OPEN SESSION

CONSENT AGENDA

to the Open Agenda of the 633rd Meeting of the Board of Governors

Tuesday, December 6th, 2022
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 632nd meeting of the Board of Governors, as presented.

4.1.2 Academic Governance of the University Joint Policy

MOTION: On the recommendation of the Senate and the Governance Committee, that the Board of Governors approves the Academic Governance of the University Joint Policy, as presented.

4.1.3 Board of Governors Travel and Related Expense Policy

MOTION: On the recommendation of the Governance Committee, that the Board of Governors approves the Board of Governors Travel and Related Expense Policy, as presented.

4.1.4 Founders Award Criteria

MOTION: On the recommendation of the Founders Award Jury, that the Board of Governors approves the criteria for the Founders Award, as presented.

4.2 ITEM(S) FOR INFORMATION

4.2.1 Committee Minutes

a) Building Program Committee
   ▪ Sept. 14, 2022 Meeting Minutes
b) Finance Committee
   ▪ Sept. 14, 2022 Meeting Minutes
c) Governance Committee
   ▪ Sept. 13, 2022 Meeting Minutes

4.2.2 Board of Governors Training and Onboarding Overview

4.2.3 Campus Master Plan Update - Emerging Themes

4.2.4 New Student Residence - Update
4.2.5 Strive for Sustainability Annual Report

4.2.6 Project Conclusion Report - Engineering Student Design Centre

4.2.7 Ongoing Capital Projects Status Report and Capital Renewal

4.2.8 Update on the 2022/23 Operating Budget

4.2.8 Investment Committee Terms of Reference

4.2.9 Investment Report on the Endowment

4.2.10 Pension Plan Report

4.2.11 Student Governor Handbook and Election Process

4.2.12 Administrative Staff Governor Handbook and Election Process

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

Minutes of the 632nd Meeting of the Board of Governors

Tuesday, October 4, 2022 at 2:30 p.m.
Richcraft Hall Room 2440R

PRESENT:  
G. Farrell (Chair)  
B. Creary (Vice-Chair)  
B.A. Bacon  
A. Chan  
P. Dabas  
P. Dion  
K. von Finckenstein  
M. Fraser  
K. Furlong (Virtual)  
M. Gillis  
D. Greenberg (Virtual)  
L. Grussani  
A. Hamdani  
L. Hayes  
L. Honsberger (Virtual)  
N. Karhu  
A. Keung  
D. Maseko  
S. Mingie (Virtual)  
L. Newton Miller  
B. O’Connor  
J. Ojangole  
M. Porter  
P. Smith (Virtual)  
C. Tessier  
A. Tremblay  
A. Ullett  
P. Wolff  
D. Greenberg (Virtual)  
L. Grussani  
A. Hamdani  
L. Hayes  
L. Honsberger (Virtual)  
N. Karhu  
A. Keung  
D. Maseko  
S. Mingie (Virtual)  
C. Tessier  
A. Tremblay  
A. Ullett  
P. Wolff

REGRETS:  
Y. Baltacioğlu  
A. Khoyani  

STAFF:  
S. Blanchard  
M. Bright  
T. Frost  
A. Goth (R. Secretary)  
R. Goubran  
C. Khordoc  
S. Levitt  
A. Marcotte  
K. McKinley (Virtual)  
E. Sloan  
K. Solomon  
J. Tomberlin

OPEN SESSION

1. CALL TO ORDER AND CHAIR’S REMARKS

The Chair called the meeting to order at 2:30 pm and welcomed all governors and attendees to the Board of Governors meeting. The Chair acknowledged the Algonquin First Nation territory on which Carleton University is located. He recognized that September 30, 2022 was Orange Shirt Day, Canada’s National Day for Truth and Reconciliation. He reviewed the meeting protocols for those members attending in-person and remotely.

A member suggested that the personal land acknowledgement rotate through all the Board members to contextualize what it means to each person. The Chair agreed to this suggestion.
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 A. Tremblay and seconded by P. Dion that the open agenda of the 632nd 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 631st Board Meeting, the Board Award Criteria and Jury Selection, Founders Award Jury Selection, and the Audit and Risk Committee Terms of Reference.

The following items were circulated in the open consent agenda for information: University Committee Minutes from the April meetings of the Advancement and University Relations Committee, Building Program Committee, and Finance Committee, Campus Master Plan Renewal Process Update, Major Capital Projects Overview, New Student Residence Update, Ongoing Capital and Deferred Maintenance Project Status Report, Transportation Plan and Parking Strategy Update, Project Closure Report Co-Generation Facility, Update on 2022/23 Operating Budget, Update on 2022/23 Ancillary Budget, Update on 2022 Credit Rating, Advancement Update Overview and Strategy 2022/2023, Centre for Community Engagement Overview and Consultation, Government Relations Overview and Update, Provincial Metric Ratios 2020/2021, Board Work Plan and Schedule of Meetings, and Minutes from Senate.

