

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

Minutes of the 635th Meeting of the Board of Governors
Monday, April 24th, 2023 at 3:00 p.m.
Richcraft Hall Room 2440R

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

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:00 pm and welcomed governors and attendees to the meeting. The Chair acknowledged the Algonquin First Nation territory on which Carleton University is located. He reviewed the meeting protocols.

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 S. Mingie and seconded by M. Gillis that the open agenda of the 635th 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 634th Board Meeting, Statement of Investment Policies and Procedures for the Retirement, Statement of Investment Policies and Procedures for the Endowment Fund, Responsible Investment Policy for the Endowment and Non-Endowed Funds, Responsible Investment Policy for the Retirement Fund, Board Award for Outstanding Community Achievement Recipient, the 2023/2024 Miscellaneous Administrative Fees, and the 2023/2024 Student Association Fees.

The following items were circulated in the open consent agenda for information: Minutes from the meetings of the Building Program, Finance, and Advancement Committees, Ongoing Capital Projects Status Report and Capital Renewal (Deferred Maintenance), Capital Renewal (Deferred Maintenance) Plan for 2023/2024, Short-Term Parking Strategy, Greenhouse Gases and Carbon Budget, Carleton University Energy Master Plan Update, 2021/2022 Provincial Metric Ratios, Investment Report on the Endowment, Advancement Strategy 2022/2023 Update, Reputational Enhancement Project and Brand Campaign Update, Government Relations Update, and Minutes from Senate.

It was moved by A. Keung 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 2023/2024 Domestic Tuition Fees

An executive summary and presentation were circulated in advance.

P. Dion, Chair of the Finance Committee, introduced the item noting that domestic tuition fees are critical to the overall University budget. The Finance Committee reviewed and recommended the approval of the proposed tuition fees for 2023/24 in line with the Provincial framework.

J. Tomberlin, Provost and Vice-President (Academic), provided a brief presentation on the proposal for domestic tuition fees for the 2023/24 academic year. He reminded the

Board that in April 2022 it approved a two-year framework (2022/23 and 2023/24) for international tuition with increases ranging from 0% to 8%.

Domestic tuition is regulated by a Provincial Tuition Policy Framework. In 2019/20 all domestic tuition fees were reduced by 10% and then frozen for Ontario residents. This has resulted in a loss of almost \$100 million revenue to the University over five years. In 2021/22 and 2022/23, small increases were permitted for out-of-province domestic students, of up to 3% and 5% respectively. The Board approved 3% increases in both 2021/22 and 2022/23 for out-of-province domestic students.

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

The Chair inquired what the change in tuition fees would be if the three anomaly programs are approved. J. Tomberlin responded it would approximately be an additional \$1 million, noting that the MBA program is growing so that amount could increase over time.

A member asked if the tuition framework will impact any future strategies for enrolment to recruit more domestic out-of-province students. J. Tomberlin responded that Carleton will not act any differently in terms of the increased fees than other Ontario universities nor did he think that the 5% increase will have any detrimental impact on recruitment. S. Blanchard, Vice-President (Students and Enrolment), added that out-of-province students are coming to Carleton for specific, specialized programs. Fees are not usually the first thing they consider when making decisions about specialized programs. J. Tomberlin added that Ontario’s tuition was reduced by 10% and then frozen at that level, which has not been the case across Canada. Ontario’s tuition is now in the mid-range across the provinces. Carleton continues to recruit across the country and would like to be more aggressive in select programs. S. Blanchard commented that the pandemic has made it difficult for students to leave their home province but recruitment outside of Ontario has now ramped up. B.A. Bacon, President and Vice-Chancellor, added that 2022/23 was the first time that Carleton had a national brand campaign which included campaigns in Calgary, Edmonton, Vancouver, and Halifax promoting programs unique to Carleton such as policy and engineering.

On the recommendation of the Finance Committee, it was moved by S. Mingie and seconded by M. Fraser to approve the domestic tuition for 2023/24, per the 2023/24 Ontario Tuition Framework, as presented. The motion carried unanimously.

5.2 2023/2024 Operating Budget

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

P. Dion introduced the item advising that the Operating Budget represents the resources available for core activities including teaching, research, and student services. A balanced operating budget was proposed and recommended by the Finance Committee for 2023/24.

J. Tomberlin provided a presentation on the 2023/24 operating budget and acknowledged the work of the team in creating the budget.

