	7 Yr	10 Yr
Total Return (Gross) ¹	9.4%	11.4%	8.0%	7.1%	7.4%
Benchmark Portfolio ²	13.9%	13.3%	9.8%	8.1%	6.7%
Value Add ³	-4.5%	-1.9%	-1.8%	-1.0%	0.7%
Total Return (Net)	9.1%	11.1%	7.8%	6.9%	7.2%

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

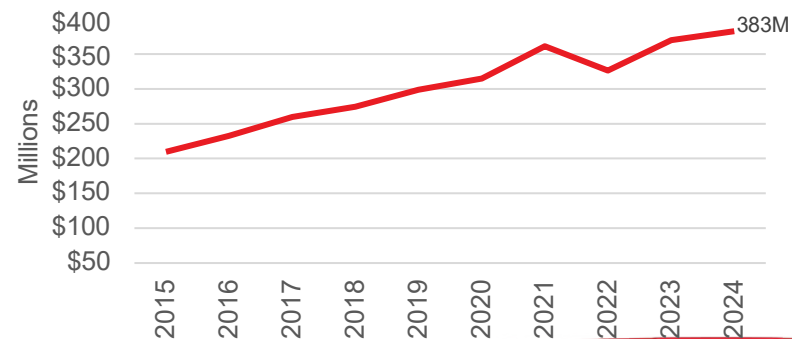
²Benchmark Portfolio is 25% TSX index, 35% MSCI World, 20% FSTE CAD Bond Universe Index, and 15% CPI+4%.

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

SIP&P Target Asset Mix – General Endowment



Total Endowment Net Asset Value

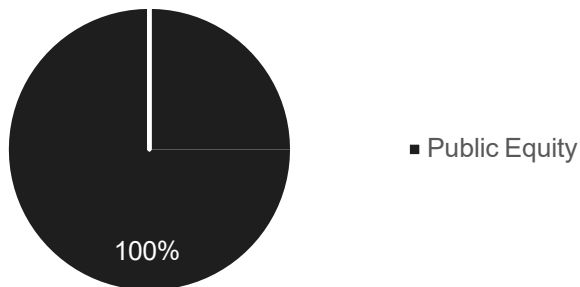


Sprott Student Investment Fund

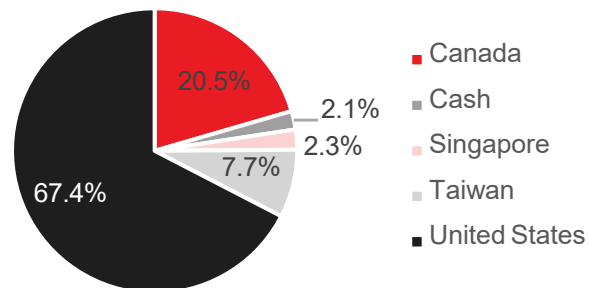
As of Mar 31, 2024	1 Year	2 Year	4 Year	8 Year
Total Return (Net)	22.9%	9.1%	22.6%	15.6%
Benchmark Portfolio ¹	26.3%	9.6%	20.2%	13.3%
Value Add	-3.4%	-0.5%	2.4%	2.3%

¹Benchmark Portfolio is 65% S&P500 Index, 35% TSX Index.
\$2.4M net asset value.

Portfolio Asset Mix



Portfolio Allocation by Country



Endowment Updates

- An asset mix review was completed by JP Morgan in consultation with the Investment Committee, Pension Fund Management office, and leaders from the Sprott Student Investment Fund.
- The projected return of the new asset mix will be over 7%, and it will also reduce the weighted average carbon intensity of the portfolio.
- The new asset mix will be recommended by the Investment Committee via an updated SIP&P at the November Finance Committee meeting.
- The Investment Committee was briefed on the divestment campaigns occurring across the sector.
- Debra Alves, a long-time volunteer at Carleton University, is resigning from the Investment Committee at calendar year-end. A search is underway to nominate a new external investment professional to join the volunteer committee.

To:	Board of Governors	Date of Report: 3 August 2024
From:	Chair, Finance Committee	Date of Meeting: 10 October 2024
Subject:	Update on 2024 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 2021, a credit rating was performed by the Dominion Bond Rating Service (DBRS) Morningstar. At that time, 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 2024, and issued the attached press release.

The full report and the press release indicate the AA (low) rating was retained, with a stable trend. This rating was supported by the university's improving research profile, large expendable resources (reserves), and a manageable debt burden.

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 University Financial Accountability Framework, with eight core financial metrics, including a credit rating. A rating of AA (low) and above attracts the best score for this metric within this framework.

While most post-secondary institutions are constrained by the challenging funding and tuition framework, coupled with uncertainty around international enrolments, DBRS indicates that Carleton is relatively well positioned to withstand these pressures.

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

Morningstar DBRS Confirms Carleton University's Issuer Rating and Senior Unsecured Debentures at AA (low) With Stable Trends

UNIVERSITIES

DBRS Limited (Morningstar DBRS) confirmed Carleton University's (the University or Carleton) Issuer Rating and Senior Unsecured Debentures rating at AA (low). Both trends are Stable.

KEY CREDIT RATING CONSIDERATIONS

The credit ratings are supported by Carleton's position as a leading comprehensive university in Canada with an improving research profile, large expendable resources, and a manageable debt burden. The credit ratings remain constrained by the difficult funding and tuition framework and an uncertain outlook for international enrolments, which are collectively weighing on fiscal performance. Despite these challenges, the University continues to remain relatively well positioned to withstand any pressures from the challenging operating environment.

For 2023-24, the University has indicated that some one-time gains in other income have offset slightly lower-than-anticipated international enrolments; however, it still anticipates a deficit on a consolidated basis driven by inflationary pressures, including higher labour costs. For 2024-25, the University projects an operating budget deficit of \$26.2 million, largely driven by a softer outlook for international student intakes along with the continued freeze on domestic tuition fees. The University has projected stable enrolment through 2026-27 with moderate growth (+1.5%) expected in 2027-28, supported by domestic enrolments. Based on the forecast for declining international enrolment, the University has presented operating budget deficits in its multiyear budget forecast. A combination of base budget cuts and existing reserves will be employed to offset the shortfalls and balance the budget. A bounce back in international enrolment in the outer years of the forecast, additional revenues from new program offerings, and higher-than-budgeted domestic enrolments based on the recent strong confirmation trends could result in smaller operating deficits over the forecast horizon.

As at April 30, 2023, Carleton's long-term debt totalled \$264.5 million, or \$9,736 per full-time equivalent (FTE) student, up from \$9,463 per FTE student in the prior year driven by enrolment declines. In the absence of material new issuance and as debt amortizes, Morningstar DBRS projects that debt per FTE will decline to less than \$9,000 by 2026-27, largely in line with prior expectations.

CREDIT RATING DRIVERS

The University has limited flexibility in the current credit rating category. A negative credit rating action could arise from a failure to reverse the declining trend in operating results or enrolments on a sustained basis, as well as materially higher-than-planned debt.

While unlikely, a positive credit rating action would be dependent on broad-based improvement in critical risk assessment factors, including Carleton's academic profile and financial risk metrics.

ENVIRONMENTAL, SOCIAL, AND GOVERNANCE CONSIDERATIONS

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

A description of how Morningstar DBRS considers ESG factors within the Morningstar DBRS analytical framework can be found in the Morningstar DBRS Criteria: Approach to Environmental, Social, and Governance Risk Factors in Credit Ratings (January 23, 2024) at <https://dbrs.morningstar.com/research/427030>.

CRITICAL RATING FACTORS (CRFs) AND FINANCIAL RISK ASSESSMENT (FRA)

(A) Weighting of CRFs Factors

In the analysis of Carleton, the CRF factors were considered in the order of importance contemplated in the methodology.

(B) Weighting of FRA Factors

In the analysis of Carleton, the FRA factors were considered in the order of importance contemplated in the methodology.

(C) Weighting of the CRFs and the FRA

In the analysis of Carleton, the CRFs carries greater weight than the FRA.

Notes:

All figures are in Canadian dollars unless otherwise noted.

Morningstar DBRS applied the following principal methodology:

-- Rating Public Universities (April 15, 2024), <https://dbrs.morningstar.com/research/431203>

Morningstar DBRS credit ratings may use of one or more sections of the Morningstar DBRS Global Corporate Criteria (April 15, 2024), <https://dbrs.morningstar.com/research/431186>, which covers, for example, topics such as holding companies and parent/subsidiary relationships, guarantees, recovery, and common adjustments to financial ratios.

The following methodology has also been applied:

-- Morningstar DBRS Criteria: Approach to Environmental, Social, and Governance Risk Factors in Credit Ratings (January 23, 2024), <https://dbrs.morningstar.com/research/427030>

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

A description of how Morningstar DBRS analyzes corporate finance transactions and how the methodologies are collectively applied can be found at: <https://dbrs.morningstar.com/research/397223>.

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-DBRS@morningstar.com.

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

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

Morningstar DBRS had access to the accounts, management, and other relevant internal documents of the rated entity or its related entities in connection with this credit 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. Morningstar DBRS trends and credit ratings are under regular surveillance.

Information regarding Morningstar DBRS credit ratings, including definitions, policies, and methodologies, is available on dbrs.morningstar.com or contact us at info-DBRS@morningstar.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
20-Jun-24	Issuer Rating	Confirmed	AA (low)	Stb	CA
20-Jun-24	Senior Unsecured Debentures	Confirmed	AA (low)	Stb	CA

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Advancement and University Relations Committee Marketing and Communications Update

Sep 12, 2024

Discussion Items

1. Undergraduate Recruitment Marketing Campaign
 - a) Recruitment Marketing Objectives
 - b) 2023-24 Campaign Recap and Results
 - c) 2024-25 Campaign Plan
 - Strategies
 - Platforms
 - Timing
2. Website Refresh
3. Gateway Signage

Recruitment Marketing Objectives

Our Target Audience

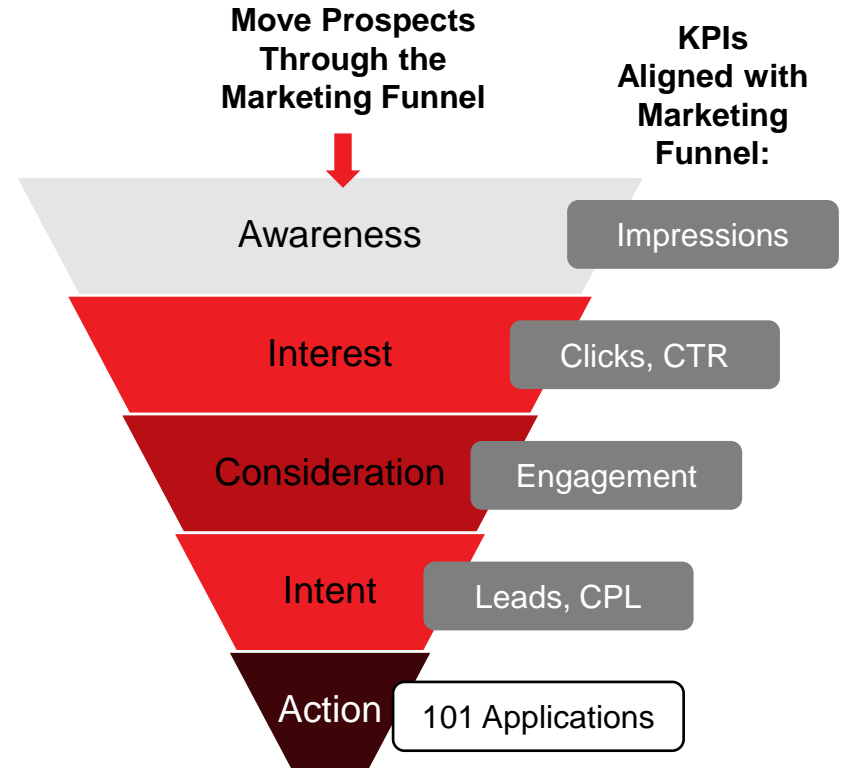
- Teens 15 to 18 years old
 1. Grade 12 students
 2. Grade 11 students
- English speaking
- Markets, in order of priority:
 1. Ottawa Region
 2. GTA, esp. suburban (905) audience
 3. Rest of Canada



2024 Ottawa high school grads
(Facebook public pages)

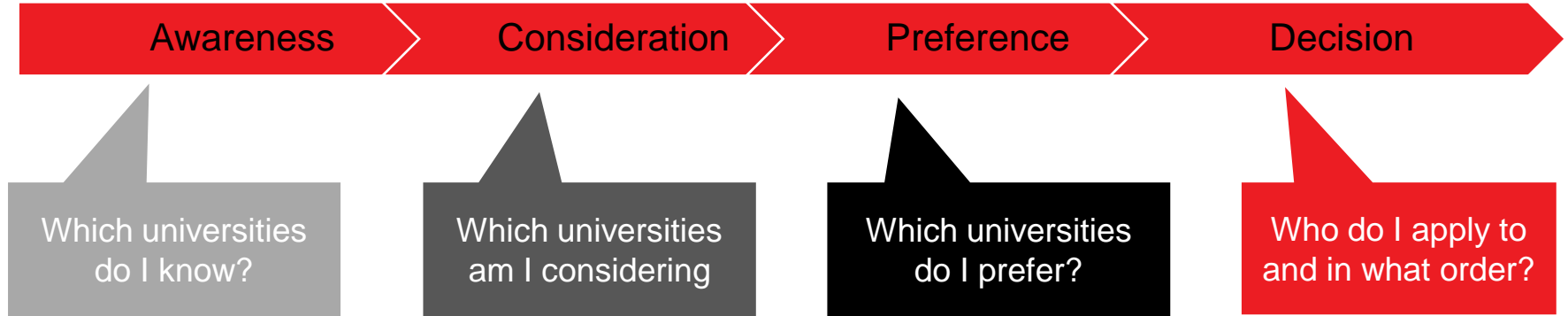
Campaign Objectives

- Create/raise awareness of Carleton (esp. outside of Ottawa region)
- Increase understanding of Carleton's distinctive strengths and benefits
- Develop affinity and connection with Carleton
- Generate leads for UGR team: sign-up to Carleton 360, attend OUF, register for a Recruitment event
- Increase intent to apply and choice



Student Journey Alignment

Connect with and motivate our audience as they progress along the student journey from August to January.