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

5. ITEMS FOR APPROVAL

5.1 Audited Financial Statements for year ended April 30, 2022 and Audit Finding Report

Executive summaries, reports, and presentations were circulated in advance.

M. Fraser, Chair of the Audit and Risk Committee, congratulated A. Marcotte in her new role as Acting Associate Vice President (Financial Services). On September 14, 2022 the Audit Committee met with KPMG to review the financial statements and recommended to the Board approval of the 2021/2022 Financial Statements.

A. Marcotte outlined that the auditor’s opinion was received without reservation, there were no differences observed (adjusted or unadjusted), audit work was conducted on time and on budget, and no control deficiencies were identified.
Highlights of year-over-year changes included a deficit of $18 million compared to a surplus of $39 million in the previous year. The prior year surplus was the result of significant investment returns whereas the current year deficit is a result of using reserves accumulated in prior years for planned capital and operational expenditures. Net Assets were lower by $59 million, decreasing from $1.2 billion to $1.1 billion. In addition to the $18 million deficit noted, there was a $29 million remeasurement cost adjustment to unfunded employee future benefits and $10 million in direct decreases to endowments related to unrealized investment losses, net of contributions. There was also an increase of $205 million in cash and marketable securities and $215 million in long term debt, due to the $220 million bullet bond issued in June of 2021.

She reviewed the five-year trend from 2017/18 to 2021/22 including the increase in assets ($205 million in cash and marketable securities) and increases in the liabilities including the long-term debt ($215 million) and employee future benefit liability ($33 million). The net assets have been stable over the five-year period including a slight decrease in endowments ($10 million) and unrestricted net assets ($29 million). Internally restricted net assets included $65 million in capital reserves with $18 million of that committed to projects that are underway, the pension reserve remained unchanged at $69 million, and the general and ancillary reserves continued to be utilized to meet strategic goals and to offset any lingering financial effects of the COVID-19 pandemic.

On the recommendation of the Audit and Risk Committee, it was moved by M. Fraser and seconded by C. Tessier to approve Carleton’s 2021/22 Consolidated Financial Statements and the Audit Findings Report, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Senate Annual Report

An executive summary and report were circulated in advance.

The Board of Governors annually receives a report from the Clerk of Senate. The report circulated covered the period of July 1, 2021 to June 30, 2022.

E. Sloan, Clerk of Senate, advised that Senate met eight times through the 2021/2022 academic year, approved seven honourary degrees, two new programs, eleven new minors, concentrations, and twelve cyclical reviews. The extension of compassionate grading options in the Fall of 2021 and Winter 2022 terms and the First Year Grading Policy was approved. Senate took an active role in the continued smooth operations of the academics of the University as the pandemic began to subside, which included confirming that classes would be taught both on-campus and online (mixed format) in Winter and Spring 2022 terms. Senate also approved the terms of reference updates to several Senate committees.
A highlight was “Super Convocation” in June 2022 which saw more than 6,700 students over 40 separate ceremonies. The ceremonies were well received by the Carleton community. Fall Convocation will take place on November 12th which will have three ceremonies.

Sloan thanked M. Bright, Communications Officer, for preparing the Senate Annual report and K. McKinley, Assistant University Secretary, for her work on Senate, S. Blanchard for her work on the Convocation Working Group in the lead up to Super Convocation, and B.A. Bacon, President and Vice-Chancellor, for his leadership as Chair of Senate throughout the year.

The Chair commented on the volume of work done over the previous year through a tumultuous time and agreed that the Super Convocation was a highlight.

A member asked for more information related to compassionate grading and the grounds for such grading. E. Sloan responded that professors were asked to recognize student circumstances, and this policy specifically, allowed students to convert a grade that they did not like into a grade of “SAT”, for up to 1.5 credits per year and all “F” grades were converted to “UNSAT”.

6.2 Report from the Chair

A verbal report was provided.

The Chair reported that Carleton’s plans for a full return to campus with classes are underway and on campus operations underway. Senate, like the Board, also successfully conducted first in-person meeting on September 23, 2022.

He reminded the Board of this year’s focus of building momentum and that notwithstanding the challenges of the pandemic, there have also been opportunities. The Board year was successfully launched with the Board Orientation on September 7, 2022, six committee meetings, and the Board Strategy Session on October 4, 2022. He thanked everyone for their volunteer service to the University.

6.3 President’s Goals and Objectives for 2022/23

A memo was circulated in advance.

The Chair reviewed the President’s ten goals for 2022/23. The goals include accelerating the implementation of the Strategic Integrated Plan (SIP), a full return to campus while remaining alert to further disruptions, strong enrolment, a goal to reach $85 million in research funding, and $40 million in fundraising annually, campus infrastructure renewal, international re-engagement, reputational enhancement, and ongoing professional and personal development.
B.A. Bacon added that he tries to strike a balance between being ambitious and not over-taxing the team. He pointed to the dramatic increase in Carleton’s research funding from $55 million to $97 million this year and the goal of $85 million on a three-year rolling average represents a stabilization. He believes these are all stretch goals that are achievable.