The budget cycle was reviewed, starting in September 2022 with the Strategic Integrated Planning Committee forum, discussing priorities for the coming year, including updates to the Board in November and framework approvals in December, a retreat in January, Resource Planning Committee (RPC) presentations, and recommendations. Planning principles include enhancing Carleton's academic mission, achieving the Strategic Integrated Plan (SIP) goals, achieving the Strategic Mandate Agreement (SMA3) performance targets, transparency and clarity, financial stability and sustainability, and revenue generation and diversification.

Budget assumptions for the five-year planning horizon include stable enrolment from 2022/23 levels with a partial bounce back in international enrolment. Frozen domestic tuition is anticipated, a domestic tuition increase for out-of-province students of 5%, adjustments for tuition anomalies, increased international fees based on the approved framework, and government funding is expected to be frozen over the planning horizon. Expense assumptions include salaries and benefits exiting Bill 124, infrastructure costs for IT renewal programs and inflation, student support, and general and administrative expense increases of 3%.

Enrolment assumptions include an undergraduate annual intake increase of 1% domestic and 6% international (after a 14% decline for international in 2022/23). The graduate intake is anticipated to be flat for domestic and a 2% increase for international intake. There will be additional target growth with the new MEng in Practice program and retention and transition percentages are based on the 2022/23 academic year.

The proposed operating budget includes conservative estimates for the five-year financial forecast with a 2% across the board cut to base funding for all RPCs. The RPCs were encouraged to strategically use their existing carry-forwards, reinforced through conservative budget allocations.

The government grant is presumed to be flat at \$175 million. Tuition fees are forecasted to be \$304 million, up from the \$300 million projected from 2022/23. Investment income is anticipated to be \$24 million. Overall, a balanced budget of \$525 million in revenue and expenses is proposed for 2023/24. There is an ongoing three-year plan to convert recurring fiscal expenses into base, resulting in a net decrease of \$5.9 million in base funding for the RPCs. The University budgets includes expenses which Carleton has little or limited control over such as utilities, external contracts, and maintenance which have been increased by \$2.8 million in base, plus fiscal. For 2023/24, \$11 million fiscal and \$10 million base has been added to provisions and contingencies for a total of \$24.3 million base and \$23.7 million fiscal.

The RPCs include academic, such as faculties and the library, and there is a 2% decrease in base funding, which translates to approximately \$5 million and a \$2.5 million reduction in fiscal. Students and Enrolment will decrease 2% and increase 0.5% fiscal related to recruitment. Research and International will increase 3.5% base and 3.5% fiscal and Administration will cut 2% base and see a 2.5% increase allocation in fiscal. Overall, the RPC's allocation will be a 2% decrease (\$5.9 million) in base and a 0.5% decrease (\$1 million) in fiscal.

New allocations for the 2023/24 University budget included \$0.8 million fiscal for student supports, \$1.6 million base and \$3.4 million fiscal for Information Technology, \$1.1 million base and \$0.5 million fiscal for employee benefits, \$0.3 million in both base and fiscal for library acquisitions, and \$0.8 million base and \$0.9 million fiscal for campus operations. Total new allocations for University budgets were \$3.8 million base and \$5.9 million fiscal. Contingency allocations include \$11 million in base and \$10.4 million in fiscal.

A member inquired about the student support. J. Tomberlin responded that the amount of money available for student support has increased and Carleton is not changing the awards framework even though there are more students qualifying for entrance scholarships than in the past. S. Blanchard added that the scholarship grids for the undergraduate students are the largest of what is provided to students, including renewable scholarships. Carleton's scholarships are competitive to help students compared to other Ontario institutions.

A member inquired about use of departmental carry-forwards as different departments may hold funds for specific projects. J. Tomberlin responded that the University leaves the carry-forward amounts with the units and new money was not provided. On the faculty side, there are some challenges as new enrolments are not even across campus. Carry-forwards have been closely tracked and the RPCs are required to report how they would be using the funds over the next three years.

A member inquired about the management and governance oversight for contingencies. J. Tomberlin responded that some of the additional expenditures are from transfers from the

budget for maintaining and improving the IT infrastructure over to the University central budget as it was deemed essential to invest in this area. Regarding governance for contingencies, there is a Provost's Budget Working Group which meets monthly throughout the year. Any contingencies expenditures go through the Budget Working Group are closely monitored.