- The timing of their journey varies
 - Could begin in August for the “keener”, or in January for the “procrastinator”
 - Guidance counsellors typically push students to complete applications by end of November
 - Many will wait until over the holiday break to sit down with their parents
- They may circle back and change their minds several times during the journey

Support and Leverage UGR Activities

Application Phase (101s)

Confirmation Phase (101s)

September

January

June

Specific advertising support for key events & initiatives:

OUF
Oct 5-
6

Fall
Open
House
Oct.
26

Family
Info
Night
Dec. 3

Application
deadline
Jan. 15

March
Open
House
March 8,
10-15

Applicant
Evening
Series -
April

Spring
Open
House
May 10

2023-24 Campaign

Recap and High-Level Results

2023-24 Campaign Recap

- 3-phase campaign

Phase	Timing	% of Budget	Optimized for Key Performance Indicators (KPIs)
1: Awareness	Sep 5 to Oct 2	19%	<ul style="list-style-type: none">• Impressions• Clicks• Click-through-rate (CTR)

Prospective Undergraduate Campaign Results

2022-23	2023-24	Difference
152M impressions	60M impressions	-61%
\$4.25 CPM	\$9.25 CPM	118%
0.35% CTR	4.73% CTR	1,251%
527K clicks	2.8M clicks	431%
\$1.23 CPC	\$0.19 CPC	-85%

Sign-Ups to Carleton 360

Awareness + Application Phase

Date Range	Total Unique UG 360 Sign-ups
September 1, 2022 – January 15, 2023	6,666
September 1, 2023 – January 15, 2024	7,441
% Change	+10.9%

Application and Applicant Statistics

101 Application Journey – September Numbers

2019	2020	2021	2022	2023	2024*
21,099	20,293	19,345	20,180	20,784	22,199
-	-3.8%	-4.7%	+4.3%	+3.0%	+7.1%



*Numbers to June 5, 2024
Application data source: <https://www.ouac.on.ca/statistics/>

101 Applications vs. Competitors

Carleton had higher increase vs all competitors except Queen's

OSSS Applications	Jun 5, 2024	Jun 7, 2023	YOY %
Carleton	22,199	20,736	7.1%
U of Ottawa	34,799	33,291	4.5%
Queen's	41,332	37,303	10.8%
TMU	50,212	48,509	3.5%
York	54,296	53,993	0.6%
Waterloo	43,558	42,281	3.0%
Guelph	38,631	36,367	6.2%
All Applications	566,587	533,039	6.3%

101 Applicant Statistics

101 by Choice For Carleton					
Year	1st	2nd	3rd	4+	Totals
2023	3,516	2,425	2,467	6,627	15,035
2024	3,910	2,480	2,360	7,103	15,853
% Change	11.2%	2.3%	-4.3%	7.2%	5.4%
Confirmation Rate	50%	25%	15%	10%	25%

Carleton had an overall increase in 101 applicants – especially in 1st and 2nd choice

*Data from cubes – week of July 22, 2024

2024-25 Campaign Plan

Campaign Strategies

1

Select a **highly targeted mix of media channels** based on learning from previous campaigns

2

Develop **high performing advertising creative** that creates awareness, connection and overcomes barriers, e.g. housing, distance

3

Highlight and leverage **new programs***

4

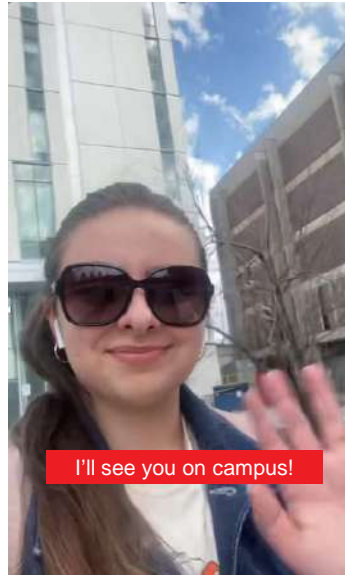
Leverage and align with **faculty-specific campaigns**

5

Support and leverage **UGR** activities through the **student journey**

Creative Strategy – Leveraging Performance Data

- Continued to test a variety of styles and messaging – top performers varied by platform and phase.
- Optimize style/messaging for ideal platform and timing.



Campaign Platforms

for 2024-25

Campaign Platforms



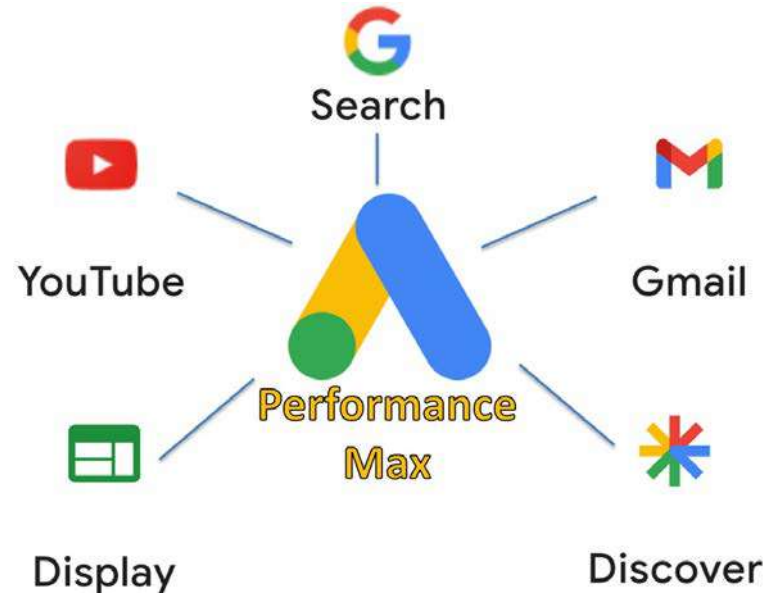
SnapChat



Instagram



inuvo



Campaign Timing

Campaign Timing

Platform	Markets	Aug 22	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Meta	Ontario	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
TikTok	Ontario	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
Snapchat	Ontario	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
YouTube	Ontario	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
ViStar - DOOH	GTA + Ottawa	Active	Active	Active	Active	Active	Inactive	Inactive	Inactive	Inactive	Inactive
Inuvo	GTA + Ottawa	Active	Active	Active	Active	Active	Inactive	Inactive	Inactive	Inactive	Inactive
Google Perf. Max	Ontario	Active	Active	Active	Active	Active	Inactive	Inactive	Inactive	Inactive	Inactive
Google Search	National	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
Budget Allocation		25%			65%			10%			

Website Refresh Project

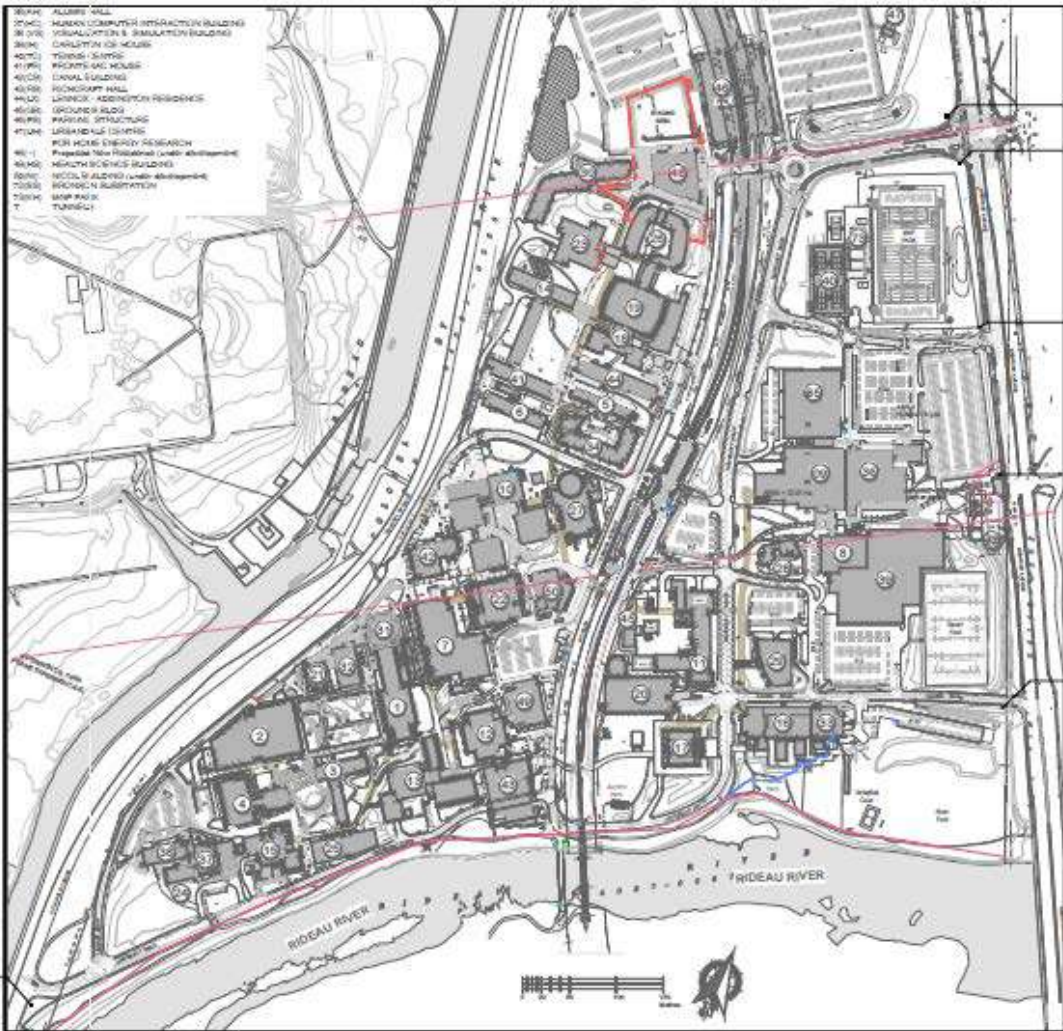
Carleton University acknowledges the location of its campus



“Thanks to intimate and small class sizes, you can have meaningful conversations with kind and intelligent professors who are always happy to chat and guide you toward your passions.”

Angel Xing,
Journalism and Humanities student, minor in History

Campus Gateway Project



University Dr.

Stadium Way

Raven Rd.

Brewer Park

Colonel By Dr.

Bronson Gateway - Daytime

Limestone
Base



Bronson Gateway - Nighttime



Secondary Gateways



Thank You



REPORT TO THE ADVANCEMENT & UNIVERSITY RELATIONS COMMITTEE

September 12, 2024

Department of University Advancement

Realizing visions.



Who We Are

Bios available at carleton.ca/advancement

What We Do

- **Revenue:** Sustain a 3-year rolling average of \$40M in gifts, sponsorships and Holistic Integrated Partnerships.
- **Relationships:** Engage with Carleton constituents including the academic community and athletics and with local, national and international alumni and donors.
- **Research:** Support revenue and relationships with data and data systems.
- **Records:** Issue 17,000 tax receipts annually and ensure regulatory compliance and protection of privacy. Maintain 289,000 records for alumni, donors and community members.
- **Resilience:** Retain donors and talent via 'best fit' practices and provide thought leadership to strengthen Canada's philanthropic and charitable/nonprofit sector.

Our Strategic Approach

- Advance and support **community engagement** (with alumni, parents, friends, students, donors and partners) to support Carleton University's mission and broader societal impact.
- Promote and facilitate **investment in higher education** and **giving *through Carleton*** to address societal and environmental challenges.
- Collaborate with industry in building ***Partnerships with Purpose*** through sponsorships and Holistic Integrated Partnerships.
 - HIP is a joint initiative of the Vice-President (Research and International) and University Advancement that streamlines engagement between the university and corporate partners to enable better research, create learning and employment opportunities for students and advance mutual societal goals.

Fundraising



Sector-Wide Trends in Philanthropy

General Decline in Participation Rates

Rise in Very Large Gifts

Increase in Gifts by Will

Giving through Donor Advised Funds (DAFs)

Growing Importance of Women

Strategic Corporate 'Philanthropy'

Canadian Foundations (\$135 billion) in Systems Change

Revenues by Type

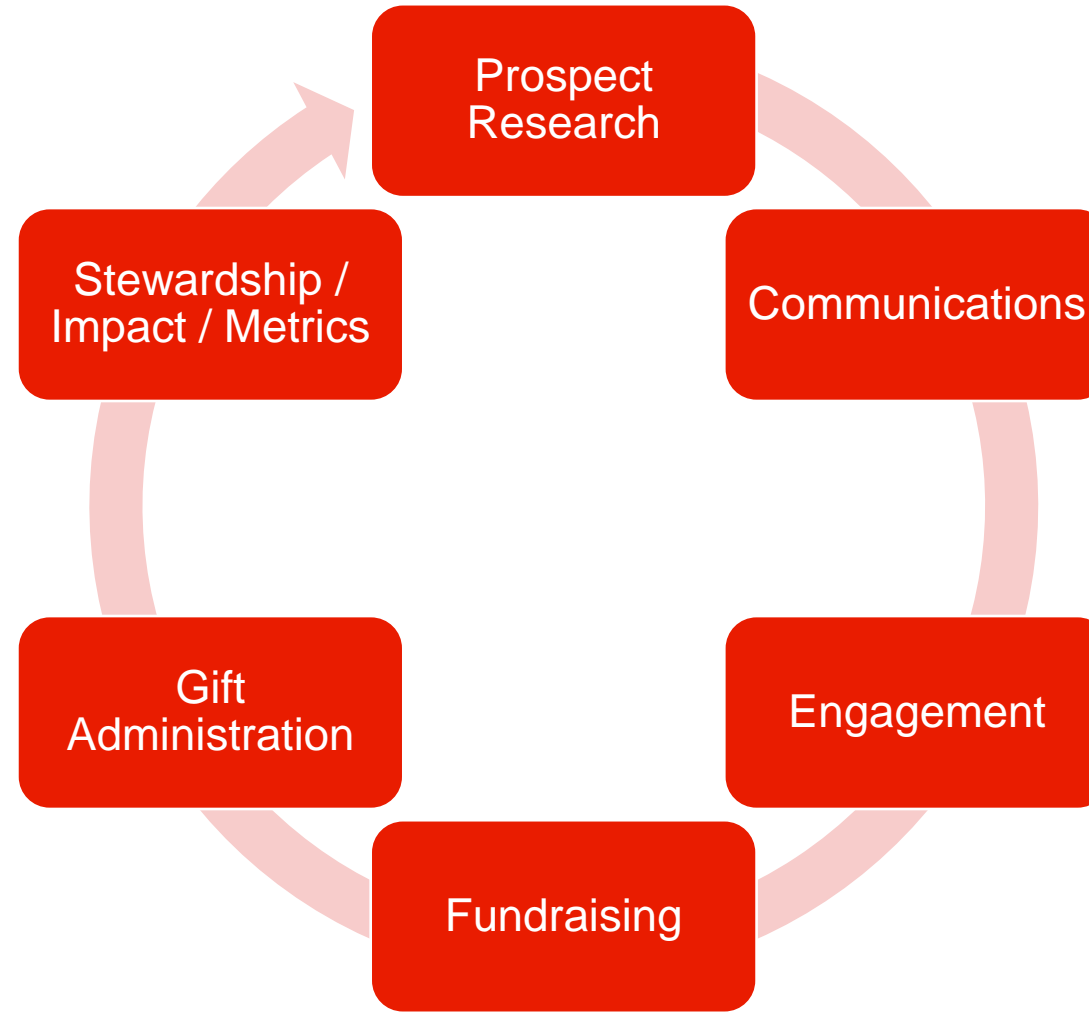
Revenue by Giving Level

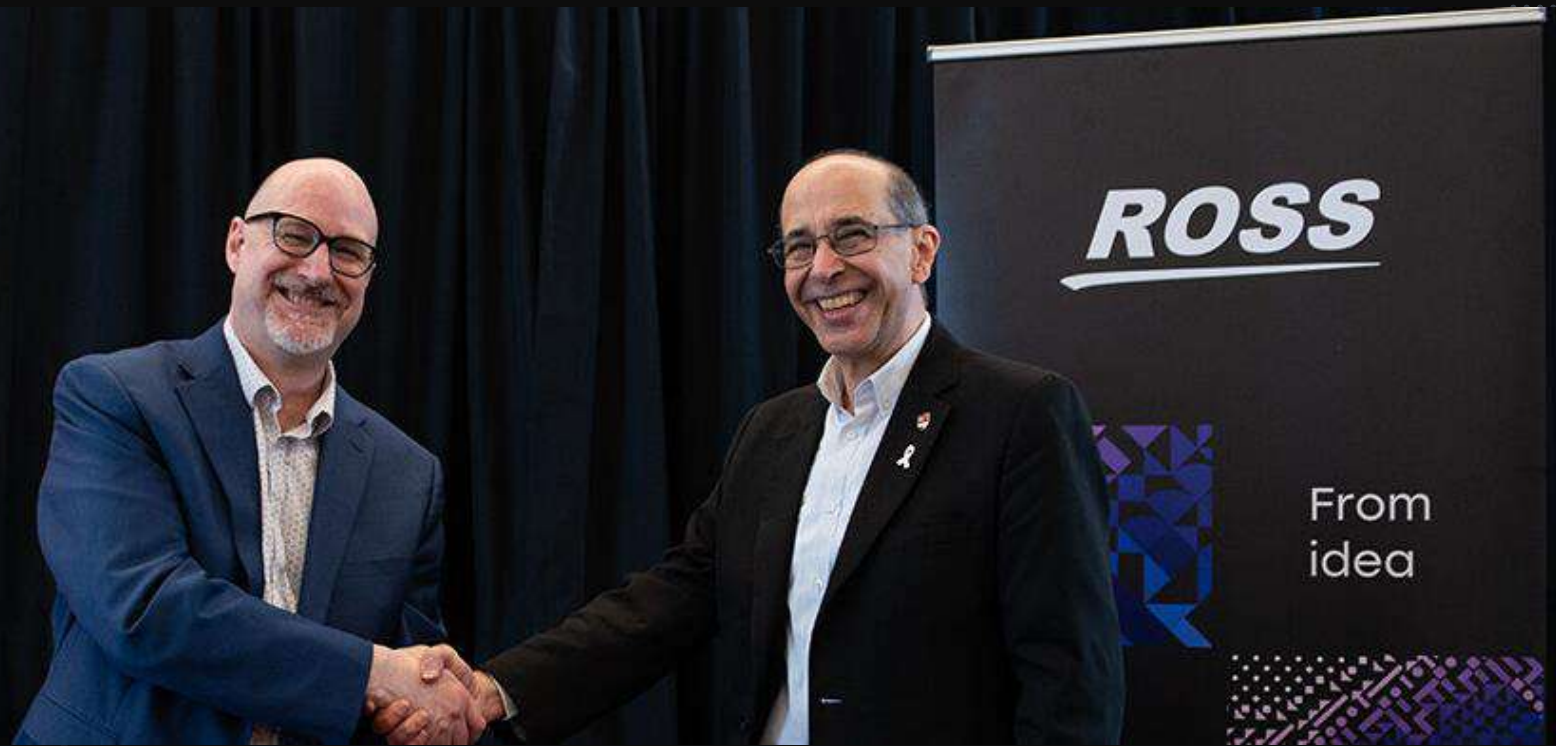


Type	\$ million (2023 – 2024)	% of Gifts*
Annual Giving	\$4.7	30 %
Major	\$7.4	47 %
Transformational	\$3.7	23%