6.4 Report from the President

A written report was circulated in advance.

B.A. Bacon welcomed everyone to the first in-person Board meeting in almost three years.

Carleton’s Fall 2022 semester is underway with a return to campus, residences are full, courses are taking place in-person with some online for pedagogical and student choice options and activities returning to close to normal levels. The vaccine and mask mandates are on pause with the University remaining vigilant. Other highlights included:

- Super Convocation – 40 ceremonies honouring the graduating classes of 2020, 2021, and 2022;
- Celebrating both Pride and National Indigenous History Month in June;
- Community Breakfast was held on August 23rd and 24th in person for the first time since Fall 2019 with 800 attendees;
- Carleton’s 80th Anniversary will be celebrated this year;
- J. Tomberlin, Provost and Vice-President (Academic), term has been extended for one additional year;
- A. Marcotte appointment as Acting Associate Vice President (Financial Services);
- Carleton has been recognized as a top performer in the 2022 Sustainable Campus Index;
- The new Nicol Building has its official opening on September 21, 2022;
- Carleton’s annual homecoming was celebrated September 17th to 24th;
- Carleton has been invited to join the Business + Higher Education Roundtable with key decision makers from industry;
- September 30th was Orange Shirt Day, Canada’s National Day for Truth and Reconciliation and he recognized Carleton’s efforts with the 41 calls to action and Carleton’s Kinàmàgawin Strategy; and
- Fall Convocation will be November 12th and he invited Board members to attend.

The Chair commented that a lot of work has been done and how nice it is to see the return to campus.

6.5 Committee Chair Updates

6.5.1 Advancement and University Relations

Minutes of the Board of Governors – October 4, 2022 OPEN Session
K. Furlong advised that the Advancement and University Relations Committee met on September 19, 2022. The Committee is responsible for the administration of the Founders Award and the Board of Governors Award for Outstanding Community Achievement, the juries were approved, with some of the criteria needing to be finalized for the Founders Award. The Committee received four presentations on the key areas including the reputational enhancement project, fundraising strategy, community engagement strategic plan, and the government relations portfolio.

6.5.2 Building Program

A. Tremblay provided a summary of the September 14, 2022 meeting of the Building Program Committee which included an overview by senior management on the capital projects in construction and design phases on campus, including the Engineering Design Centre, the Wellness Hub, and the Sustainability Research Centre as well as the Loeb and Paterson Buildings which are undergoing recapitalization. Projects have a value of upwards of $207 million are underway.

A report was received on the new student residence noting the increasing costs of capital projects. A full financial assessment from management will be provided.

A project close-out report was received on the Co-Generation facility. The project took five-years to complete and was over budget, but a number of lessons were learned are being implemented for upcoming capital projects.

A report was received on the Campus Master Plan renewal. The key outcomes are to align capital planning with the academic programming, growth and to with other strategic plans on campus. Phase 2 of the study is beginning, and she reminded the members that if they did not have an opportunity to provide feedback at the Board Strategy Session, input can be given online. Phase 3, the development phase, has just started and designs will be received and discussed at the upcoming meetings. A report was also received on the Transportation Plan and Parking Strategy with updates that included the round-about at University Drive, the Light Rail Transit (LRT), and connections to the tunnels.

6.5.3 Finance

P. Dion provided an update on the September 14, 2022 meeting of the Finance Committee, items for information included a presentation on the Operating Budget fiscal year-end April 30, 2022, which ended with a surplus of approximately $6.5 million. There were significant improvements in revenues for the ancillary units with the return to activities on campus. External research funding received continued to be strong at $92.5 million. The University continued to be in a strong cash position with over $800 million in operating cash and securities. The Committee received updates on the 2022/2023 budget, with the operating budget on track but pending the confirmation of enrolment numbers later in the year. The University is required to obtain a credit rating annually and received a rating of AA (low) from DBRS, comparable to Carleton’s peers. An overview
of capital projects was received from G. Nower, Associate Vice-President (Facilities Management and Planning).

6.5.4 Governance

B. O’Connor provided an overview of the September 13, 2022 Governance Committee meeting. There were two items for approval: the Audit and Risk Committee Terms of Reference which were approved by the Board as part of the consent agenda and Board Self-Identification Questionnaire. Items for discussion included the Student and Administrative Staff Governors handbooks. A slight revision will need to be made to the Student Governor handbook to include the changed wording around “in good academic standing” to reflect the new wording of “eligible to continue” and both of the handbooks will return to the Governance Committee for approval in November. The Board Members Skills Matrix and Community-at-Large Recruitment was also discussed, looking at current strengths and potential opportunities for recruitment of community-at-large members such as facilities management, capital planning, and cyber security.