On the recommendation of the Finance Committee, it was moved by A. Keung and seconded by B. O'Connor to approve the 2023/2024 Operating Budget, as presented. The motion passed unanimously.

5.3 Campus Master Plan

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

L. Dyke, Vice-President (Finance and Administration), advised that after an extensive consultation process, the final Campus Master Plan update was brought to the Board for approval. The draft plan was posted online for four weeks and the feedback from that process, discussions with Senate, the Building Program Committee, and the Board have been incorporated. The version was unanimously endorsed by the Campus Master Plan Steering Committee and recommended by the Building Program Committee.

A. McIlroy, Principal with Brook McIlroy (BMI), provided a presentation on the final changes to the Updated Campus Master Plan. From public feedback, BMI heard a desire for greater emphasis on multi-faith prayer rooms and sheltered, outdoor spaces. Additional faith spaces have been added to the cultural and inclusion guidelines, and sheltered transit waiting areas have been included in the plan. An emphasis was heard to include more bird-friendly design, which has been included in the sustainability guidelines section. There was strong support for Indigenous culture and history integration into the Campus Master Plan as well as for the Green Ribbon areas around campus. There was also strong support for the tunnels including a desire for more public art and student involvement in the tunnels. The arrival of the O-Train will impact transportation to and from campus, with a need to alleviate traffic and improve intersections, better connecting campus with the broader community. There is an emphasis on accessible parking and a campus designed to support student health and wellness.

Conversations have taken place with the Rideau Valley Conservation Authority (RVCA) for future construction in low-lying areas and guidelines with respect to flood risk have been built in. Regarding potential development sites, the Building Program Committee reported on the new Sustainable Research Centre study has been added to the plan with adjustments to ensure Library Road remains pedestrian friendly. The Natural Features and Storm-Water Management map has been updated to include the 1-in-100 and 1-in-50 year floodplains. With the floodplain updates, the site on the south side of Raven Road has been removed as a location for potential future development. Tunnel updates include a new tunnel connection between Stacey-Richcraft under the LRT tracks to Pigiari vik

(formerly Robertson Hall). The transportation consultants, Parsons, have recommended the inclusion of above-grade, glass-enclosed bridge connection over the LRT tracks as part of the north campus expansion in future years. University Drive has been adjusted for wider bus lanes, but to encourage drivers to slow down, the lanes will be visually narrowed.

The seven key focus areas to the updated Master Plan as compared to the 2016 plan included:

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

The Chair commented that the plan is comprehensive and introduces exciting new elements as Carleton continues to grow and evolve. He thanked management and the Building Program Committee for their work on the update.

A member inquired about the 1-in-100 floodplain. A. McIlroy responded that climate change is very much a moving target. Very few buildings are within the 1-in-100 floodplain but this is an area for monitoring for future updates. The member followed up asking about the costs of the Plan. L. Dyke responded that the original funding allocation was \$200,000, which increased as a result of broader consultations than originally conceptualized.

On the recommendation of the Building Program Committee, it was moved by D. Greenberg and seconded by C. Tessier to approve the Carleton University Campus Master Plan Update, dated April 2023, as presented. The motion passed unanimously.

5.4 Loeb Building Renovations - Capital Proposal Form

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

C. Tessier, Vice-Chair of the Building Program Committee, introduced the item advising that the Capital Proposal Form is the first of three review points for the Board on major capital projects, followed by the Project Planning Report with more details and estimates, and the Project Implementation Report with final details. The Loeb Building was constructed in 1965 and the building envelope has reached end-of-life and remediation is required to address safety concerns. The Building Program Committee reviewed the proposal and recommended the approval of the Capital Proposal Form and to proceed to a Project Planning Report.

G. Nower, Associate Vice-President (Facilities Management and Planning), provided a presentation. He confirmed that the Loeb Building cladding is at the end of its useful life, adding that the project also includes work to stairways and making the third floor occupiable. HPA have been retained and are working on the development of the project envelope, while maintaining the appearance and architectural integrity of the façade, with a total estimated building cost of \$40 million.

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

The project has entered the design phase of the schedule which is anticipated to last until 2024, entering the construction phase in 2025. They are working with the current occupants of the building, including the Dean of the Faculty of Public Affairs, and Facilities Management and Planning (FMP), with the timeline to be firm soon. The funding for the project will come from the debenture with the potential to use the Facilities Renewal Program (FRP) funding from the Province of Ontario for deferred maintenance.