* Excluding Planned Giving & Corporate Partnerships

Raising Funds: The Full Cycle





Holistic Integrated Partnerships

- Joint research
- Talent acquisition and student placements
- Sponsorship and Corporate Social Responsibility goals
- Mutually beneficial

Recent Successes

- ✓ \$4M Rosamond Ivey Research Chair in Sustainable Transitions
- ✓ Initial \$1.5M for a Chair in Philanthropy
- ✓ StudioDH
- ✓ Major sponsorships (e.g. Ice House hockey)
- ✓ ROSS Video Holisitc Integrated Partnership
- ✓ More, larger planned gifts
- ✓ Annual Giving had its biggest year
- ✓ Strengthened data systems



Student Awards

# of Bursaries		# of Scholarships		# New Bursaries 2023-24		# New Scholarships 2023-24	
Endowed	Non-Endowed	Endowed	Non-Endowed	Endowed	Non-Endowed	Endowed	Non-Endowed
374	58	596	129	8	4	8	15

- Most awards are endowed
- Continued annual growth in both bursaries & scholarships

Our Goals 2024-2025

Revenue:

- Surpass \$40 million in gifts, sponsorships & HIP contributions
- Grow annual giving (< \$25,000) to \$4.8 million
- Increase number of major gifts
- Enhance awareness of planned giving and increase number of pledges and gifts

Relationships:

- Build stronger relationships with potential donors and communities outside Ottawa, including national and international alumni
- Modernize DUA's digital presence, and launch new engagement programs with recent alumni, retirees and parents
- Engage with the Faculties, library and athletics to better serve their priorities

Reputation:

- Foster a culture of giving on campus and with academic partners
- Position Carleton as a trusted partner in educational fundraising

Our Goals 2024-2025

Partnerships with Purpose:

- Confirm at least 3 new Holistic Integrated Partnerships and engage prospective partners in sectors such as health, banking and insurance
- Attract a larger number and greater variety of new sponsorships
- Be more strategic in working with and securing grants from foundations

Leadership and Transition:

- Provide thought leadership in philanthropy and the profession
- Enhance performance through meaningful metrics
- Support the new President and transition to new Chief Advancement Officer

Opportunities 2024-2025

(a sample)

School of Nursing + Health Technology

Carleton Dominion-Chalmers Centre


Chair & Centre in Philanthropy

Sustainability & Climate Adaptation

Planned Giving

Holistic Integrated Partnerships

Alumni based nationally and internationally



Carleton's Unique Bachelor of Science (BSc) in Nursing

Partnership with Queensway-Carleton Hospital

Tech-Forward Focus

Neuroscience & Mental Health

Indigenous

Clinical Placements

Funding Opportunities

- Naming opportunity for the School
- Simulation centre + associated technology
- Research
- Corporate investment in research, gifts-in-kind
- Student awards and supports
- Library resources
- Work-integrated placements

➔ Related health technologies + research



Centre of Excellence in Philanthropy & Civil Society

- **Aim:** strengthen Canada's charitable sector, make philanthropy more impactful & build a more robust culture of philanthropy
 - a national hub for research, education, professional development and leadership for the sector
- Builds on Carleton's distinctiveness & success
- 1st Chair: a consortium of funders



Carleton Dominion- Chalmers Centre

Arts, Performance + Learning
University + Community





Risk Considerations

Reputation

- Benefit from a positive university reputation & brand locally, nationally & internationally
- Mitigate risk of negative donor reputation with gift acceptance & naming policies & due diligence
- Manage donor relations with stewardship & gift agreements in an era of more complex gifts

Contextual Factors

- Economic and other factors affecting trends in philanthropy

Regulatory Compliance

- Importance of compliant receipting, protection of privacy, data systems & records

Staff Retention & Wellness

- Talent development & management

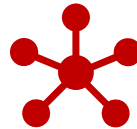
Board - Advancement Relationship



Ask us



Inform us



Connect us

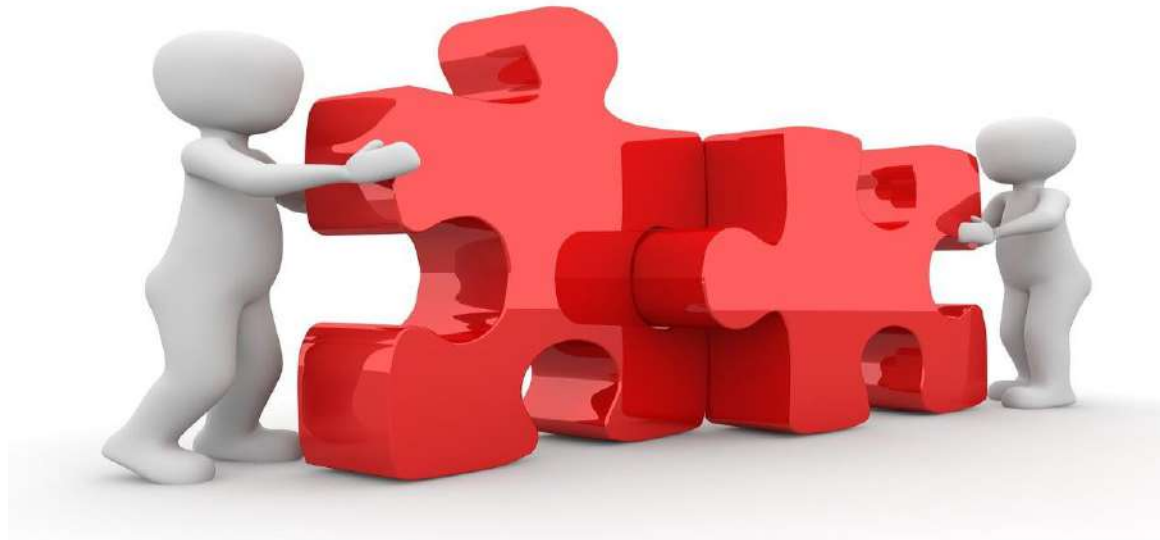


**Champion a
cause(s) and
Carleton**



Challenge us

**Working
together
next steps**



Thank you

Susan Phillips, Ph.D.
Interim Chief Advancement Officer
susan.phillips@carleton.ca

Government Relations Update

Alastair Mullin

Director, Government Relations

April, 2023

Strategic Government Relations Plan

- Remaining focused on three objectives:
 - Bringing government to campus and the campus to government
 - Speak with a clear Carleton voice
 - Innovation and distinction



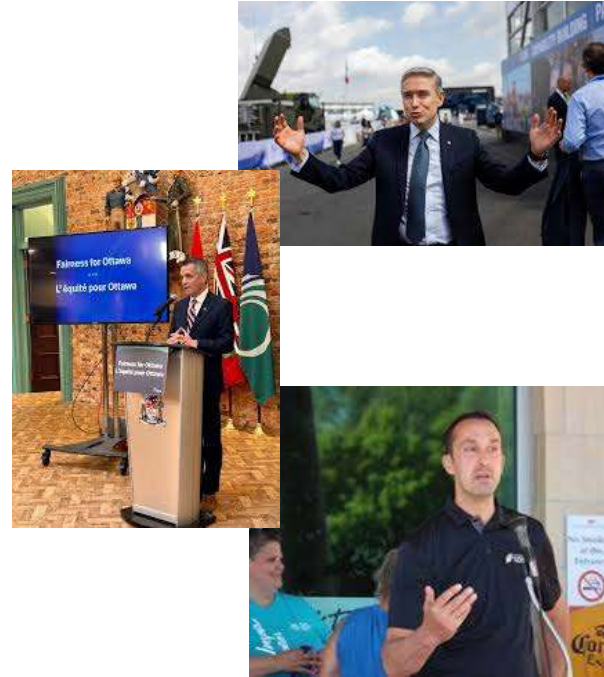
Advancing Government Relations at Carleton



- Positioning as a trusted partner for government
- Focused on concrete objectives with the public sector
- Strengthening collaboration among peer institutions

Continued focus this year

- Securing funding nursing and other programs
- Supporting the pool initiative
- Proactively engaging on the new research council



To:	Board of Governors	Date of Report: 16 September 2024
From:	Chair, Governance Committee	Date of Meeting: 10 October 2024
Subject:	Sexual Violence Policy Review Consultation	
Responsible Portfolio:	Vice-President (Students and Enrolment)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

After robust consultation processes in 2018-2019 and 2021-2022, Carleton University reviewed and made significant revisions to the Sexual Violence Policy. As we approach 2025, we are legally required to review the policy again to fulfill the provincial mandate as per Bill 132 and Bill 26 in addition to the mandatory revision date as noted in the Policy. Reviewing the Policy every three years helps us to ensure our Policy is as responsive and supportive to the community as possible. Due to the successful previous consultation processes, we are proposing a similar process for the 2024-2025 review.

4.0 INPUT FROM OTHER SOURCES

We continue to receive ongoing feedback on the Sexual Violence Policy and have identified areas of the Policy that should be given consideration. As this work plan is a draft, we will be consulting with the Carleton community before finalizing this work plan and posting it on our website in October 2024.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Pursuant to Bill 132, the University is required to have a stand-alone sexual violence policy which is reviewed and approved every three years by the Board. The purpose of the Policy is to articulate Carleton University’s commitment to a safe, supportive and healthy campus and to confirm its commitment to providing support to those members directly affected by sexual violence. As such, the Policy sets out the University’s statement of values and commitments to address sexual violence; provides information about supports and services available at Carleton University and in the community; ensures follow-up once a report is made to the University and provides information about the University’s process for responding to and addressing incidents and complaints of sexual violence.

While the Sexual Violence Policy has provided enough flexibility to support survivors while balancing the requirement for procedural fairness, opportunities to further clarify and improve policy language have been noted. Following similar consultation processes that occurred in 2018-2019 and 2021-2022, the Office of the Vice-President (Students and Enrolment) will undertake another extensive collaborative consultation process with the university community to review and revise the Sexual Violence Policy if appropriate.

6.0 FINANCIAL IMPLICATIONS

There are no financial implications associated with the review of and revisions to the Policy.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

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

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Failure to have a properly revised policy could expose the University to significant reputational risk. It is essential that the University provides extensive opportunities for members of the community to provide feedback on the Policy. Given the successful and robust consultation processes conducted in 2018-2019 and 2021-2022, we will be following a similar communications plan which is listed in full on the [Sexual Violence Policy website](#). This includes a strategic use of all Carleton communication channels including email, social media, student and staff/faculty newsletters, Carleton360, Carleton Mobile, and direct stakeholder engagement to encourage overall engagement and feedback in this review process. All information relating to the Sexual Violence Policy Review will be maintained on the [Sexual Violence Policy website](#) including all feedback received.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

Considerations for Carleton University Sexual Violence Policy Review

Overview

After robust consultation processes in [2018-2019](#) and [2021-2022](#), Carleton University has continued to review and make revisions to the Sexual Violence Policy. As we approach 2025, we are required to review the policy again, to fulfill the provincial mandate as per Bill 132 and Bill 26, and ensure our policy is as responsive and supportive to the community as possible.

The last review of the Policy provided additional clarifications, recognized systemic forms of oppression and language adjustments.

To address the ongoing feedback received since the last review of the Sexual Violence Policy, consideration should be given to clarify the Policy in the following areas:

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

In order to do this in the most collaborative way possible, the Office of the Vice-President (Students and Enrolment) (OVPSE), has proposed the following work plan. We are seeking feedback on the work plan, the timelines, the process and the areas identified by the campus community. You can provide your feedback online through our [consultation website](#) or by emailing svpolicy@carleton.ca

Work Plan

Phase	Action	Timeline
Process Consultation	Post work plan for input and public consultation about timelines, process and areas of the work plan	September 9, 2024
	Feedback on the consultation process can be given online through: carleton.ca/sexual-violence-policy	September 9 – 20, 2024
Listening	Provide identified policy areas for clarification of language and process to the Campus Community, and open an online feedback form about these areas, as well as any other areas that may not be previously identified and general	October 2024

	<p>comments, for those who wish to participate digitally</p>	
	<p>Reach out to key stakeholder groups including labour unions, student governments and student groups to receive feedback</p>	<p>October 2024</p>
	<p>Host information and feedback sessions for students, faculty (including contract instructors, sessional lecturers, teaching assistants, etc.), staff (including academic and administrative staff), and senior administration.</p> <p>Student consultations will include sessions for:</p> <ul style="list-style-type: none"> • Racialized students • Indigenous students • Students with disabilities • International students • Graduate students • Residence students • 2SLGBTQIA+ students <p>Additional sessions will be made available upon request for any key stakeholder groups including labour unions, student governments and student groups. Requests can be submitted to svpolicy@carleton.ca</p>	<p>October - November 2024</p>
Tactical	<p>Compile feedback from each event, as well as digital feedback, and sort through responses.</p>	<p>November – December 2024</p>
	<p>Assess proposed changes for legal, procedural, and collective agreement impacts; continue to sort through the possible revisions.</p>	<p>November – December 2024</p>
	<p>Share actionable tactics not appropriate for the policy with Equity and Inclusive Communities to review as part of <i>Honouring Each Other: A Campus Strategy on Sexual Violence Prevention</i>.</p>	<p>November – December 2024</p>
Drafting	<p>Release draft of the policy to the community for digital feedback</p>	<p>Mid-January 2025</p>

Draft Work Plan for the 2025 Sexual Violence Policy Review (September 16, 2024)

	<p>Host information and feedback sessions for students, faculty, staff and administration to review the new draft of the policy.</p> <p>Any sessions will be made available upon request for any key stakeholder groups including labour unions, student governments and student groups. Requests can be submitted to svpolicy@carleton.ca</p>	Mid-January-February 2025
Fine-tuning	Review and include applicable feedback	March-April 2025
	Share actionable tactics not appropriate for the policy with Equity and Inclusive Communities to review as part of <i>Honouring Each Other: A Campus Strategy on Sexual Violence Prevention</i> .	March 2025
Finalization	Release final draft of Sexual Violence Policy to the Board of Governors for approval	June 4, 2025

To:	Board of Governors	Date of Report: 6 June 2024
From:	Chair, Executive Committee	Date of Meeting: 10 October 2024
Subject:	Creation of the Institute for Data Science	
Responsible Portfolio:	Provost and Vice-President (Academic)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

Approved by Executive Committee on behalf of the Board.

3.0 EXECUTIVE SUMMARY

The proposed creation of the Institute for Data Science has been recommended by the Faculty of Science. The Institute for Data Science is currently an ad hoc unit with its administration, housed in the School of Computer Science. This proposal will move the Institute for Data Science out of the School of Computer Science and formally situate it under the Faculty of Science. It will house the Collaborative Masters in Data Science and the Data Science, Analytics, and Artificial Intelligence Masters and PhD programs, as well as the proposed Bachelors of Data Science, which is currently undergoing the approval process.

Senate will receive a motion on June 7, 2024 to recommend to the Board of Governors that the creation of the Institute for Data Science is approved. Pending this recommendation, we seek approval from the Board of Governors to formally create the Institute for Data Science.