There were five items for information including the Board Self-assessment Results, a summary for the Board of Governors Onboarding and training highlighting the new Capital Planning Module that has been added to the Board intranet, a Chair and Vice-Chair Term Lengths benchmarking report, and a benchmarking report of the University’s Board size.

A member inquired about the Skills and Competencies Matrix and wondered how the information was gathered. A. Goth, University Secretary, confirmed that as part of the onboarding process for new and returning members, everyone must sign a Code of Conduct and at the same time the skills matrix questionnaire is filled out and returned. She added that the voluntary self-identification questionnaire will be going out later in October 2022.

7. OPEN-OTHER BUSINESS

No additional 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 3:28 p.m.
BOARD OF GOVERNORS: REPORT

To: Board of Governors
From: Chair, Governance Committee
Date of Report: 31 October 2022
Date of Meeting: 6 December 2022

Subject: Academic Governance of the University Joint Policy
Responsible Portfolio: University Secretariat

1.0 PURPOSE
☒ For Approval ☐ For Information ☐ For Discussion

2.0 MOTION
On the recommendation of the Senate and the Governance Committee, that the Board of Governors approves the revised Academic Governance of the University Joint Policy, as presented.

3.0 EXECUTIVE SUMMARY
The Academic Governance of the University (AGU) is a joint policy document of the Board of Governors and the Senate of Carleton University. It is one of the foundational governance documents for Senate, and defines aspects of Senate’s governing framework, including membership, meeting procedures, committees, policies and faculty boards. A comprehensive review of the AGU was undertaken by the Senate Academic Governance Committee in 2021-22, to update the document for accuracy and to improve it for clarity. The Academic Governance Committee completed its review in September of 2022. The proposed changes include the following:

- Minor stylistic changes and corrections throughout the document
- Updates to align with current practice (Example: Replacing “good standing” with “eligible to continue” in Article 4.8.1 - student eligibility criteria)
- Definition of “faculty member” added to Article 3.3 (Elected Members)
- Provision for Electronic meetings added to Article 5.2 (Meetings) – See Article 5.2.9
- Terms of Reference of Senate Executive Committee removed from AGU and replaced with summary of duties, including empowering action (Article 7)
- Update of nomination and election process to reflect current practice (Article 9.3)
- Advisory Committees – inactive committees removed from this list (Article 9.6)
- Faculty Board table (Article 11.1) reorganized around administrative units rather than degrees
- Article 12 – “Academic Unit” introduced as an umbrella term for departments, schools, institutes, colleges, etc.
- Article 14 (Appointments) This section was deleted, as it did not pertain to Senate.

4.0 INPUT FROM OTHER SOURCES
The revisions were brought to Senate by the Senate Academic Governance Committee and were approved, with amendments, on September 23, 2022.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT
Carleton is a bicameral institution, meaning governance is shared by the Board of Governors and Senate. While the Bylaws outline in broad terms the academic authority of the Senate, the AGU provides detail and specifications on the academic structure of the university. Providing periodic and timely updates to the AGU helps us to support our academic mission, and is in alignment with the new Strategic Integrated Plan’s strategic direction of Share Knowledge, Shape the Future.
6.0 FINANCIAL IMPLICATIONS
This report has no financial implications.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT
Depending on the nature of the changes, review and revision to the General Operating Bylaw may be required.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY
The work of Senate is guided by the framework of the Academic Governance of the University Joint Policy. Regular revisions to this policy are necessary to ensure that it remains accurate, and that it reflects the current practice of Senate. This policy is posted on Senate’s external website: www.carleton.ca/senate

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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ACADEMIC GOVERNANCE
OF THE UNIVERSITY

A joint policy of the Board of Governors and the Senate of Carleton University

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Approval and Revision History

Approved by Senate on January 30, 2009
Approved by the Board of Governors on March 26, 2009
Revised by Senate on April 29, 2011
Revisions approved by the Board of Governors on June 21, 2011
Revised by Senate on March 30, 2012
Revisions approved by the Board of Governors on April 30, 2012
Revisions approved by the Board of Governors on November 24, 2013
Revisions approved by the Board of Governors on December 2, 2014
Revisions approved by the Board of Governors on November 24, 2015 (592nd meeting)
Revision approved by Senate on June 1, 2018
Revisions approved by the Board of Governors on June 28, 2018 (611th meeting)
Revisions approved by Senate on September 23, 2022
Article 1. Governance Structure

Carleton University is governed by a bicameral system that is established by the Carleton University Act, a statute of the Province of Ontario. The two bodies are the Board of Governors (the senior body) and the Senate. In general terms, the Board of Governors is the corporate head of the university while Senate, subject to Bylaws as may be passed by the Board from time to time, is the academic head. This policy document is concerned with the academic governance structure of the university. It begins with the organization of Senate.