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

A member inquired if the upgrades would be address accessibility concerns. G. Nower responded that there are some accessibility aspects included such as accessing the rooftop areas and work in the stairwells.

A member inquired about the cladding, noting that G. Nower indicated that water would flow behind the cladding and if he could explain the process. G. Nower responded that the building was previously designed such that water would flow over the brick and the system being used is called “persist” where the water flows behind the cladding and adds to the insulation and prevents the existing freeze/thaw issues.

On the recommendation of the Building Program and Finance Committees, it was moved by D. Maseko and seconded by J. Ojangole to approve the Capital Proposal Form and proceed to a Project Planning Report to include a schematic design and a Class "C" estimate for the Loeb Building Envelope Remediation and Replacement Project at a project cost not to exceed \$40 million, as presented. The motion passed unanimously.

5.5 Decommissioning of P9 Parking Garage – Capital Proposal Form

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

C. Tessier introduced the item advising that the P9 parking garage was built in 1969 and continues to show progressive deterioration and corrosion. Engineering studies have shown that maintaining the structure will be costly and decommissioning is recommended by the Building Program Committee for 2024.

B. Billings, Director of University Safety, provided a presentation on the P9 Parking Garage decommissioning. In 2021, a feasibility study was undertaken which included options for potential demolition methods, a review of the existing service tunnel, and proposed courses of action. Additional areas of consideration include the impact on utilities, such as fiber optic cabling, and site options for future development. The preliminary budget from the feasibility study for demolition and decommissioning were estimated at \$5 million.

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

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

holders and will be mitigated with early communication and advise the permit holders of alternate parking solutions.

An updated Class “C” estimate will be provided as the project advances further into the design phase and Parking Services will be preparing a short-term strategy for the reduction of 651 parking spaces from the decommissioning. Strategies will include expanding P7 with an additional 500 spaces, negotiations with the NCC for 100 spaces north of P7, a Flexible Work Arrangement staff parking option, and increasing parking rates by 10% to be closer market rates. A longer-term strategy will be developed once the LRT is operational.

A member asked if once the P9 garage is decommissioned, if the space could be covered with grass. B. Billings responded that options are being considered, including converting the space to accessible parking in the core of campus, with electric vehicle charging stations.

A member asked for additional information with respect to amortizing the demolition costs over 10 years. L. Dyke responded that during the pandemic, revenues from Parking Services were significantly reduced so it will take 10 years for Parking Services to pay off that debt as there is not an accumulated surplus. The Chair added that it is amortizing the payment of the project, which is internally financed.

On the recommendation of the Building Program and Finance Committees, it was moved by A. Keung and seconded by C. Tessier to approve the Capital Proposal Form and proceed to a Project Planning Report for the decommissioning of P9 Parking Garage at a project cost not to exceed \$5 million, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Coordinated Accessibility Strategy Annual Report

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

S. Blanchard introduced the item advising that in June 2020, after extensive consultations, Carleton launched a Coordinated Accessibility Strategy. She introduced B. Vukovic, Director, Accessibility Institute and Canadian Accessibility Network and A. Chan co-chairs of the Carleton Accessibility Strategy Overview Committee, and C. Malcolm Edwards Lead, Coordinated Accessibility Strategy (CAS) Implementation.

C. Malcolm Edwards provided a presentation on the Coordinated Accessibility Strategy. Progress was made on the recommendations in the April 2022 report, with definitive action taken on 36 of the 40 recommendations since the CAS launch.

Highlights from the past year included:

- Coordination and Leadership through the creation of the Accessibility Institute;
- Development of a language guide and Disability Confidence Project through the Advancement of the Canadian Accessibility Network;
- Education and training joint projects to improve booking of accessible spaces and developing additional web training, and working to improve wayfinding on campus for the mobile app;
- Student Support Services identified needs and gaps for graduate students and are working to create more accessible experiences for those students;
- Over \$11.5 million in research funding in the areas of employability, standards, and infrastructure since 2020; and
- Almost \$3 million in funding was brought in by the Accessibility Institute in 2022.

Over the next 12 to 18 months, CAS will be creating a road map for 2025 and beyond for the Accessibility Strategy, the physical campus audits will be completed, and embedding accessibility in roles and resources will be a priority at all levels. Additionally, CAS will be creating more accessibility and design training modules, more supports, and resources for accessible employment.