4.0 INPUT FROM OTHER SOURCES

The proposal to create an Institute for Data Science has been approved and supported by the Dean, Faculty of Science; the Vice-Presidents’ Academic and Research Committee (VPARC); Faculty Board; and the Senate Quality Assurance and Planning Committee (SQAPC).

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The creation of the Institute supports new academic program development, which aligns with Carleton’s Strategic Integrated Plan and the Carleton Academic Plan. The Strategic Integrated Plan outlines a need to “expand quality academic programming that responds to societal needs and questions” under the “we will prepare students for success in an ever-changing future” section. The Carleton Academic Plan highlights the need to “create, facilitate, interrogate, and share knowledge exploration” and to “explore flexible and innovative program options” as key themes under the “Share Knowledge, Shape the Future” strategic direction.

6.0 FINANCIAL IMPLICATIONS

The establishment of the Institute does not have financial implications. Resourcing related to the proposed Data Science program is outlined in the program proposal.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

There are no risks or legal ramifications.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There are no reputational implications.

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"/>

Change in Governance - the Institute for Data Science and Bachelors of Data Science

MEMORANDUM

To: Dr. David Hornsby, Vice-Provost Associate Vice-President (Academic)

From: Dr. Ethan Hermer, Professional Programs Officer, Office of the Dean of Science
Dr. Michel Barbeau, Program Co-Lead, Director, School of Computer Science; Interim Director, Institute for Data Science; Faculty of Science
Dr. Robert Burk, Program Co-Lead, Director, School of Mathematics and Statistics, Faculty of Science
Dr. Jeffrey Smirle, Director, External Affairs, Office of the Dean of Science

CC: Dr. Maria DeRosa, Dean, Faculty of Science
Dr. Julia Wallace, Associate Dean (Undergraduate Affairs), Faculty of Science
Dr. Hashmat Khan, Associate Vice-President (Academic Programs and Strategic Initiatives)
Christina Noja, Director, Office of Academic Programs and Strategic Initiatives
Dr. Robyn Green, Program Officer, Office of Academic Programs and Strategic Initiatives
Dr. Lizzie Yan, Program Assessment Specialist, Office of Academic Programs and Strategic Initiatives

Date: May 28, 2024

Subject: Change in Governance - the Institute for Data Science and Bachelors of Data Science.

Description of change

The Institute for Data Science (IDS) currently is an ad hoc unit with its administration housed in the School of Computer Science (SCS).

With the creation of an undergraduate program in Data Science, we propose a formal status to the IDS within the Faculty of Science. The IDS will have a Director, appointed by the Dean of the Faculty of Science. The new undergraduate program in Data Science will be led by the Director of the IDS.

Impact on Other Programs

The IDS will leave the SCS and will be a distinct unit with the Faculty of Science. The newly proposed governance documents for the Institute for Data Science and the Bachelors of

Data Science are attached as Appendices A and B. The Collaborative Masters in Data Science and the Data Science, Analytics, and Artificial Intelligence Masters and PhD will be housed under IDS. For information on the governance of the graduate programs and collaborative specialization please refer to the FGPA program governance document submitted to and approved by Senate on May 3, 2024.

Resources

The new IDS will be housed in the Faculty of Science. Faculty members who are a part of the current IDS can be cross-appointed to the IDS and new data science faculty members will be housed within the new IDS. The current resources allocated to current units will remain the same. As indicated in the Executive Summary for the new Undergraduate program in Data Science, submitted to VPARC on January 10, 2024, we are adding an institute administrator to assist in the administration of the IDS, an undergraduate advisor to support the new undergraduate program in Data Science. The IDS requires space to house the administrative support for students, staff, and faculty. Additional space will be allocated in year three for incoming faculty members.

Appendix A: Institute for Data Science Board

C. Governance

The Institute for Data Science is housed within the Faculty of Science. The Institute is administrated by the Director of the Institute for Data Science, with the support of the Institute for Data Science Board (IDSB) that consists of all faculty members of the IDS and external representatives from member units of the undergraduate and graduate Data Science programs. The IDSB discusses and forwards program changes to SCAP.

The IDS Director is appointed by the Dean of the Faculty of Science through consultation with the IDS faculty members. The IDS Director is chosen from the IDS faculty, or faculty from units providing an Undergraduate Data Science Concentration. The Director will be cross-appointed to IDS. The Director's term is three years.

The responsibilities of the IDS Director are as follows:

- Chair the IDSB
- Organize student orientations.
- Oversee IDS faculty appointment.
- Conduct industry outreach.
- Present the Collaborative Masters in Data Science program at Data Day.
- Hire contract instructors for DATA 5000, DATA 5001, and DATA 5002.
- Approve curriculum changes (CourseLeaf modifications) for the Bachelor of Data Science.
- Assign committee representatives (e.g., SCAP representative).
- Oversee operations of the Collaborative Masters in Data Science and the Data Science, Analytics, and Artificial Intelligence Masters and PhD.

The department administrator provides administrative support to the IDS Director.

Appendix B: The Undergraduate Data Science Program

C. Governance

The Bachelors of Data Science and its Concentrations are housed in the Institute for Data Science (IDS), within the Faculty of Science. The program is administrated by the Chair of the Undergraduate Data Science Curriculum Committee (UDSCC). The UDSCC includes at least two IDS faculty members. Lab coordinators can attend the UDSCC in an advisory role. The UDSCC meets three times a year, typically once per term, or as needed, based on requirements.

The Chair of the UDSCC is appointed by the Director of the IDS in consultation with the UDSCC for a two-year term. The Chair of the UDSCC can be appointed from the IDS faculty, or faculty from units providing an Undergraduate Data Science Concentration.

The responsibilities of the Chair of the UDSCC are as follows:

- Organize student orientations.
- Conduct industry outreach.
- Present the Undergraduate Data Science program at Data Day.
- Appoint an undergraduate co-op advisor.

The responsibilities of the UDSCC are as follows:

- Review the program to ensure it meets its learning outcomes.
- Develop new curriculum based on recommendations from IDS faculty members, an eventual external advisory committee, and new university policies.
- Maintain the forms, documents, procedures, and guidelines associated with the Honours projects and theses.

The undergraduate co-op advisor identifies and liaises with external stakeholders to ensure the smooth operation of the co-op program. They organize marking of co-op reports authored by students upon completion of work terms.

The undergraduate advisor provides administrative support to the UDSCC.

To:	Board of Governors	Date of Report: 6 June 2024
From:	Chair, Executive Committee	Date of Meeting: 10 October 2024
Subject:	Creation of the School of Nursing	
Responsible Portfolio:	Provost and Vice-President (Academic)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

Approved by the Executive Committee, on behalf of the Board of Governors.

3.0 EXECUTIVE SUMMARY

The proposed creation of the School of Nursing has been recommended by the Faculty of Science. The proposed School of Nursing will be situated within the Faculty of Science and will house the proposed Honours Bachelor of Science – Nursing program, which is currently undergoing the required approval process.

As per the attached memo, the School of Nursing will include a Nursing School Board, an Experiential Learning and Clinical Placement Committee, External Stakeholder Committees, and a Bachelor of Science – Nursing Curriculum Committee.

Senate will receive a motion on June 7, 2024 to recommend to the Board of Governors that the creation of the School of Nursing is approved. Pending this recommendation, we seek approval from the Board of Governors to formally create the School of Nursing.

4.0 INPUT FROM OTHER SOURCES

The proposal to create a School of Nursing has been approved and supported by the Dean, Faculty of Science; the Vice-Presidents’ Academic and Research Committee (VPARC); Faculty Board; and the Senate Quality Assurance and Planning Committee (SQAPC).

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The creation of the School supports new academic program development, which aligns with Carleton’s Strategic Integrated Plan and the Carleton Academic Plan. The Strategic Integrated Plan outlines a need to “expand quality academic programming that responds to societal needs and questions” under the “we will prepare students for success in an ever-changing future” section. The Carleton Academic Plan highlights the need to “create, facilitate, interrogate, and share knowledge exploration” and to “explore flexible and innovative program options” as key themes under the “Share Knowledge, Shape the Future” strategic direction.

6.0 FINANCIAL IMPLICATIONS

The creation of the School does not have financial implications. Resourcing related to the proposed Nursing program is outlined in the program proposal.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

There are no risks or legal ramifications.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

There are no reputational implications. A communications plan is being developed by the Faculty of Science, Department of University Communications, with input from the Office of the Provost and Vice-President (Academic), and will be implemented at the appropriate time, once the appropriate approvals are in place.

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"/>

Change in Governance – School of Nursing

MEMORANDUM

To: Dr David Hornsby, Vice-Provost and Associate Vice-President (Academic)

From: Dr. Ethan Hermer, Professional Programs Officer, Office of the Dean of Science
Dr. Matthew Holahan, Program Lead, Chair; Department of Neuroscience.
Danielle Manley, Interim Director; Proposed School of Nursing)
Dr. Jeffrey Smirle, Director, External Affairs, Office of the Dean of Science

CC: Dr. Maria DeRosa, Dean, Faculty of Science
Dr. Julia Wallace, Associate Dean (Academic Affairs), Faculty of Science

Date: January 10, 2024

Subject: Change in Governance – School of Nursing

Description of change

We are proposing the creation of a School of Nursing to house the Honours Bachelor of Science – Nursing program.

Impact on Other Programs

This School of Nursing will be housed in the Faculty of Science as specified below.

Resources

No new resources.

Appendix A:

Section C: Governance

The Bachelor of Science – Nursing (Honours and Major) program is housed in the School of Nursing and the Faculty of Science. The program is administered by the Nursing School Board which is made up of the Director, acting as chair of this committee, the faculty of the school, and representation from the nursing educators and a minimum of two nursing students (traditionally President and Vice-President of the Nursing Student Board or delegate(s)). This is the main decision-making body of the School and reviews all proposals for curriculum changes before submitting them to Science Committee on Academic Planning (SCAP). The School Board meets at least once a semester.

The Experiential Learning and Clinical Placement Committee (ELCPC) is made up of all practicum coordinators, and representation from faculty, the lab coordinators and nursing students. This committee will be chaired by a practicum coordinator. The occupational health nurse can attend in an advisory role. The ELCPC committee will liaise with external stakeholders directly involved with the program to ensure sustainable, safe, and mutually respectful collaborations within the Experiential Learning Labs and Clinical Placements. This committee also provides recommendations to the School Board for changes to the Clinical or Experiential Learning Lab curriculum and is responsible for producing the forms and procedures for clinical practicums and experiential learning labs. The chair of this committee, along with the director of the School, as necessary, will represent the School at the Regional Clinical Resource Committee meetings as well as other, external clinical placement committees.

The School of Nursing is committed to ensuring a strong community voice in the program. External Stakeholder Committees will be created to seek guidance from community members on how the program can best meet its focus on Indigenization, Decolonization and Reconciliation; integrating the patient and family voice; Equity, Diversity, Inclusion, and Belonging; and interprofessional practice. Additional committees will be formed and maintained as the School's relationships and the goals develop. Membership on these committees will be formed through community guidance, but will primarily consist of a faculty member acting as chair, and the necessary community members. The chair of the committee will be appointed by the director. These committees will regularly meet to provide guidance on how the Nursing program and its curriculum can better serve the members of the community and communicate recommendations to the School Board via committee chair reports.

The Bachelor of Science – Nursing Curriculum Committee (BSNCC) undertakes the duties necessary to ensure the maintenance of accreditation and the continued development of the nursing curriculum. The BSNCC is made up of the Undergraduate Program Supervisor who chairs the committee, and representation from faculty, and the nursing students. At least once a year, the committee will review the curriculum and make recommendations to ensure the curriculum is in-line with the current nursing accreditation bodies, as well as the school's mission. The committee can create new courses as the need arises, review and provide feedback on new university policies that affect the program, update and maintain forms involved with directed studies and research projects, review the learning outcomes of the program, and review the admissions process to ensure it is fair and equitable.

Support for this program is provided by the undergraduate program administrator in consultation with the director and Undergraduate Program Supervisor.

The undergraduate nursing students have the right to democratically form and maintain a society, governed by the society's constitution, to represent the interests of all full- and part-time undergraduate nursing students within the program. The affairs of this organization shall be in compliance with the policies and procedures of the Nursing School Board and the Carleton University Students' Association's policies. This organization is responsible for democratically selecting student representatives for the committees listed above, and reviewing and revising the society's constitution as necessary.



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 5, 2024 at 2:00 pm
PK608**

MINUTES

Present in Person: B. Albright-Peakall, M. Barbeau, S. Blanchard, A. Bordeleau, A. Bowker, W. Chung, M. DeRosa, L. Dyke, R. Goubran, K. Graham, T. Haats, N. Hagigi, M. Haines, K. Hellemans, D. Howe, M. Huckvale, L. Kostiuk (Don Russell acting for Kostiuk), A. Lannon, F. Lepore, A. MacDonald, B. MacLeod, L. Madokoro, J. Malloy, L. Marshall, D. Mendeloff, P. Mkandawire, L. Moffitt, R. Nelson, H. Nemiroff, A. North, B. O'Connor, B. O'Neill, P. Rankin, R. Renfroe, S. Seneviratne, D. Siddiqi, E. Sloan (Clerk), P. Smith, D. Sprague, J. Tomberlin (Chair), G. Wainer, J. Wallace, P. Williams

Present via Zoom: E. Abou Zeid, H. Becker, F. Brouard, J.P. Corriveau, S. Everts, S. Hawkins, D. Hornsby, A. Park, M. Rooney, O. Shafiq, C. Smelser, C. Viau, P. Wolff

Regrets: J. Armstrong, H. Babb, M. Baez, B. Campbell, J. Mason, J. Murray, J. Taber

Absent: S. Burges, D. Caratao, A. Clarke, E. Cyr, Y. Gandhi, R. Gorelick, K. Moss, M. Pearson, S. Rajput, M. F. Riazuddin, M. Taghavishavazi, K. Taylor

Recording Secretary: K. McKinley

1. Welcome and Approval of Agenda

The meeting was called to order at 2:01 p.m. The Chair began by noting the passing of two members of the Carleton community: Vincent Mosco, who was a professor in the School of Journalism and Communications and Anand Acharya, former professor in the Department of Economics. The Chair offered condolences to their families and to those who knew and loved them.

The Chair acknowledged the following departing ex officio student members of Senate, whose term ends April 30th: Francesca Lepore, President of CASG, Mohamed "Faris"

Riazudden, CUSA President, Elie Abou Zeid, President of the GSA, and Sahil Rajput, VP Academic of GSA. The Chair thanked them for their service on Senate.

It was **MOVED** (M. Haines, J. Malloy) that Senate approve the agenda for the meeting of Senate on April 5, 2024, as presented.

The motion **PASSED**.

2. Minutes: March 1, 2024 (open session)

It was **MOVED** (L. Dyke, J. Malloy) that Senate approve the minutes of the open session of the Senate meeting on March 1, 2024 as presented.

The motion **PASSED**.

In response to a question from the floor, the Chair noted that votes are not typically counted for each motion, unless the result is not clear, or a request for a counted vote is made.

3. Matters Arising

There were none.

4. Chair's Remarks

The Chair began his remarks with the following highlights:

- Carleton's Therapy Dogs and their handlers were celebrated in March with a Convocation event. Each dog and their handler received a certificate of completion to acknowledge their contributions to Carleton's mental health and wellness services. There are now 17 dogs in the program, offering visits across campus every weekday.
- On March 20th a special event was held to celebrate the national championship victories of the Raven's women's basketball team and Nordic skiing teams. Invited guests from the media and external community were in attendance to help congratulate and celebrate these outstanding athletes. The Chair noted that the Carleton men's and women's basketball teams together have won 20 national championships in 20 years.
- March 22 marked the first day of Ramadan, a holy occasion observed by many within the Carleton community. The Chair wished all who observe this holiday a time of joy, peace and rejuvenation throughout the month.