Article 2. Authority

2.1. The Carleton University Act

The following extracts from the Carleton University Act pertain to Senate. For more information contact the University Secretariate.

*From the Carleton University Act...*

3. The objects and purposes of the University are:
   (a) The advancement of learning.
   (b) The dissemination of knowledge.
   (c) The intellectual, social, moral and physical development of its members, and the betterment of its community.
   (d) The establishment and maintenance of a non-sectarian college with University powers, having its seat in or about the City of Ottawa. 1952, c.117, s.3; 1957, c.130, s.1.

21. (1) There shall be a Senate of the University consisting of such persons chosen in such a manner and at such times as are determined by Bylaw, provided that at least one-half the total number of persons comprising the Senate shall be elected by the Faculty Boards of the University from the members of the Faculty Boards, in such manner as such Bylaws may specify.

   (2) No person shall be ineligible to be a member of a Faculty Board or of the Senate or of the Board of Governors by reason only of his being under twenty-one years of age, and no act of any such bodies of the University shall be invalid by reason only of a member or members of such bodies being under twenty-one years of age. 1968-69, c.145, s.2.

22. Unless otherwise determined by Bylaw of the Board, the Senate shall,
(a) Consider and determine all courses of study, including requirements for admission;
(b) Recommend the establishment of additional faculties, schools, departments, chairs, or courses of instruction in the University;
(c) Receive and consider recommendations respecting academic matters from the Faculty Boards of the University;
(d) Conduct examinations and appoint examiners;
(e) Grant degrees and honorary degrees, and diplomas;
(f) Award University scholarships, medals and prizes;
(g) Make rules and regulations respecting the conduct and activities of the students of the University;
(h) Publish the University calendars;
(i) Make such recommendations as may be deemed proper for achieving the objects and purposes of the University.

2.2. The Bylaws of the Board of Governors

The Board of Governors has delegated authority to Senate in certain areas through its bylaws. The following Articles add detail and specification in these areas but do not take precedence over the bylaws of the Board.

Article 3. Composition of Senate

3.1. Overall Structure

The composition of Senate is specified in Article 9.01 of the General Operating By-law No. 1. III Bylaw 3.1 of the Board. Senate may at any time recommend, to the Board, changes to the composition of Senate.

There are up to 86 members of Senate distributed as 23 ex officio members, 40 elected members of faculty, 13 elected student members, 2 Contract Instructors, 4 representatives of the Board of Governors and up to 4 special appointments.

3.2. Ex Officio members

The Chancellor;
The President and Vice-Chancellor;
The Clerk;
The Provost & Vice-President (Academic);
The Vice-President (Finance and Administration);
The Vice-President (Research and International);
The Vice-President (Students and Enrolment) and University Registrar
The Dean of Graduate and Postdoctoral Affairs
The Vice-Provost and Associate Vice-President (Academic)
The Vice-President (Students and Enrolment) and University Registrar
The Dean of Graduate and Postdoctoral Affairs
The Dean of Arts and Social Sciences;
The Dean of Public Affairs;
The Dean of the Sprott School of Business;
The Dean of Science;
The Dean of Engineering and Design;
The Director of the Azrieli School of Architecture and Urbanism;
The Director of the School of Computer Science;
The Director of the School of Industrial Design;
The Director of the School of Information Technology;
The University Librarian;
The President of the Carleton University Students' Association;
The President of the Graduate Students' Association;
The President of the Carleton Academic Student Government;
The Vice-President (Academic) of the Graduate Students’ Association

3.3. Elected members

3.3.1. Faculty

For the purposes of this document “faculty member” means full-time employees of the University holding the academic rank of professor, associate professor, assistant professor, instructor or lecturer, engaged in the work of teaching or research.

The membership of Senate includes forty faculty members of the Teaching Staff who are members of the Faculty Boards of: Arts and Social Sciences, Public Affairs, Sprott School of Business, Science, Engineering, Architecture, Computer Science, Industrial Design and Information Technology.

Such members shall be elected by their respective Faculty Boards. Or and of the forty, the numbers from each Faculty Board shall be as determined, from time-to-time, by Senate, following the principles that, as nearly as possible, the distribution shall be proportional to the number of faculty members serving on each Faculty Board (including those on leave) and that each Faculty Board has at least one elected faculty representative on Senate.

Faculty members holding an administrative appointment outside of their Faculty are not eligible to be elected as a faculty member of Senate.

The elected faculty members of Senate include the Secretaries of the Faculty Boards (as described in Section 11.4) who have, in turn, been elected by their Faculty Boards.
3.3.2. Students (13 members)

The membership of Senate includes ten (10) students who are registered in an undergraduate program and three (3) students who are registered in a graduate program. Such members shall be elected by the students in the respective programs; and the distribution of students between programs shall be as determined, from time-to-time, by Senate, following the principles that, as nearly as possible, the distribution shall be proportional to the number of students registered in each program and that at least one (1) of those members is a doctoral student. At least seven (7) of the ten (10) undergraduate students must be registered in a degree program.