A member commented that their organization is part of the Accessibility Network noting the work CAS does beyond Carleton in building capacity in the broader community and its success in making a change.

6.2 International Strategy Annual Report

A presentation was circulated in advance.

R. Goubran, Vice-President (Research and International), introduced the International Strategy at Carleton and B. Appel Kuzmarov, Associate Vice-President (International).

B. Appel Kuzmarov provided a presentation on Carleton's International Strategic Plan, vision, and an update on the plan goals to date.

Carleton's strategic vision is to "Serve the World, Nurture Global Citizens", in alignment with the Strategic Integrated Plan. Its mission is to enhance Carleton's international reputation for research and teaching in programs that respond to the needs of society today and anticipate the needs of the future. By the 2022/23 academic year, there were over 177,000 alumni worldwide, 4,490 active international undergraduate and graduate students currently, 64 active MOUs and 133 student exchange agreements.

The Plan is shaped around five international goals:

- International Research and Funding: funding is returning to pre-pandemic levels with \$3.9 million awarded in 2022, 31 active projects, including a project with the World Health Organization for pop-up medical facilities;
- International Students: there are currently 3,232 international undergraduate and 1,238 graduate students on campus from 142 countries reflecting high demand for Carleton's programs and reputation abroad noting the issues in obtaining student visas during 2022/23;
- International Teaching, Knowledge, and Expertise: since 2000, Carleton has hosted approximately 1,700 researchers from over 80 countries, noting an increase in visiting scholars to campus, and international internship programs have increased from 26 students in summer 2022 to 52 students placed for in-person internships in 2023;
- International Mobility and Experiential Learning: enhancing awareness and reducing barriers for international mobility and experiential learning opportunities, such as through Mitacs research awards and the Global Skills Opportunity Grant; and
- Internationalization at Home: Carleton's national capital advantage, engaging with 32 embassies, hosting and attending events, and connecting with 22 countries at those meetings.

The International Strategy faced several challenges in 2022/23 including the post-pandemic recovery and uncertainties for student demand. To address the challenge, Carleton is rebuilding trust with international partners and enhancing global collaborations and leveraging technologies for teaching. There have been challenges related to government capacity to support student mobility due to visa delays and withheld Provincial funding in 2022/23 through Mitacs which has since been resolved. Geopolitical instability and its risks are external to Carleton's internationalization plans but are impacting the entire university sector. Carleton is working with the sector and governments to build support and is engaging in the research area of risk and conducting enhanced risk assessments. Lastly, the reputational risk related to ethical engagement with internationalization poses a challenge. Carleton is committed to high ethical standards and has joined the Canadian Bureau for International Education (CBIE) ethics working group to update codes of conduct.

Moving forward, the International Strategy will benchmark Carleton's international operations, build a geopolitical risk framework, use benchmarking to support regional strategies, incorporate community feedback, and prepare for the next iteration of the ISP in 2025.

A member asked about the 133 student exchange agreements and if that refers to the number of agreements or the number of students, and how those agreements are targeted. B. Appel Kuzmarov responded it is the number of agreements and each agreement specifies the number of inbound and outbound students with the aim of parity. Carleton

looks for programs with wrap-around support for students. S. Blanchard added that Carleton looks for partners with a wide range of different options for students, the quality of the institution, and ensuring the back-and-forth exchange of students.

A member asked about the challenges for international student visas. B. Appel Kuzmarov responded with respect to the visa processing, the issue is not on the demand side and international confirmations were up in 2022/23. It is the visa processing delays which is an external factor and is sector wide. B.A. Bacon added that last year, international attendance was down 14% and it is expected to be up approximately 5% for 2023/24. The visa issue presents a challenge as international students have the option to attend university in other countries, such as the United States. Improvements have been made to the system and the 2023/24 year is expected to be better.

6.3 Report from the Chair

The Chair thank all committee members on the Finance, Building Program, Audit and Risk, and Advancement and University Relations Committees for their work over the 2022/23 Board year noting that these four committees completed their last meetings in April 2023 and did an extraordinary amount of work to complete their work plan this year.

He reminded the members that convocation is coming up in June and, if available, encouraged members to attend at least one of the 15 ceremonies.

6.4 Report from the President

A written report was circulated in advance.