The Chair provided the following academic highlights:

- The Chair extended congratulations to James Casteel, Robert Coplan, Catherine Cullingham, Francine Darroch, Nafiseh Kahani and Isaac Otchere, all of whom won 2023-24 Faculty Graduate Mentoring Awards.
- The Chair also congratulated the 2024 Achievement Award recipients for their research and teaching excellence. These awards recognize faculty who render exceptional service to students as supervisors and research mentors.
- Steven Cooke from the Department of Biology has earned a place on Clarivate's annual Highly Cited Researchers list for the fourth consecutive year.
- Elie Azar, from the Department of Civil and Environmental Engineering, has been named as the new Canada Research Chair in Sustainable Buildings and Communities at Carleton.
- Paul Kariouk from the Azrieli School of Architecture and Urbanism has won a prestigious Merit Award from the New York Chapter of the American Institute of Architects, for his modern cantilevered lakeside getaway home in Quebec.

In closing, the Chair noted the following recent Carleton events:

- Data Day 10.0 was held on March 26th and was hosted by the Faculty of Science and the Carleton University Institute for Data Science (CUIDS). The theme was The Next Decade for Data Science. The Chair thanked all who made this event possible.
- On March 28, the Office of the Associate Vice-President Indigenous Teaching, learning and Research held a feast for Indigenous faculty and students, hosted by Janelle Niles.

5. Question Period

One question was submitted in advance by Senator Jody Mason.

I'm aware of the importance of creating a safe climate for research and teaching on campus, particularly in the context of rapidly changing geopolitical circumstances. At the same time, the new appointment in the OVPRI, the officer for Research Security Risk, raises some questions that are relevant to Senate's academic concerns. The new appointment will influence the conditions in which research and teaching are carried out at Carleton.

I have two questions related to this point:

- 1. What is the relationship between the Research Security Risk officer and CSIS; how many times do they communicate over a month-long period?*
- 2. How many investigations have been conducted on campus as a result of this new Research Security initiative, and has it led to measures against Carleton faculty?*

Response by the VP Research & International, Rafik Goubran:

There is no relationship between the Research Security Risk Officer at Carleton and CSIS. The Director of Research Security Risk supports researchers in navigating, understanding and complying with the new mandatory federal and provincial research security policies and guidelines. Research applications to agencies like NSERC, MITACS and others now require security attestations and specific forms to be completed. All Canadian universities have hired Directors of Research Security, which are funded by the federal government. CSIS does not have any authority, involvement or influence over that process and the Director has no relationship with CSIS. It is important to note that CSIS has an academic outreach program through which it engages with all Canadian universities via Universities Canada and through information sessions, like the one held at Carleton in February of 2024. There would be periodic communications with CSIS to support such information sessions.

The new research security guidelines are related to external research funding applications, and as a result, the Office of the VP Research & International has not conducted any investigations on campus as a result of these new security measures.

6. Administration

a. Senate Membership Ratifications

The Clerk presented a motion to ratify 5 new faculty members and 7 new undergraduate student Senators for service on Senate beginning July 1, 2024.

It was **MOVED** (N. Hagigi, D. Sprague) that Senate ratify the new Senate appointments, as presented, for service beginning July 1, 2024.

The motion **PASSED**.

b. Update on Committee Nominations

The Clerk reported that on March 1st, the Senate Office released a Call for Nominations for upcoming committee vacancies for service beginning July 1, 2024. The Call closed on March 31st and the Senate Office has received 5 faculty member nominations, 8 undergraduate student nominations and 8 graduate student nominations.

Although the official nomination period has closed, vacancies remain for faculty members on several committees, including the Senate Executive Committee, the Graduate Student Appeal Committee and the Senate Quality Assurance and Planning Committee. Undergraduate vacancies are still available on the Honorary Degrees Committee and the Senate Executive Committee. Interested Senators were encouraged to apply via the Senate website.

The Senate Academic Governance Committee will be reviewing committee nominations at its meeting on April 22, and will bring forward its recommendations to Senate on May 3rd.

c. Call for Participation – Senate Survey

The 7th annual Senate Survey will be live for responses on April 1st, 2024. The survey assists the Senate Office and the Clerk in enhancing the effectiveness of Senate, and is an opportunity for Senators to reflect on their experience and provide feedback. The survey will close on May 1st.

7. Reports

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

Committee Chair Dan Siddiqi presented five items for Senate approval and three items for information.

Business Program Regulations: incorporating graduation pathways for the BAcc.

It was **MOVED** (D. Siddiqi, R. Renfro) that Senate approves the revisions to regulation TBD-1598 R-UG-Business effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

Bachelor of Accounting – New Program Proposal

It was **MOVED** (D. Siddiqi, R. Renfro) that Senate approves the revisions to admission regulation TBD-2249 R-ADM-Program-BAcc effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

Bachelor of Accounting – New Coop Regulations

It was **MOVED** (D. Siddiqi, R. Renfro) that Senate approves the revisions to regulation TBD-1540 R-UG-COOP-BCom BAcc Adm and Cont Requirements effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

Post-Baccalaureate Diploma Cognitive Science – clarification of course selection and residency requirements

It was **MOVED** (D. Siddiqi, A. Bowker) that Senate approves the revisions to regulation TBD-1602 R-ADM-Program-PBD Cognitive Science effective for the 2024/25 Undergraduate Calendar as presented.

The motion **PASSED**.

General Regulations 3 Application for Admission – changes to English language Proficiency section

It was **MOVED** (D. Siddiqi, P. Smith) that Senate approves the revisions to regulation R-GR-ADM R-GR-General Regulations 3 Application for Admission effective for the 2024/25 Graduate Calendar as presented.

The motion **PASSED**.

Items for Information:

- Undergraduate Minor Modifications for March 2024
- Micro-credentials, March 2024
- Graduate Minor Modifications for March 2024

b. Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair David Hornsby presented one cyclical review and 4 major modifications for Senate approval.

Cyclical Review: Undergraduate and Graduate Programs in Cognitive Science

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

The motion **PASSED**.

Major Modifications:

These were combined into an omnibus motion.

It was **MOVED** (D. Hornsby, M. Huckvale) that Senate approve the major modifications as presented.

The motion **PASSED**.

Individual Motions from the Omnibus:

- MOTION: That Senate approve the name change to the BSc Programs in Interdisciplinary Science and Practice to Integrated Science, as presented with effect from Fall 2025.
- MOTION: That Senate approve the deletion of the Collaborative Specialization in Biostatistics as presented with effect from Fall 2024.
- MOTION: That Senate approve the deletion of the concentrations in International Marketing and Trade; International Strategy and Human Resources Management; and Global Financial Management and Systems from the BIB program as presented with effect from Fall 2024.
- MOTION: That Senate approve the introduction of the Bachelor of Accounting and of BUSI 4020 as presented with effect from Fall 2025.

c. Senate Academic Governance Committee (SAGC)

Committee Chair and Clerk of Senate Elinor Sloan presented a motion to approve proposed changes to the Academic Governance of the University (AGU). Key proposed edits in the document include changes resulting from the FGPA restructuring process, some amendments to Senate membership, and a modification to the term of service on Senate for Contract Instructors, to align with the CI election period which normally occurs in September. A track-change document was circulated in advance, and a summary of key edits was provided in the memo.

It was **MOVED** (E. Sloan, S. Seneviratne) that Senate approve the revised Academic Governance of the University, as presented, and recommend the revised AGU to the Board of Governors for final approval.

Discussion:

In response to a question, the Clerk noted that, in following the recommendations by the Senate Ad Hoc Committee on Graduate Academic Governance, the FGPA Dean will not be replaced by another member on Senate at this time.

A Senator asked whether a change to Senate quorum could be added to the proposed changes to the AGU. The current quorum of 25% is low and could result in meetings being held without representation from faculty members. It was suggested that this issue be discussed in the context of the Senate Rules of Order, which will be brought to Senate within the next few months for discussion.

The motion **PASSED**.

Senators Laura Madokoro and Patrice Smith requested that their abstentions be recorded in the minutes.

d. Senate Executive Committee – Clerk term extension

The Clerk of Senate recused herself from the meeting for this item.

The Chair noted that the Clerk’s 3-year term of service is expiring on June 20, 2024. The Senate Executive Committee is recommending that her term be extended by one year to provide continuity over the next academic year, which will see the installation of a new President and the continued implementation of governance changes as a result of FGPA restructuring.

It was **MOVED** (P. Rankin, R. Goubran) that Senate approve the extension of the term of Clerk of Senate Elinor Sloan for one (1) year, beginning July 1, 2024.

The motion **PASSED**.

The Clerk of Senate returned to the chamber and received a round of applause from Senators.

8. Budget Preview (Provost)

The Provost and VP Academic Pauline Rankin presented a preview of the 2024 Operating Budget for Senate, in anticipation of the full budget presentation at the May 3 Senate meeting.

The Provost reviewed the budget cycle which begins in October with a meeting of the Strategic Integrated Planning Committee, and continues through various committee meetings in the fall and winter until it is presented to the Board of Governors in April for approval, before being communicated to the community.

An environmental scan reveals several pressures on the budget, including international student visa caps and delays, the continuing freeze on domestic tuition, rising capital project costs, the repeal of Bill 124, changes in domestic enrolment patterns, information

technology needs and deferred building and infrastructure maintenance. Opportunities include return to in-person recruitment, reputational enhancement, program innovation and renewal, internally restricted reserves, and some term-limited increases to the operating grant, as a response to the Blue Ribbon Panel report.

The assumptions for revenue are that domestic tuition fees for Ontario residents are fixed and will not increase, but that domestic tuition for out-of-province students will increase, and there could be adjustments for tuition anomaly programs. International student tuition remains an important source of revenue, and the provincial government has outlined modest increases in the operating grant, for a three-year period only.

Expenses will include salaries and benefits related to the end of Bill 124, infrastructure costs, the maintenance of student scholarships, and an increase in general and administrative expenses of 3%.

Undergraduate domestic enrolment intake is projected to rise by 1%, but international enrolment is expected to drop by 25% due to federal government caps on student visas. Graduate intake is anticipated to remain flat domestically and decrease internationally. Retention rates, however, remain strong.

The overall impact of these budget assumptions will be a base expenditure budget cut of 3% for 2024-25. Carleton will run an operating budget deficit in 2024-25. The university has sufficient reserves to cover this shortfall, but Carleton will be moving into a period of multi-year deficits.

Important revenue growth opportunities beyond 2024-25 include new programs in Nursing, the online BA, Data Science, Cybersecurity, Mechatronics and Accounting. Other opportunities for growth include increases in domestic enrolment, targeted Professional Masters programs, the M. Eng Practice program, increases to the provincial operating grant, and a return to prior levels of international enrolment, following the 2-year cap period.

The Provost concluded by noting that the full budget presentation will come to Senate on May 3rd, and there will be a University Budget Town Hall on May 10.

Discussion:

The Chair reported that in discussions with COU colleagues it was acknowledged that this is the most challenging financial situation Ontario universities have faced in well over 20 years. This time, the entire sector in Ontario is in the same situation.

A Senator asked how long reserves would last if the situation does not change. The Provost responded that if the question is should we panic, the answer is no. Although it is a serious situation for the entire sector, at Carleton many things are in place to contribute to revenue growth.

In response to a related question, it was noted that Carleton has been running a structural deficit over the past 2 years. Prior to that, Carleton has not run a deficit budget since the 1990s. The Chair added that every university in the province is running a structural deficit by spending reserves.

A Senator asked if and how the corridor model might hamper attempts at revenue growth. The Provost responded that there is optimism that the nursing program will provide new corridor space; discussions with the Minister have been positive. The overall increase in WGUs will be helpful as well if it can extend for another 3 years. In response to another question, it was noted that Carleton is currently just above the midpoint in the funding corridor.

The Chair noted that additional funding seats are being awarded to universities with nursing programs, as this is an area of interest to the provincial government with strong support from the Ministry of Health and the Ministry of Colleges and Universities.

9. Dominican University College Update

The Chair provided an update on the relationship between Carleton University and Dominican University College. Dominican University College entered an affiliate agreement with Carleton in 2012, when Carleton was asked by the province to assume responsibility for approving DUC graduates, and to include DUC's non-ecclesiastical programs and academic degrees within Carleton's Quality Assurance framework. Government funding for DUC students also flows through Carleton as part of this agreement.

DUC has been experiencing enrolment challenges in its academic programs recently, and will be ceasing academic operations in Ontario. Carleton will continue to pass through

provincial grants until the end of this financial year, then will ensure that any remaining students will be able to finish their programs and graduate. The final approval of these graduates should come to Senate at the end of the next academic year.

There were no questions from Senators.

10. Research Update (R. Goubran)

Vice-President Research & International Rafik Goubran provided an update on research activities and successes at Carleton over the 2022-23 academic year.

The presentation began with an overview of the importance of research as a central component of Carleton's core mission. Research impacts Carleton's reputation and ranking, generates resources, supports student research and attracts top faculty, students and staff.

Carleton's research strengths include multi-disciplinary research clusters in wellness and sustainability and core research strengths and international recognition in many areas such as Physics, International Affairs, Public Policy, African Studies, Information & Communication Technology and Psychology, to name a few.

VP Goubran next profiled some of Carleton's top researchers:

- Lenore Fahrig – awarded the 2022 NSERC Gerhard Herzberg Canada Gold Medal for Science and Engineering, Canada's top science and engineering honour. She is also on the Highly Cited Researchers list, holds a Guggenheim Fellowship, and was elected to the US National Academy of Sciences.
- Steven Cooke – named as Fellow of the Royal Society of Canada, and named to the Highly Cited Researchers list for 4 consecutive years. He is also the former Canada Research Chair in Fish Ecology and Conservation Physiology.
- Jessica Davis – recipient of the SSHRC Talent Impact Award for her work in counter-terrorism, intelligence and Canadian national security.
- Fraser Taylor – named Officer of the Order of Canada
- Kifah Gharzeddin – named to the College of New Scholars, Artists, and Scientists of the Royal Society of Canada
- Odae Al Aboud - named to the College of New Scholars, Artists, and Scientists of the Royal Society of Canada
- Leila Mostaco-Guidolin – Canada Research Chair in Imaging Biomaterials and Characterization

- Jennifer Drake – Canada Research Chair in Stormwater and Low Impact Development
- Cati Coe – Canada Research Chair in Migration and Care.

Research success and impact is also evident through:

- Steady growth in publications by Carleton researchers over the past 5 years.
- Growth in citations of Carleton researchers over the past 5 years.
- 8 SSHRC Partnership Grants awarded to Carleton researchers over the past 8 years (Each grant worth \$2.5M)
- 6 NSERC CREATE Grants awarded to Carleton researchers over the past 8 years (Each grant worth \$1.65M)

Annual external research revenue, which is a proxy for research activity, has increased at Carleton by 108% over a 6-year period, from 2016/17 to 2022/23. External research funding is used to pay graduate students, to fund research labs, to collect data and cover the cost of publications and knowledge dissemination. It comes from various sources, including Tri-Agencies, government, industry and foundations.

Tri-Agency funding is a significant mark of achievement and excellence in research. It provides direct funding to the university to support IT, financial services, library and other resources. Tri-Agency funding also determines the number of Canada Research Chairs and affects the number of scholarships for students.

Over the past 3 years, Carleton's Tri-Agency funding has increased from \$31.8M to \$35.2M. As a result of this increase, Carleton has received 4 additional Canada Research Chairs.

External funding sources also include business and industry funding, which has also increased at Carleton, due in part to the Holistic Integrated Partnership Initiative, established by Carleton's Advancement and Research offices. This initiative has resulted in several successful partnerships including Ericsson, CAE, Ross Video and others, and an increase in revenue from \$1.7M in 2018/19 to \$7.1M in 2022/23. Revenue from MITACs has also increased from \$0.96M in 2018/19 to \$4.35M in 2022/23.

Carleton is in the final year of a 4-year multi-million-dollar partnership with Ericsson. Discussions are in progress to renew this partnership for another 4 years or more. The Ericsson partnership has resulted in 552 co-op work terms at Ericsson, engagement of 23

faculty members, support of 36 graduate students and 7 Ericsson Fellows. \$1.8M in leveraged funding has been received from government sources.

Carleton also is in the 5th year of a multi-million-dollar partnership with Efficiency Canada, which is focused on energy efficiency policy and implementation. The program is supported by several foundations including McConnell, Ivey, Trottier and by Global Affairs and NRCan.

Other partners mentioned in the presentation include the Royal Ottawa Hospital, Ottawa Hospital, and the Bruyere Hospital.