3.3.3 Contract Instructors

The membership of Senate includes two members of the teaching staff who are Contract Instructors. A Contract Instructor is an employee hired to teach a course approved for credit by Senate, excluding:

(a) retired academic staff and professional librarians who, prior to their retirement, had an academic position at Carleton University.

Such members shall be elected by Contract Instructors teaching at least 0.5 credits in the academic year (July 1 to June 30) in which the election takes place.

3.4. Board of Governors Representatives on Senate

The Board appoints four of its members to serve as representatives on Senate. At any meeting of Senate only two of these representatives are allowed to vote.

3.5. Special Appointments

The Board may also make up to four special appointments to Senate of persons who have been nominated by the Senate Executive and recommended by Senate to the Board of Governors for special appointment to Senate. Senate may also enact such regulations, as it may deem necessary, concerning these special appointments. The typical examples of special appointments are: the Academic Colleague [as defined in Article 9.87 (ii)] and representatives of the Alumni Association.

Article 4. Membership

4.1. Members of the Senate, in their function as members of this body, do not act as delegates of the bodies or constituencies from which they were drawn; rather, as members, all must endeavour to serve the interest of the entire University to the best of their ability; and all must observe the policies and practices of the body on which they serve with respect to the disclosure of its proceedings.
4.2. Members of Senate are free to discuss matters brought before the Senate and express opinions on these matters with persons outside the Senate unless the Senate has declared the same matters to be confidential.

4.3. Terms of Office

4.3.1. *Ex officio* members serve on Senate for the term of their office. Elected student members serve for terms of one year and are eligible for re-election. The term on Senate for elected faculty and appointed members is three years, and such members are eligible for re-election or re-appointment. Senate may also recommend that the term of a Special Appointment coincide with the incumbent’s term in a particular position.

The term limit on Senate for elected contract instructors is three years, and such members are eligible for re-election. To serve the full term, contract instructors must continue to teach at least 0.5 credits at Carleton for each academic year (July 1- June 30) they serve on Senate.

4.3.2. Senate elects two of its faculty members to serve three-year terms on the Board of Governors. Senators, who serve in this capacity, shall have their Senate term extended to be coterminous with their Board term.

4.3.3. Undergraduate student members of the Senate shall have their term at the departmental (and Faculty Board) level extended to expire at the same time as their term on the Senate. A student senate who has his or her term at the departmental (and Faculty Board) level extended, under this rule, is in addition to those students who are elected to the governance positions at the departmental level in accordance with Article 12.2.

4.3.4. The terms of office, as Senators, of the student Presidents begin on May 1st or as soon as possible after this date subject to completion of the associations’ election processes. Other elected and appointed members of Senate begin their terms on July 1.

4.4. Eligibility and Elections

4.4.1. Senate is empowered to pass such regulations as it may, from time to time, consider appropriate prescribing procedures for nominating, qualifications of voters and candidates, and elections, and for the final determination of any dispute or question of qualification, eligibility and constituency of voters and candidates, and of validity of ballots or votes.

4.4.2. All members of faculty are eligible to serve on Senate.
4.4.3. To be eligible for elected service on Senate, students must have been previously elected to a governance position under this policy at the faculty or department level. An exception is made for students who have completed an undergraduate degree. These students are eligible as candidates for student positions on Senate after they have accepted an offer of admission to a Carleton program. The student is expected to have previous experience in a governance position at Carleton or another university and is eligible to serve only after registration.

4.4.4. To be eligible for elected service on Senate, Contract Instructors must have taught at least 1.5 credits in the past two years and be teaching at least 0.5 credits at Carleton in each academic year (July 1- June 30) in which they serve on Senate.

4.4.5. A Senator taking sabbatical (or other) leave must relinquish her or his Senate membership. On returning from leave, the faculty member, wishing to serve on Senate, must stand for a new three-year term.

4.5.6. Any full-time faculty member who is not formally a member of a Faculty Board that has the power to elect Senators is, for purposes of election of members to the Senate, considered a member of the most appropriate Faculty Board. Cross-representatives from one faculty to another do not participate in elections from the latter faculty to the Senate.

4.6.7. Ex officio and special appointment members of Senate are not eligible for elected positions during the period they occupy their ex officio or appointed positions.

4.6.8. If a vacancy in an elected position occurs on Senate and the remaining term is four months or less, the position will be left vacant until the next academic year. Except in the case of elected student Senators, if more than four months remain, a by-election will be held to fill the position and the elected member will serve for the remainder of the academic year plus an additional three-year term. In the case of elected student Senators, if a vacancy occurs and more than four months remain, a by-election will be held to fill the position and the elected member will serve for the remainder of the academic year.