B.A. Bacon advised that classes for the Winter 2023 semester were complete and students were in the exam period. As the 2022/23 academic year neared completion, he commented on the success of the year with the emergence from the pandemic and a full return to campus activities. He added it was a banner year for research funding of almost \$100 million over four years, a number of important research awards, appointments to the Royal Society of Canada, three researchers named among the most cited in the world, Order of Canada appointments, and the Hertzberg prize for the top scientist in Canada.

There were initially some concerns for students returning to campus as the cohort finished their high school experience during the pandemic. He thanked everyone that supported students in the classroom and social spaces to ensure a successful year. Advancement at Carleton raised another \$40 million for the third year in a row. The Carleton Reputational Enhancement and Brand campaign was active for a full cycle targeting prospective students and influencers and was pleased with Year 1 of the campaign.

The University was able to bring a balanced operating budget for 2023/24, which was challenging in the absence of new revenues. The budget was predicated on meeting the student enrolment targets and student applications were up 2% over 2022/23 where the sector overall saw a slight decline.

Other highlights included:

- Carleton's 4th Kinàmàgwin symposium;
- \$3 million in funding from the Health Research Institute;
- NSERC grant recipient of \$1.65 million on permafrost, climate change, and sustainability;
- Both men's and women's basketball teams were national champions;
- May 10, 2023 inaugural Carleton Challenge Conference on Mental Health; and
- Spring Convocation June 12 to 16, 2023 with 15 ceremonies.

6.5 Committee Chair Updates

6.5.1 Advancement and University Relations

M. Gillis, a member of the Advancement and University Relations Committee advised that the Committee met on April 20, 2023. It approved the Board Award for Outstanding Achievement recipient, Dakota Livingston. The Jury was impressed with D. Livingston as she maintained a high GPA while leading and mentoring her peers with extensive volunteer work, including being president of the Carleton Academic Student Government. The Committee received three items for information including an update from the Department of University Advancement and its fundraising goals, the Student Recruitment Campaign and Challenge Conference, and from Government Relations.

6.5.2 Building Program

C. Tessier, Vice-Chair of the Building Program Committee, advised that the Committee met on April 12, 2023. The Committee received a presentation from B. Billings, Director of Campus Safety Services, on the short-term parking strategy, including the impact of the decommissioning of P9 on the number of spaces available on campus as well as looking to possible off-campus parking solutions. Other items for information included the Internal Audit Report on Capital Project Management, where the internal auditor noted that the University's capital program has established a strong foundation and that the opportunities noted simply reflect the maturity of the program. Two presentations were received from S. MacDonald, Director, Energy and Sustainability. The first was an update on Greenhouse Gases and Carbon Budget and the second was an update on the Carleton University Energy Master Plan more broadly on the energy sustainability projects underway and planned for campus. The Committee received an update from G. Nower, Associate Vice-President (Facilities Management and Planning), on the ongoing capital projects status report and capital renewal deferred maintenance of which there are

projects totaling nearly \$200 million currently underway on campus, as well as the 2023/2024 plan for deferred maintenance projects.

6.5.3 Finance

S. Mingie, Vice-Chair of the Finance Committee, advised that the Committee met on April 12, 2023 to approve ten items. The first three approvals were brief and included recommendations to the Board for the approval of the 2023/24 Domestic Tuition Fees as per the Ontario Tuition Framework, the 2023/24 Miscellaneous Administrative Fees, and the 2023/24 Student Association Fees. The main item for approval was the 2023/2024 Operating Budget. J. Tomberlin provided a detailed presentation for a balanced budget.

The additional items for approval included the Loeb Building Renovations Capital Proposal Form and Decommissioning of the P9 Parking Garage Capital Proposal Form, as discussed by the Building Program Committee. A. Urquhart, Executive Director, Pension Fund Management, presented four items for the Committee's approval including: the Statement of Investment Policies and Procedures for the Trust Fund created under the University Retirement Plan, the Responsible Investment Policy for the Retirement Fund, the Statement of Investment Policies and Procedures for the Endowment, and the Responsible Investment Policy for the Endowment and Non-Endowed funds.

Three items for information were received including a presentation from A. Marcotte, Associate Vice-President (Financial Services), on the 2021/22 provincial Metric Ratios which showed Carleton is still in a solid financial position. In the interest of time, two items were presumed as read by the Committee, which included the Investment Report on Endowment and the Project Status and Capital Renewal (Deferred Maintenance) Report, which has also been reported by the Building Program Committee.

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 5:30 p.m.