The presentation concluded with a review of two new government mandates. The Commercialization Mandate Policy Framework, issued by the Ontario Government, requires each university to create a policy to improve commercialization outcomes. A detailed commercialization plan including metrics must be generated every year. In addition, the Federal and Provincial Governments also now require universities to assess external research funding applications for national security risks. Carleton has been awarded \$271K per year, for 5 years to administer this new program.

VP Goubran concluded his presentation by thanking Carleton's researchers for making Carleton an intensive research institution with a stellar reputation.

A Senator noted that Carleton researcher Monica Patterson has also received a partnership grant from SSHRC for a project entitled Thinking Through the Museum.

A Senator asked how national security risk for academic research is defined, and how researchers would know if their proposals are being reviewed for risk. VP Goubran responded that any researcher seeking research funding from the federal or provincial government would need to assess the application for security risk. If the application is for a sensitive research area (such as weapons technology or biotechnology for example) the researcher would need to complete the appropriate forms and attestations. Researchers also are required to indicate if they are associated in any way with one of the organizations or institutions deemed to be a threat to national security. If there is an affiliation, a mitigation plan must be provided.

A Senator asked VP Goubran to comment on health-related research trends. He noted in response that Canadian Institutes of Health Research (CIHR), a federal agency that funds medical and health research in Canada, is the largest source of funding. Traditionally

focused on drug testing, the CIHR is now moving into other non-conventional areas of research which provide opportunities for academic research in health science, neuroscience and biomedical engineering as well as health policy. This is an area of potential growth for Carleton across all Faculties.

In response to another question, VP Goubran confirmed that students are an integral part of research at Carleton and are involved in the majority of research projects. The most successful researchers engage students in their projects. NSERC and SSHRC often look for mentorship indications in evaluating research applications.

A Senator rose to express their appreciation for Vice-President Goubran's leadership and contributions to Carleton research successes over many years. Senators responded with a round of applause.

The Chair thanked VP Goubran for the presentation and Senators for their engagement.

11. Reports for Information

- a. Senate Executive Committee Minutes (February 20, 2024)**
- b. TPAC and UPC Membership for 2024**

There was no discussion of these items.

12. Other Business

There was none.

13. Adjournment

The meeting was adjourned (G. Wainer, D. Howe) at 3:34 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 May 3, 2024 at 2:00 pm
PK608**

MINUTES

Present in Person: M. Abarghouei, J. Armstrong, H. Babb, S. Blanchard, A. Bordeleau, A. Bowker, S. Burges, E. Cyr, M. DeRosa, L. Dyke, T. Haats, N. Hagigi, M. Haines, K. Hellemans, D. Hornsby, D. Howe, L. Kostiuik, J. Kundu, A. Lannon, B. MacLeod, L. Marshall, D. Mendeloff, H. Nemiroff, A. North, B. O’Neill, P. Rankin, R. Renfroe, S. Seneviratne, O. Shafiq, D. Siddiqi, E. Sloan (Clerk), P. Smith, D. Sprague, J. Tomberlin (Chair), C. Trudel (W. Chung, acting), J. Wallace, P. Williams, P. Wolff

Present via Zoom: M. Baez, M. Barbeau, H. Becker, F. Brouard, J.P. Corriveau, S. Everts, R. Gorelick, R. Goubran, K. Graham, S. Hawkins, L. Madokoro, J. Malloy, J. Mason, P. Mkandawire, J. Murray, B. O’Connor, A. Park, M. Rooney, C. Smelser, J. Taber, M. Taghavishavazi, K. Taylor, C. Viau

Regrets: B. Campbell, G. Wainer

Absent: B. Albright-Peakall, D. Caratao, A. Clarke, Y. Gandhi, M. Huckvale, A. MacDonald, L. Moffitt, K. Moss, R. Nelson, M. Pearson

Recording Secretary: K. McKinley

1. Welcome and Approval of Agenda

The meeting was called to order at 2:00 p.m.

The Chair began by noting the recent passing of Judy Eddy, who was an administrator in the Department of Geography & Environmental Studies, and also the sudden passing of Darryl Davies who was an Instructor in the Department of Sociology and Anthropology. The Chair offered condolences to those who knew and loved them.

The Chair also acknowledged that Sunday April 28 was the National Day of Mourning, a day to honour those who have lost their lives or have been injured in a work-related tragedy.

The Chair welcomed the following new student leaders to Senate:

- Allan Buri, the new President of CASG
- Sarah El Fitori, the new CUSA President
- Jayesh Kundu, the new GSA President, and
- Mahsa Agarhouei, GSA's new VP Academic

The Chair also noted that Dr. Chantal Trudel has concluded her successful tenure at the Centre for Community engagement and will be returning to her position as the Director of the School of Industrial Design, and consequently, she will be rejoining Senate. The Chair thanked Dr. Wonjoon Chung, who has been serving on Senate as Interim Director of the School, for his service.

It was **MOVED** (M. Haines, N. Hagigi) that Senate approve the agenda for the meeting of Senate on May 3, 2024, as presented.

The motion **PASSED**.

2. Minutes: April 5, 2024

It was **MOVED** (P. Wolff, D. Hornsby) that Senate approve the minutes of the Senate meeting on April 5, 2024 as presented.

The motion **PASSED**.

3. Matters Arising

There were none.

4. Chair's Remarks

The Chair began his remarks with an update on the Presidential Search, which has concluded with the appointment of Dr. Wisdom Tettey as Carleton's 17th President and Vice-Chancellor. Dr. Tettey comes to Carleton from the University of Toronto where he served as Vice-President and Principal at the Scarborough campus since 2018. He will begin his 5-year appointment at Carleton on January 1, 2025.

The Chair also announced that Dr. Susan Phillips, a two-time Carleton alumna with 30 years of experience in philanthropy and non-profit leadership, has been named Carleton's Interim Chief Advancement Officer.

Moving on to community updates, the Chair noted that Carleton recently marked the 30-year anniversary of its popular Virtual Ventures STEM Camps. This award-winning program has inspired thousands of children and youth to explore STEM through workshops, summer camps and year-round programming.

Carleton has been named as one of 10 Ontario postsecondary institutions to benefit from Intellectual Property Ontario's (IPON) \$2.9M investment to support innovation and intellectual property commercialization projects through growing industry partnerships.

The Ontario government also has announced that 3 Carleton researchers will receive Early Researcher Awards to support their research projects. Christina Davy from the Department of Biology, Burak Gunay from Civil & Environmental Engineering, and Carlos Rossa from Systems & Computer Engineering each will receive \$140,000 to support their research into protecting endangered turtle populations, prostate cancer imaging, and managing on-peak energy demands, respectively.

The Chair highlighted the following recent events:

- Carleton celebrated Earth Day with the inaugural Clean Up the Campus Event, organized by Healthy Workplace and the Sustainability Office.
- The Faculty of Graduate & Postdoctoral Studies hosted Carleton's annual Three Minute Thesis (3MT) Competition, with top prizes going to PhD students in Biology, Physics, Legal Studies and Biomedical Engineering.
- On April 24, Carleton held the InspirED 2024 CU Teaching Innovation Symposium, which focused on innovative approaches and practices in teaching and learning. The Chair thanked all who participated in making the event a success.

The Chair noted that Carleton will be celebrating Asian Heritage Month with stories and events throughout the month of May; Senators were encouraged to visit Carleton's dedicated Asian Heritage Month webpage for more information.

In closing, the Chair reminded Senators of the upcoming Spring Convocation ceremonies from June 17 – 21, 2024. Faculty members who wish to participate in the faculty

procession must register before the deadline of May 24th. The schedule of ceremonies and online registration form may be found on the Convocation website.

Questions from the Floor:

A Senator asked a number of questions related to the conflict in Gaza. They asked if the Chair was aware of the CUSA and GSA motions recently passed, calling for university divestment. The Chair acknowledged that they are aware of the motions and are involved in discussions of the issues. The Senator also remarked on the destruction of universities and colleges in Gaza, loss of life and disruption to learning occurring as a result of the current conflict in that area. They asked if the administration would protect Carleton students' freedom of expression and freedom of assembly, should they wish to protest. The Chair acknowledged that everyone is aware of these troubling events. The university is committed to protecting freedom of expression and the freedom to protest, but this must also be balanced by respect for others and the health and safety of the Carleton community. Finally, the Senator noted examples of state-sponsored militant action against protests and encampments on campuses, and asked if the Carleton administration can commit to protecting the physical safety of protesters. The Chair responded that Carleton is committed to the physical safety of members of its community while protecting the right for legitimate protest and legitimate freedom of expression.

A Senator noted that Scheduling & Examination Services fees are being downloaded to departments, for services such as e-proctoring. They asked how this decision was made, why this is being done with no prior notice and enacted already for summer courses. The VP Students & Enrolment responded that rules around fee structure and responsibilities regarding proctoring are being revisited and clarified via discussions with Associate Deans. Departments that have arranged for proctoring over the summer may contact Scheduling & Examinations Services to discuss the arrangements.

5. Question Period

Questions were submitted by Senators L. Marshall and P. Wolff.

Question submitted by L. Marshall:

Would it be possible to get an update on the latest plan and any dates available for the construction of the Wellness Hub building and swimming pools?

Response from VPSE: Several options are being explored but the discussions are still at a preliminary stage, and nothing is ready to share publicly at this time.

Questions submitted by P. Wolff:

The number of students receiving academic accommodation has increased dramatically over the past decade. It's great that we are trying to fulfil our obligations to students who need their learning enabled or evaluated in a less traditional way. I am concerned about two matters: Whether access to these services is as equitable as possible for all students, and whether instructors have the supports they need to understand and implement these accommodations.

Will a representative for the Paul Menton Centre make a presentation to Senate in Fall 2024 outlining:

I: EQUITY CONCERNS: Access to PMC:

- What students must obtain from the public health care system before entering the Carleton University evaluation process
- Whether that information is also available through private means
- Whether Carleton University can guide the student through that process
- What means students without Canadian healthcare can use
- What ratio of students who are evaluated by the PMC obtain this initial information through public, private and non-Canadian means

II. PMC processes:

- What the process is once students present themselves to the PMC; in particular, what are the typical timelines for a new first-year student requiring accommodation and how does this differ depending on how/whether the student has been evaluated in the Health Care System prior to coming to the PMC?

III. Instructor processes:

- What steps do instructors typically need to take to accommodate students?
- What steps does the PMC/McIntyre centre typically take to assist instructors?
- How can instructors get support when they're unsure about how to accommodate a student given the specific learning outcomes for their course?

Response from VPSE:

Regarding access for students to accommodations, the university recognizes the need to find a balance between documentation and access to accommodation. The Paul Menton Centre works with students to explore options for obtaining documentation and ways to accommodate in the interim. For students who do not yet have the appropriate accommodations and are working towards obtaining documentation, the FITA program also can provide support for 12 weeks.

Regarding Instructor support, faculty members can contact the coordinator assigned to the case if there are issues or questions. There are also web resources for instructors on the PMC website.

Finally, a high-level PMC presentation would be possible at Senate, and workshops for faculty members and students could also be arranged.

6. Administration

a. Senate Membership Ratifications

The Clerk presented a motion to ratify one new faculty member from FASS, for service on Senate beginning July 1, 2024.

It was **MOVED** (A. Bowker, B. O'Neill) that Senate ratify the new Senate appointment, as presented, for service beginning July 1, 2024.

The motion **PASSED**.

b. June 21 Senate date change

The Clerk reported that the Senate meeting on June 21st is scheduled during Convocation and will be moved to Tuesday June 25th at 2:00 pm. This meeting cannot be cancelled, due to important and timely business from SCCASP and SQAPC.

7. Reports

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

SCCASP did not have any business to bring to Senate at this meeting.

b. Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair David Hornsby presented two cyclical reviews and a Faculty name change for Senate approval, plus a motion to approve changes to graduate program governance.

Cyclical Reviews: PhD in Canadian Studies and graduate programs in Political Economy (omnibus motion)

It was **MOVED** (D. Hornsby, D. Mendeloff) 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:

- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the PhD program in Canadian Studies
- MOTION: That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the graduate programs in Political Economy.

Governance Changes: FGPA program governance changes regarding single Faculty programs, joint programs and multi-Faculty programs, as a result of FGPA restructuring

It was **MOVED** (D. Hornsby D. Siddiqi) that Senate approve the changes to graduate program governance as presented, with effect upon approval.

The motion **PASSED**.

Faculty Name Change: Faculty of Public Affairs to Faculty of Public and Global Affairs

It was **MOVED** (B. O'Neill, D. Mendeloff) that Senate recommends to the Board of Governors the name change of the Faculty of Public Affairs to the Faculty of Public and Global Affairs as presented, with effect upon final approval.

The motion **PASSED**.

The Committee Chair noted that minor modifications from Dominican University College were presented in the binder as an item for information.

c. Senate Academic Governance Committee (SAGC)

Committee Chair and Clerk of Senate Elinor Sloan presented a motion to ratify Senate committee appointments for service beginning July 1, 2024. She noted that most of the student committee appointments will be brought to the next Senate meeting.

It was **MOVED** (E. Sloan, L. Kostiuk) that Senate ratify the nominees for Senate committees, as presented, for service beginning July 1, 2024.

The motion **PASSED**.

8. Operating Budget Presentation (Provost)

The Provost and VP Academic Pauline Rankin presented a summary of the 2024-25 Operating Budget for Senate. A preview of the budget was presented at the previous Senate meeting on April 5, 2024, and the full operating budget was approved by the Board of Governors at its meeting on April 30, 2024.

The Provost began with a review of some of the recent pressures Ontario universities have faced as a result of forces largely outside of the control of the sector, including the introduction of the corridor funding model, tuition cuts and a domestic tuition freeze since 2019, the pandemic in 2020 and 2021, international student visa delays and caps, the repeal of Bill 124 and the lack of response from the provincial government to the Blue-Ribbon panel report. The cumulative impact of just a few of these factors, including the 10% tuition reduction and the tuition freeze, plus the elimination of enrolment-linked provincial grant has cost Carleton an estimated \$288M in lost revenue.

Budget assumptions for 2024-25 include:

- No increase in domestic tuition fees for Ontario residents
- 5% increase in domestic tuition fees for out-of-province students
- Some adjustments for tuition anomalies
- International student fee revenue (subject to caps)
- Modest increases in operating grant from government over the next 3 years
- Retroactive one-time payments resulting from end of Bill 124
- Increases in salaries and benefits resulting from end of Bill 124

- Rising Infrastructure costs
- Scholarship grid maintained and extra support for graduate students added
- General and administrative expenses to increase by 3%

Undergraduate domestic enrolment intake is projected to rise by 1%, but international undergraduate enrolment is expected to drop by 25% due to federal government caps on student visas. Graduate intake will remain flat domestically and will decrease internationally by at least 10%. Retention rates, however, remain strong.

The overall impact of these budget assumptions will be a base expenditure budget cut of 3% for 2024-25. Carleton will run an operating budget deficit in 2024-25. The university has sufficient reserves to cover this shortfall, but Carleton will be moving into a period of multi-year deficits.

Mitigation measures include conservative planning assumptions, maintenance of appropriate reserve and contingency balances, and the establishment of an internal Strategic Financial Group to establish an action plan and model a range of scenarios.

Projected revenues for 2024-25 total \$534M, with 69% of revenues being government regulated. Projected expenses for 2024-25 total \$560M, with 76% of expenses due to salaries and benefits. The proposed budget includes an operating deficit of \$26M for budget year of 2024-25. This excludes the Bill 124 one-time retroactive payments, but does include the salary increases. University reserves will be used to cover the deficit. The Provost noted that the deficit will likely move Carleton from a medium to a high-risk score within the new Ontario Framework for University Financial Accountability.

The Provost added that the 3% budget cut (\$8.8M) for 2024-25 is balanced by investments in the new nursing program, EDI initiatives, research support, Kanata North, enrolment and recruitment support and IT learning supports.

Within University Budgets, major investments will be made in evergreening IT infrastructure, maintaining cybersecurity levels, IT software licenses, and contractual increases primarily related to utilities.

New allocations for Provisions & Contingencies include increases related to Bill 124 salary increases, costs associated with the online MBA agreement and cost-sharing with the Sprott School of Business, plus debt servicing.