4.7. Attendance

Any elected member of Senate who, without having given prior notification and not being prevented by circumstances beyond his/her control in each instance, is absent from two-thirds or more of the meetings of the Senate in any period from the first day of July to the thirtieth day of June following in any year shall be conclusively deemed to have retired from the Senate at the end of that period, and an entry of such retirement in the minutes of the proceedings of Senate shall be sufficient evidence thereof.

4.8. Minimum Academic Requirements for Student Participation
To be eligible to serve as a student member of Senate or on a Senate Committee, students must meet the following requirements. If any of these requirements is not satisfied during the term of service, the student must resign from this position.

4.8.1. Undergraduate Students

1. Be registered at the University as a student in an undergraduate program;
2. Be registered in at least one course in each of the Fall and Winter Terms in the academic year when they were elected and during their period of service;
3. Have completed successfully at least 4.0 credits prior to service; and
4. Maintain the academic status of Eligible to Continue Good Standing throughout their period of service.

For Requirement 4, the academic status of the student will be assessed at the start of each academic term during service using the Senate-approved regulations for the Academic Performance Evaluation of the student’s program.

4.8.1. Graduate Students

1. Be registered as a degree student in a graduate program during the period of service;
2. Be actively engaged in pursuit of this degree during each term of service or, if on academic leave from studies, still able to fulfill the obligations of service.

Article 5. Senate Procedures

5.1. Chair

The President serves as Chair of Senate. In the absence of the President, the Provost serves as Chair. If both the President and the Provost are absent, then Senate will elect one of its members to serve as Chair.

5.2. Meetings

5.2.1. The meetings of Senate are conducted under the Senate Rules of Order – contact the Senate Office for more information.

5.2.2. Unless otherwise determined by Senate Executive, Senate meets once a month during the period from September to June. A special meeting of Senate shall be convened upon the request, to the Clerk, of at least 10 members of Senate. Senate Executive may call a meeting with short notice when an issue arises that requires a timely response.
5.2.3. Senate may declare all or any portion of a meeting to be a Closed Session. In particular, all meetings that deal with graduation or with individual student files are held in Closed Session. Only members of Senate and Officers of the University may remain in the meeting room during a Closed Session.

5.2.4. A Question Period is required at the beginning of each Senate meeting, and up to one-half hour of the Senate meeting is devoted to it. Questions should be in writing and be submitted to the Senate Office 2 weeks prior to the Senate meeting to permit preparation of an answer and to ensure proper recording in the minutes.

5.2.5. Following the customary procedure of elected parliamentary bodies, Senate sets aside space at its meetings for spectators from the Carleton University community and representatives of the news media. Senate has the right to make exceptions to this provision and decisions to that effect shall be made at an open meeting of Senate.

5.2.6. Quorum for a meeting of Senate is 25% of the membership of Senate at the time of the meeting.

5.2.7. The Notice of Motion period for a short notice meeting of Senate is 48 hours and the meeting will be limited to considering the specific issues identified by Senate Executive. No regular business of Senate will be considered at a short notice meeting. Any decisions taken at a short notice Senate meeting will be reviewed at the next scheduled Senate meeting. If Senate is not scheduled to meet within a month of the short notice meeting, an additional meeting of Senate with at least 10 days notice will be called within the month following the short notice meeting. All other rules of Senate, including quorum, will apply to a short notice meeting of Senate. Decisions made by Senate in short-notice meetings have the same weight and authority as decisions made in regular Senate meetings.

5.2.8 Electronic Voting: Occasionally, Senate is required to make decisions on a motion before the next scheduled Senate meeting. In cases where Senate Executive believes that the motion is clear and unlikely to engender debate, an email poll may be held to make a decision. In such cases, the Clerk of Senate will circulate, to all senators, the motion and background material. An electronic vote will be held which allows Senators at least two working days to vote. Should any Senator make the Clerk of Senate aware of a substantive issue regarding the motion during this time, the vote will be suspended for resolution at a future meeting of Senate. For an electronic poll of members of Senate to be valid, there must be a response from 25% of the membership of Senate at the time of the poll.

5.2.9 Electronic Meetings: In cases where Senate as a group is not able to meet in person, the Clerk may determine that a meeting of Senate may be held electronically, by any means that allows Senators to communicate adequately with each other and with the Chair. Regular meeting procedures should be followed as
closely as possible in the electronic format. The Senate Office will provide Senators with a notice to shift to electronic format along with the protocols normally followed for electronic meetings.

5.3. Communication and Records

5.3.1. Agendas and Minutes

Once approved by Senate Executive, the agenda and supporting documentation for each Senate meeting are made available to all members of Senate approximately one week prior to the meeting.

After approval by Senate, the minutes of each Senate meeting are posted at the Senate Website. Original copies of all minutes and documentation are available in the Senate Office (for the last ten years) and the University Archives (earlier years), and complete sets are available in the Carleton University Corporate Archives.