Without significant cuts continuing over the next 4 – 5 years, Carleton will face large growing deficits culminating in an \$80M deficit by 2028-29. If Carleton implements targeted base budget cuts and continues to draw upon its reserves, a balanced budget could be achieved by 2028-29. With additional bounce-backs in enrolment, Carleton could move into a surplus by 2028-29.

Important revenue growth opportunities beginning in 2024-25 include new undergraduate programs in Nursing, the online BA, Data Science, Cybersecurity, Mechatronics and Accounting. Other opportunities for growth include increases in domestic enrolment, targeted Professional Masters programs, growth in the M. Eng Practice program, increases to the provincial operating grant, and a return to prior levels of international enrolment, following an international rebrand.

The Provost announced that a University Budget Webinar for the Carleton community has been scheduled for May 23rd at 1:00 pm. More details will be shared at the webinar.

Discussion:

In response to a question, the VPFA confirmed that funding for the current barricades around the quad will come from the university construction budget, since the quad was barricaded so that dead and damaged trees could be removed safely.

In response to another question, the VPFA confirmed that there is no budget allocation for private security, although hiring security can be a standard practice during labour disputes to ensure safety at picket lines.

A Senator asked for comparative data on current deficits at other universities. The Provost responded that for 2023-24 Queens's deficit is \$63M, TMU's is \$19M, York has a \$58M deficit and the University of Ottawa's deficit is \$11M.

In response to another question, the Provost noted that \$153M of reserves are accessible to be used to balance the budget. Other categories of reserves such as those allocated to pension or research would not be as accessible for this purpose.

The Provost also remarked in response to another question that the adjustments for tuition anomalies in Spratt programs would not go directly to Spratt, but form part of the consolidated Carleton tuition revenues.

A Senator asked for more specific information on targeted cuts moving forward, particularly in light of the growth of administrative staff and slower growth or even loss of full-time faculty members in some departments over the past 6 years. The Provost noted that some statistics and information will be shared during the upcoming webinar.

In response to a question, the Provost confirmed that the impacts of the end of Bill 124 are being addressed through collective bargaining.

A Senator asked if the impact on international visa caps is significant or if we can expect international student levels to return to normal after this year. The VPSE responded that processing of visas was halted at a critical time early in 2024 and as a result many students decided to apply to other countries. The Canadian brand has suffered due to the federal caps and the previous delays in visa processing. It could be several years before international levels bounce back, particularly for undergraduate international students.

The Chair thanked Provost Rankin for the thorough presentation and Senators for their engagement and discussion.

9. Reports for Information

- a. Senate Executive Committee Minutes (March 26, 2024)**
- b. Academic Colleague Report**

Academic Colleague Kim Hellemans provided Senators with a brief verbal report on the role of the Academic Colleague. The Council of Ontario Universities (COU), an organization of 20 public universities in Ontario, provides a space for representatives from universities to meet and discuss common issues and concerns, with opportunities for advocacy with the Ministry. The Presidents and Academic Colleagues of each institution constitute the full Council, which meets twice per year. Academic Colleagues also meet every two months in Toronto to listen to keynote speakers, engage in roundtable discussions, and learn of updates from COU and government relations. Senator Hellemans reminded Senators that the Academic Colleague is Senate's voice for COU.

10. Other Business

There was none.

11. Adjournment

The meeting was adjourned (P. Smith, L. Dyke) at 3:26 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 7, 2024 at 2:00 pm
PK608**

**OPEN SESSION
MINUTES**

Present in Person: S. Ajila (acting for L. Kostiuk), J. Armstrong, H. Babb, M. Barbeau, S. Blanchard, A. Bordeleau, A. Bowker, S. Burges, B. Campbell, E. Cyr, M. DeRosa, K. Graham, N. Hagigi, M. Haines, K. Hellemans, D. Hornsby, D. Howe, C. Khordoc (acting for P. Rankin), A. Lannon, A. MacDonald, B. MacLeod, L. Madokoro, L. Marshall, J. Mason, D. Mendeloff, J. Murray, R. Nelson, H. Nemiroff, A. North, B. O’Neill, M. Pearson, R. Renfroe, S. Seneviratne, O. Shafiq, D. Siddiqi, E. Sloan (Clerk), K. Taylor, J. Tomberlin (Chair), C. Trudel, C. Viau, G. Wainer, J. Wallace, P. Williams, P. Wolff

Present via Zoom: M. Abarghouei, M. Baez, H. Becker, F. Brouard, J.P. Corriveau, R. Gorelick, R. Goubran, S. Hawkins, M. Huckvale, J. Kundu, A. Marcotte (acting for L. Dyke), P. Mkandawire, B. O’Connor, A. Park, M. Rooney, C. Smelser, P. Smith, D. Sprague

Regrets: B. Albright-Peakall, J. Taber

Absent: A. Buri, D. Caratao, A. Clarke, S. El Fitori, S. Everts, Y. Gandhi, T. Haats, L. Moffitt, K. Moss, M. Taghavishavazi

Recording Secretary: K. McKinley

1. Welcome and Approval of Agenda

The meeting was called to order at 2:01 p.m.

Following a review of meeting protocols, the Chair began his opening remarks by reminding Senators that June is National Indigenous History Month, when we celebrate the contributions of First Nations, Inuit and Metis to our community. June is also Pride Month, a time to honour the struggles and triumphs of the 2SLGTBQIA community.

The Chair then acknowledged the passing of Morna Maxwell Parker, daughter of Maxwell MacOdrum, Carleton's second President, and the passing of Elizabeth (Betty) Zahalan, former Administrator of the School of Industrial Design. He offered condolences to their families and to those who knew and loved them.

The Chair also noted that June 6 marked 3 years since the act of terrorism in London Ontario that took the lives of four members of the Afzaal family. Green and purple ribbons were available at the Pigiaryk and Tory buildings for Carleton community members to wear in remembrance of this day, and the need to tackle Islamophobia and other forms of hate.

The Chair then reminded Senators that the Senate meeting would begin with a Closed Session to approve Carleton's Spring graduates.

It was **MOVED** (D. Siddiqi, J. Malloy) that Senate move into the closed Session of the meeting. The motion **PASSED**.

(See separate document for Closed Session Minutes.)

Continuation of Open Session minutes, following the end of the Closed Session:

The Chair noted the following amendments to the open session agenda:

- The order of SQAPC and SCCASP reports is to be reversed.
- The Faculty Gender Equity Report is to be omitted from the Reports for Information, as this report will be submitted in September.

It was **MOVED** (P. Wolff, L. Madokoro) that Senate approve the agenda for the open session of the meeting of Senate on June 7, 2024, as amended.

The motion **PASSED**.

2. Minutes: May 3, 2024

It was **MOVED** (C. Viau, M. Haines) that Senate approve the minutes of the Senate meeting on May 3, 2024 as presented.

The motion **PASSED**.

3. Matters Arising

There were none.

4. Chair's Remarks

The Chair began his remarks by reporting on the success of the recent Carleton Challenge Conference, which was held on May 8th. The theme was Climate Solutions for a Sustainable Future, and featured a number of discussions, collaborative workshops and panel sessions led by a broad spectrum of thought leaders. The Chair thanked all who attended and participated in the conference.

The Chair next provided an update on the implementation of the Kinàmàgawin strategy, a commitment to learning together and building a supportive environment for Indigenous members of the community. Recent achievements this past year include enhancing support for Indigenous students through expanded educational spaces and programs, strengthening community engagement, and promotion of Indigenous ways of teaching and learning.

The Chair announced that Senator Anne Bowker has been appointed Dean of the Faculty of Arts and Social Sciences (FASS) effective July 1, 2024. Senator Bowker has been serving as Interim Dean since August 2023, and has already made impactful strides in strategic planning for the Faculty. Senators congratulated her with a round of applause.

Finally, the Chair informed Senators that Carleton's Faculty of Engineering and Design has been chosen to host the prestigious 2026 Ontario Engineering Competition, one of the largest and most eagerly anticipated engineering contests in the nation. The Chair added that Carleton's 2024 undergraduate team achieved remarkable success, placing in 5 of the 8 categories at this year's competition.

There was no follow-up discussion and no questions were asked.

5. Question Period

No questions were submitted in advance.

6. Administration

a. VPFA Advisory Committee

The Clerk reported on the Senate-elected membership of the Vice-President Finance & Administration Advisory Committee. In early May the Senate office circulated a Call for Nominations for 2 academic staff positions and 2 student

positions (one undergraduate and one graduate) on the VPFA Advisory Committee. The student positions were contested and an election was held on May 21 -22. The academic staff positions were acclaimed. A memo containing the members elected by Senate was circulated for information in the meeting binder.

The Chair remarked that the current VP of Finance & Administration, Lorraine Dyke, was not able to attend the Senate meeting due to illness. As this would have been her last Senate meeting, the Chair called for a motion of thanks on behalf of Senate, for her service to the university in this role.

It was **MOVED** (K. Hellemans, H. Nemiroff) that Senate thank Senator Lorraine Dyke for her service to Carleton University, as Vice-President Finance & Administration.

The motion **PASSED**.

b. Faculty Board Constitution Template

The Clerk reminded Senators that due to the restructuring of the Faculty of Graduate and Postdoctoral Affairs, Faculty Board Constitutions for the line Faculties needed to be revised, in accordance with the recommendations within the Report of the Ad Hoc Committee on Graduate Academic Governance. To align the constitutions in terms of format, a template was developed during the Winter 2024 semester by the University Secretariat. This template, which has been included in the Senate binder for information, was approved by SAGC, then distributed to the individuals within the Faculties responsible for writing/editing their constitutions. Revised Faculty Board Constitutions in the new template will be presented to Senate for approval during the 2024/25 academic year.

7. Reports

a. Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair David Hornsby presented one cyclical review, four major modifications, five new programs and two governance changes for Senate approval. To commemorate the occasion of the approval of these new programs, the Committee Chair composed a Sonnet for Senate, which he read to Senators:

Upon these halls of eager minds and light,
Carleton casts new visions vast and bright:
Three major changes to our curricula we bring,

To tune our song so future birds may sing.

Behold, a School of Nursing rises proud,
Where care and science meet 'neath learning's cloud;
An Institute of Data Science, too,
Explores the vast digital seas to chart anew.

Five programs we unveil with great delight:
In Nursing, hands that heal and hearts that fight;
In Data Science, minds that sift and weave,
And Cybersecurity's shield, which none deceive.

Mechatronics blends gear with electron's dance,
While the Online BA offers all a chance.
Thus, Carleton shapes its morrow with these tools,
For wisdom's garden thrives where knowledge rules.

Senators responded with a round of applause.

Cyclical Review: Undergraduate Programs in Health Sciences

It was **MOVED** (D. Hornsby, M. DeRosa) that Senate approve the Final Assessment Reports and Executive Summaries arising from the Cyclical Review of the Undergraduate programs in Health Sciences.

The motion **PASSED**.

Major Modifications:

An omnibus motion was presented to expedite business.

It was **MOVED** (D. Hornsby, A. Bowker) that Senate approve the major modifications and governance change, as presented.

The motion **PASSED**.

Individual motions from the Omnibus:

- THAT Senate approve the change in degree name from the M.Eng. in Technology Innovation Management to the M.Tech. in Technology Innovation Management, as presented with effect in Fall 2025.
- THAT Senate approve the major modification to the Bachelor of Health Sciences (Hons) with concentration program as presented with effect from Fall 2025.

- THAT Senate approve the introduction of the Concentration in Environmental Geosciences as presented with effect from Fall 2025.
- THAT Senate approve that the governance of the programs in Latin American and Caribbean Studies be moved from the Department of History to the Institute of Interdisciplinary Studies as presented with effect from Fall 2024.

New Program Approvals:

It was **MOVED** (M. Barbeau, M. DeRosa) that Senate approve the proposed Bachelor of Data Science program as presented to commence in Fall 2025.

A Senator asked if the title (Bachelor of Data Science) might imply that there is no data in Chemistry, Physics, etc., They also wondered whether the hybrid and online format proposed for this program might encourage academic integrity violations.

In response to the first question, it was noted that the name of the field (Data Science) implies reviewing large data sets that require machine learning and artificial intelligence, and thus the name of the program is appropriate.

The committee Chair responded to the second concern noting that there is no significant correlation between online learning and an increase in academic integrity violations. With proper course design, and careful choice of the types of assessments, it can be even more difficult to cheat in an online course.

The motion **PASSED**.

It was **MOVED** (M. DeRosa, J. Wallace) that Senate approve the proposed Bachelor of Science in Nursing program as presented to commence in Fall 2025.

The following additional information was provided in response to a number of questions from Senators:

- While nursing programs are very prescriptive, concentrations create the potential for partnerships, which could be explored in the future.
- Some of the larger theory courses could be open to non-Nursing students, but due to the prerequisite course tree and experiential

learning components, the core courses need to be restricted to B. Science in Nursing students at this time.

- Health Sciences, Neuroscience, Psychology and others could potentially support the demand for TAs. Additionally, a graduate program in nursing is on the horizon and will be leveraged to support the TA assignments.
- While the partnership is with the Queensway-Carleton Hospital, clinical placements could include Montfort and other regional hospitals.

The motion **PASSED**.

It was **MOVED** (A. Bowker, B. O'Neill) that Senate approve the proposed Bachelor of Arts in General Studies program as presented to commence in Fall 2025.

It was noted that the degree is a collaboration between FASS and FPA; additionally, the program does not require ministry approval.

In response to a question regarding the efficacy of online programs, the Chair of SQAPC noted that Teaching and Learning is constantly monitoring these courses to find new engagement tactics and to determine student success rates. In their experience, student engagement is not determined by modality but by pedagogy. A Senator requested for follow-up (Matters Arising) that the summary information on these findings be shared with Senators. The Chair agreed to bring this to the next Senate meeting under Matters Arising.

The motion **PASSED**.

It was **MOVED** (O. Shafiq, S. Ajila (for L. Kostiuk)) that Senate approve the proposed B.Eng. in Mechatronics Engineering program as presented to commence in Fall 2025.

The motion **PASSED**.

It was **MOVED** (D. Howe, M. Barbeau) that Senate approve the proposed Bachelor of Cybersecurity program as presented to commence in Fall 2025.

The motion **PASSED**.

The Chair expressed thanks to all who worked on preparing these proposals for Senate.

Governance Changes: Creation of new bodies to house the Nursing and Data Science programs.

It was **MOVED** (M. DeRosa, K. Hellemans) that Senate recommends to the Board of Governors the approval of the creation of the School of Nursing as presented. The motion **PASSED**.

It was **MOVED** (M. Barbeau, M. DeRosa) that Senate recommends to the Board of Governors the approval of the creation of the Institute of Data Science as presented. The motion **PASSED**.

The committee Chair thanked colleagues in the Associate Vice-Provost office, specifically Christina Noja, Hashmat Khan and Dwight Deugo for their efforts in shepherding the new programs through.

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

SCCASP Chair Dan Siddiqi presented 7 items for approval and 3 items for information. He noted that motion #7, an omnibus motion, was circulated to Senators without the list of its component motions. The full motion was shown to Senators on the screen, and the Committee Chair asked Senate to waive the notice of motion for the complete omnibus (with component parts).

It was **MOVED** (D. Siddiqi, D. Mendeloff) that Senate waive the notice of motion for the complete omnibus motion, as presented. The motion **PASSED** with 2/3 majority.

Items for Approval:

SCCASP Chair Siddiqi noted that more minor modifications associated with the new program approvals will be coming to Senate via SCCASP in the fall.

Admission Requirements for new Nursing program

It was **MOVED** (D. Siddiqi, M. DeRosa) that Senate approves the revisions to Regulation TBD-2262 R-ADM-Program-BScN effective for the 2025/26 Undergraduate Calendar as presented. The motion **PASSED**.

Edit to admission regulation for BIT

It was **MOVED** (D. Siddiqi, O. Shafiq) that Senate approves the revisions to Regulation TBD-1371 R-ADM-BIT effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

Program regulations for new Nursing program

It was **MOVED** (D. Siddiqi, J. Wallace) that Senate approves the revisions to Regulation TBD-2267 R-UG-Nursing effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

Admission regulation for new Cybersecurity program

It was **MOVED** (D. Siddiqi, M. Barbeau) that Senate approves the revisions to Regulation TBD-2259 R-ADM-Program-BCSec effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

The Committee Chair noted that the shortened name of the program has since been revised to BCyber.

Co-op admission and continuation requirements for new Cybersecurity program

It was **MOVED** (D. Siddiqi, M. Barbeau) that Senate approves the revisions to Regulation TBD-2261 R-UG-COOP-BCSec Adm and Cont Requirements effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

Admission regulation for new Data Science program

It was **MOVED** (D. Siddiqi, M. Barbeau) that Senate approves the revisions to Regulation TBD-2269 R-ADM-Program-BDS effective for the 2025/26 Undergraduate Calendar as presented.

The motion **PASSED**.

Updates to various graduate regulations, due to changes to graduate governance (omnibus motion includes 6 motions, a through f)

Omnibus Moton:

It was **MOVED** (D. Siddiqi, H. Nemiroff) that Senate approves the revisions to Regulations within the Graduate Calendar as presented.

Motions within the Omnibus:

- a. MOTION: That Senate approves the revisions to Regulation R-GR-General Regulations 1. Administration of Regulations effective for the 2024/25 Graduate Calendar as presented. (replacing reference to FGPA with Graduate Studies)
- b. MOTION: That Senate approves the revisions to Regulation R-GR-3.6 Proficiency in English effective for the 2024/25 Graduate Calendar as presented. (update to admissions requirements for students coming from English-speaking universities)
- c. MOTION: That Senate approves the revisions to Regulation R-GR-7.11 Off-Campus Research effective for the 2024/25 Graduate Calendar as presented. (approvals for off-campus research now provided by Faculties instead of FGPA)
- d. MOTION: That Senate approves the revisions to Regulation R-GR-9.3 Examinations and Termwork effective for the 2024/25 Graduate Calendar as presented. (aligned to match current practice and to include line Faculties and academic units)
- e. MOTION: That Senate approves the revisions to Regulation R-GR-13.4 Leave of Absence effective for the 2024/25 Graduate Calendar as presented. (renames section to match current usage)
- f. MOTION: That Senate approves the revisions to Regulation R-GR-15 Academic Petitions and Appeals effective for the 2024/25 Graduate Calendar as presented. (changing title from Grade Review to Academic Petitions and Appeals)

A Senator requested that item (d) within the omnibus motion be pulled out. The omnibus motion without item (d) was **PASSED**.

Item (d) from the Omnibus:

It was **MOVED** (D. Siddiqi, H. Nemiroff) that Senate approves the revisions to Regulation R-GR-9.3 Examinations and Term work effective for the 2024/25 Graduate Calendar as presented.

A Senator noted that the original language of this item within the calendar referred only to delayed term work. The new language, which includes deferred exams as well, implies that the Instructor is solely responsible for reviewing and approving student requests for deferred exams. With the increase in professional

programs at the graduate level, the number of requests for these deferred exams has grown, placing additional burdens on Instructors, particularly Contract Instructors who would be responsible for proctoring and grading these exams without compensation. The Senator asked that this item be returned to SCCASP for further discussion regarding additional supports that could be provided for Instructors, or alternately, how this work could be centralized as it is for undergraduate deferred exams.

It was **MOVED** (M. Rooney, J. Mason) that revisions to Regulation R-GR-9.3 Examinations and Term work (Item (d) of omnibus motion) be returned to SCCASP for further discussion.

The Chair of SCCASP confirmed that graduate deferred exams do not follow the same system as those for undergraduate students, and that it has always been the responsibility of the Instructor to handle requests for deferred exams. He acknowledged that requests for graduate deferred exams are increasing and noted that a system will be developed as the FGPA restructuring moves into Phase 2 in 2024/25. He stated that, for the 2024/25 academic year, it is important to include in the regulations guidance for graduate students who need to apply for a deferred exam.

The motion to refer item (d) to SCCASP was **DEFEATED**.

The motion for item (d) **PASSED**.

Minor Modifications:

The committee Chair noted the following three items for information:

- Minor Modifications for Nursing program
- Change to first year grading policy
- Minor modifications for Mechatronics

c. Senate Academic Governance Committee (SAGC)

Committee Chair and Clerk of Senate Elinor Sloan presented for Senate approval 12 student nominations for 7 Senate committees, for service beginning July 1st.

It was **MOVED** (E. Sloan, N. Hagigi) that Senate ratify the nominees for Senate committees, as presented, for service beginning July 1, 2024.

The motion **PASSED**.

The Clerk next presented revised Senate Rules of Order for Senate approval. The current revision combined two older documents (Rules of Order and Annex to Rules of Order) and reorganized the content for clarity. A memo outlining changes made was circulated in advance.

The committee Chair highlighted the following major changes:

- New Quorum rule (2) – from 25% of members to 28 members, which works out to 1/3rd of membership. This is in line with practice at several other Ontario universities, and parallels the quorum at Carleton’s Board of Governors.
- Proxy vote clarified (11.2) – Proxies are not allowed, but if an individual is acting for an ex officio member of Senate, they may attend Senate in the member’s stead as a voting member.
- Online voting (11.4) – language clarified to emphasize openness and transparency in voting whether in-person or virtual.

It was **MOVED** (E. Sloan, K. Graham) that Senate approve the revised Senate Rules of Order, as presented.

Discussion:

A Senator noted that the motion regarding friendly amendments (12.2.1.3) is not in line with the definitions provided in Roberts Rules of Order or the American Institute of Parliamentarians Standard Code of Parliamentary Procedure (AIP), which both specify that the friendly amendment belongs to the floor and therefore Senate must vote on it. The Assistant University Secretary agreed that the Senate Rules of Order do not align with the AIP or Roberts Rules in this case. As the AIP acts as a guide to Senate, Senate is free occasionally to devise its own interpretations of rules of procedure. In this case, Senate has previously approved its own version of the friendly amendment rule, which is included in the current document.

Another Senator asked whether the wording of Rule 11.4 could be changed to specify that the virtual voting protocol should distinguish clearly between votes in favour and those opposed, since the raised hand option online for both in-favour

and opposed voting can be confusing and time-consuming. The Assistant University Secretary noted that Senate can pass a motion to specify an online voting protocol, without having to change the rule.

A Senator asked whether “emergency motions” or motions that are brought to Senate bypassing the normal approval process via Faculty Boards can be addressed in the Rules of Order. It was suggested that these motions should be subjected to the 2/3 majority vote that is used for motions that suspend the normal rules of order (e.g. restricting/closing debate). The Chair of SAGC responded that Senate can, in these circumstances, request that the emergency motion be sent to a committee. The Clerk agreed and added that SAGC members discussed this issue and decided that no revision of the rules to include emergency motions was required at this time.

The motion **PASSED**.

8. Motion from Senator Nir Hagigi

Senator Nir Hagigi presented a motion cited as the *Investment Review and Transparency Motion*. This motion was circulated in advance to Senators.

The Chair noted that additional materials external to the meeting binder had been circulated to Senators prior to the meeting and that these materials were not distributed by the Senate Office. Subsequently, Senators were advised not to comment on or refer to these materials.

Senator Hagigi introduced the motion. He began by providing some political context related to the conflict in Gaza. Senator Hagigi’s opening remarks focused on the destruction and loss of life experienced by Palestinians in Gaza, and specifically emphasized the destruction of Palestinian educational institutions and resources, and the killing, injuring and incarceration of Palestinian educators. He then read the motion.

Motion:

WHEREAS a global movement calling for divestment from entities complicit in human rights violations against Palestinians exists, with participation from students, faculty, and staff.

WHEREAS at least 95 academics, 5,497 students, 261 educators have been killed, and at least 625,000 school-aged children have been denied access to education for several months.

WHEREAS the Carleton University Students' Association (CUSA) and the Graduate Students' Association (GSA) have passed motions urging the University to take action regarding concerns about the University's investments.

WHEREAS a coalition of students, faculty, and other campus organizations, called *Carleton4Palestine*, has publicly issued the following demands to the University administration:

- 1. Full Disclosure of Investments:** Immediate publication of all the university's financial investments, encompassing both endowed and non-endowed funds. Going forward, the university must update and publish a list of all current investments, no later than February 1st of each year.
- 2. Immediate Divestment:** The complete divestment from corporations and entities that are complicit in human rights violations, particularly those profiting from the exploitation, surveillance, and murder of the Palestinian people.
- 3. Academic Boycott:** A separation from institutions and entities that support, participate in, or benefit from the Israeli occupation, oppression, discrimination, and genocide of Palestinians. The university should foster relationships with Palestinian educational institutions through inter-institutional cooperation, including student exchanges, infrastructure support, and library sharing. Moreover, the university must commit to establishing scholarships, fellowships, and placements for Palestinian students through programs such as *Palestinian Students & Scholars at Risk*.

WHEREAS the University of Ontario Institute of Technology, California State University Sacramento, and dozens of other institutions around the world have agreed to initiate a process to divest their funds from companies that are profiting from violations of international law.

WHEREAS Carleton University abides by a public commitment to Responsible Investment principles which outlines that:

"Managers are expected to consider all material environmental, social, and governance (ESG) factors and be mindful of the interplay between those factors when analyzing

investments. While all relevant ESG factors should be considered in investment decision-making, the following are some of the important strategic priorities for the University:

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

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

AND WHEREAS many members of the Carleton University community, including students, faculty, and staff, have expressed a strong interest in the transparency of the University's investment practices.

BE IT THEREFORE MOVED (N. Hagigi, L. Madokoro) that Senate:

1. Recommends the Board of Governors, Pension Committee, Pension Fund Management Office, Investment Committee, and all other relevant entities assess Carleton's investments regarding potential human rights violations against Palestinians.

2. Recommends the aforementioned entities divest from companies that are found to:

- a) Provide products or services that contribute to the maintenance of the occupation of Gaza and the West Bank, including East Jerusalem, as well as the Syrian Golan Heights;
- b) Provide products or services that contribute to the maintenance and expansion of settlements in the occupied Palestinian territories;
- c) Establish facilities or operations in Israeli settlements in the occupied Palestinian territories;
- d) Provide products or services that contribute to the maintenance and construction of the separation wall;
- e) Provide products or services that contribute to violent acts that target civilians.

3-Recommends the establishment of a transparent and accountable process for future investment decisions that abide by clear ESG criteria, including consideration around human rights violations perpetrated against Palestinians.

4-Recommends the immediate publication of all the university's financial investments, encompassing both endowed and non-endowed funds.

5-Recommends the university update and publish a list of all current investments, no later than February 1st of each year.

Discussion:

The Chair first explained the ruling on why this motion, which is not in the purview of Senate, was allowed to come to Senate. Referring to Article 22 within the Carleton University Act, which outlines the responsibilities of Senate, the Chair noted that subsection (i) allows Senate to “make such recommendations as may be deemed proper for achieving the objects and purposes of the University” which, according to Article 3 of the Act include “the advancement of learning; the dissemination of knowledge; the intellectual, social moral and physical development of its members; and the betterment of its community...” Under this broad interpretation of Senate’s responsibilities, the Chair and Senate Executive Committee ruled that the motion could come to Senate, while acknowledging that the actions being recommended in the motion are not in the purview of Senate.

The Chair also reported that he received a request from a representative of the Jewish Issues Committee to make a statement to provide additional information to Senators, and that he had granted permission for this request. Professor Shawna Dolansky, who is a subject matter expert on the history of religion within the Middle East, joined the meeting online.

Professor Dolansky provided some religious and historical context for the motion. She also spoke more specifically against the motion, noting that:

- the motion does not respect Carleton’s bicameral governance as it deals with operational and financial matters which are the purview of the Board of Governors.
- The motion potentially threatens research partnerships in the Middle East and the academic freedom of Carleton researchers; and.

- The divestment called for in the motion would include the NASDAQ and large sectors involved in AI, machine learning, and cybersecurity which are areas of interest for several of Carleton's new programs (Bachelor of Data Science, Bachelor of Cybersecurity).

Senate engaged in a discussion in which the following points were made:

- The motion provides an opportunity to consider the issue of ethical and responsible investments;
- It was asked if the motion could be revised to deal only with a review of Carleton's investments under the responsible investments policy, without specific reference to the conflict in Gaza;
- It was noted that the calls for divestment in the motion target the pension fund, however, the University does not own the pension fund, and as a result does not have the authority or means to implement the motion;
- The Chair confirmed that the pension fund belongs to plan members (retirees and full-time employees of the university), those who contribute their current or past earnings to the plan;
- The university administers the pension fund, and the retirement plan is governed through the pension committee which reports to the Board of Governors;
- Endowment funds do belong to the University but are restricted and are not within the purview of Senate to govern.
- The Chair added that the university has responsible investing policies for the endowment investments and the retirement fund that incorporate environmental social and governance (ESG) factors and a report on Carleton's responsible investing practices is presented to the Board of Governors annually. This is a public document available on Carleton's website and can be circulated directly to Senators.
- A Senator added that pensioners also receive technical information annually and are advised on how investments within the pension fund fit within the responsible investing strategy;
- A Senator questioned whether universities should be making statements and recommendations on global conflicts. By focusing on one conflict, Carleton is elevating it above any of the other conflicts occurring globally.

A Senator asked if the motion could be divided, so that Senators could vote on each recommendation in turn rather than the entire list of recommendations. Other Senators remarked that although they respect the care with which the motion has been prepared and acknowledge the importance of the issues raised, they do not have the expertise that would allow them to vote confidently on this motion or fully understand its implications. The Chair responded that that expertise on investments does exist at Carleton, and suggested that these experts be invited to the next Senate meeting to provide a technical briefing. A Senator then brought forward a motion to postpone consideration of Senator Hagigi's motion until the next Senate meeting, when Senators could receive more information from subject matter experts on Carleton's investments.

It was **MOVED** (M. DeRosa, M. Barbeau) that Senate postpone the motion to a specific time, bringing it back to Senate in September 2024.

The motion **PASSED**.

The following Senators wished their abstentions to this motion to be recorded in the minutes: J. Armstrong, A. Bordeleau, L. Madokoro, H. Nemiroff, M. Pearson, M. Rooney.

9. Reports for Information

a) Senate Executive Committee Minutes (April 23, 2024)

b) COU Academic Colleague Report

10. Other Business

Senator Nir requested a waiver of the Notice of Motion for a motion to Senate. The Clerk noted that, according to the Senate Rules of Order, a motion must satisfy all of the following requirements to be eligible for a waiver of notice:

- The motion has been received by the Clerk at or before the start of the meeting;
- The motion responds to circumstances that developed after the date for proper notice;
- The action specified in the motion cannot be delayed to permit consideration at the next meeting of Senate;
- The motion addresses an issue of importance to the University; and
- A 2/3 majority of those present agrees to waive the requirement for notice after hearing the motion read.

The Chair clarified for the benefit of Senators that the motion deals with definitions of anti-Palestinian racism and anti-Semitism to be adopted by Senate. The Chair noted that these definitions are within the purview of the Human Rights Policy of the University. The Chair then invited Noël Badiou, Associate Vice-President, Equity and Inclusive Communities, who was in attendance at the meeting, to provide information on the process for revising this policy and the definitions therein. AVP Badiou stated that the Department of Equity and Inclusive Communities is revising the Human Rights Policy, and will be reviewing definitions within the policy within the next year. He added that the department will need to consult broadly with the community regarding these definitions, and Senate will be consulted as part of the review process.

The Chair ruled the request for waiver of notice of motion as out of order, since the action can and should be delayed in order to allow Senators to have more time to consider the motion.

Senator Hagigi, then provided notice of motion for the following motion:

MOTION: that Senate recommends the immediate review and amendment of existing anti-racism policies to reflect the aforementioned definitions and to reaffirm Carleton University's commitment to protecting students, faculty, and staff from all forms of racism and prejudice; including anti-Palestinian racism and antisemitism.

The two definitions referred to in the motion were also provided:

WHEREAS The Arab Canadian Lawyers' Association's Description of Anti-Palestinian racism (Version 2, April 2022) states that it is "a form of anti-Arab racism that silences, excludes, erases, stereotypes, defames, or dehumanizes Palestinians or their narratives."

AND WHEREAS The Van Leer Jerusalem Institute's Declaration on Antisemitism states that it is "discrimination, prejudice, hostility or violence against Jews as Jews (or Jewish institutions as Jewish)."

11. Adjournment

The meeting was adjourned (C. Viau, K. Taylor) at 5:00 p.m.