5.3.2. Communication

The standard mode of communication between the Senate Office and senators is via electronic mail. Canonical e-mail addresses are used for on-campus members of Senate and external members provide an e-mail address that the office uses for communication.

Article 6. Clerk of Senate and Senate Office

6.1. Clerk – Term of Office

The Clerk of Senate shall be a full-time tenured faculty member, serve for a term of three years and be eligible for re-election.

6.2. Clerk – Responsibilities

The Clerk of Senate shall:
   (a) Manage the affairs of Senate
   (b) Serve as Marshal of Convocation
   (c) Serve as Secretary of the General Faculty Board
   (d) Serve as Senate Electoral Officer
   (e) Manage Senate Committees memberships

Annually, with the approval of Senate, the Clerk may designate a full-time, tenured faculty member to act as Marshall of Convocation.

6.3. Senate Office
There is a Senate Office with responsibility for:
   (a) Managing the affairs of the Senate
   (b) Maintaining the records of Senate, Senate Executive Committee, Academic Governance Committee, Medals & Prizes Committee, Senate Review Committee, Tenure Appeal Committee and Honorary Degrees Committee; and
   (c) Coordinating faculty participation in Convocation.

Article 7. Senate Executive Committee

7.1. There shall be a Senate Executive Committee

7.2. Responsibilities

The Executive’s duties are to:
   a. Arrange the agenda and plan the forthcoming business of Senate;
   b. Nominate members for Senate committees, Special appointments to Senate and, the Clerk of Senate; and Senate representatives as required;
   c. Approve Honorary degree candidates in special circumstances;
   d. Approve late, or early, graduates, rescind degrees and make post-graduation changes to student’s records;
   e. Undertake other tasks as assigned by Senate.

In addition, the Senate Executive Committee may be empowered by Senate to act on Senate’s behalf as specified by an empowering motion, annually, at the last regular meeting of the academic year, empowers the Executive to act for Senate on urgent items of regular business during the months of July and August. Notice of any meetings of the Executive held under this authority (except those called for the purposes of the Executive dealing with its own regular business) shall be given to all members of Senate who may attend and vote.

Any actions under this authority are reported to Senate at its next meeting.

7.2. Composition

Senate Executive consists of:
   The President and Vice-Chancellor (as Chair);
   The Provost and Vice-President (Academic);
   The Clerk of Senate;
   Three members of faculty, elected from and by Senate; and
   Two students (one undergraduate and one graduate), elected from and by Senate.

The term of a member of Senate Executive is coterminous with her or his term on Senate.
Article 8. General Faculty Board

8.1 The General Faculty Board is a Committee of Senate. The role of the General Faculty Board is to provide a forum for discussion of issues of urgent and general concern to the whole Carleton academic community.

8.2 The membership of the General Faculty Board consists of all members of other Faculty Boards. The Clerk of Senate serves as Secretary of the General Faculty Board.

8.3 A meeting of the General Faculty Board can be called either by the President or by a petition from at least 25 members of the General Faculty Board. The petition is submitted to the Senate Office and must state the matter to be raised at the meeting.

8.4 The Secretary of the General Faculty Board will arrange the meeting as soon as possible, and in any case the notice of the meeting will be sent out within seven days and the meeting itself will occur within 21 days of the receipt of the petition.

8.5 The Secretary will call the meeting to order. The first item of business will be the election of a chair from among the members of the General Faculty Board.

8.6 The General Faculty Board may pass motions making recommendations for action by Senate. As well, an account of the proceedings of the General Faculty Board will transmitted to Senate as a report to be appended to the Senate minutes.

Article 9. Senate Committees and Representatives

9.1 Introduction

In addition to the Executive, several a number of standing and ad hoc committees of Senate exist. Senate is also required to appoint representatives to the Board of Governors and various joint committees, advisory committees, search committees and panels.

The composition of Senate Committees should represent the capacity, interests and energy of members appointed, but should not be based on a rigid representation from different areas of the University.

As far as possible, Senate committees are expected to delegate administrative matters to administrative officers and concern themselves primarily with matters of policy.

9.2 Standing Committees

The Standing Committees of Senate are:

Senate Executive Committee
Senate Quality Assurance and Planning Committee
Senate Committee on Curriculum, Admissions and Studies Policy
Senate Committee on Undergraduate Student Awards
Senate Committee on Medals and Prizes
Senate Honorary Degrees Committee

Senate Library Committee
Senate Educational Equity Committee
Senate Review Committee
Senate Academic Governance Committee
- Senate Undergraduate Studies Committee
Student Academic Integrity Appeals Committee
Student Academic Accommodations Appeal Committee
Senate Graduate Student Appeals Committee

The terms of reference and composition of these Committees are available from the Senate Office.

9.32. Nomination and election procedures

[The Senate Academic Governance Committee directs the nomination and election process for Senate committee membership. It is the responsibility of the Senate Executive to nominate faculty and students members for Senate committees, Advisory Committees and Senate representatives. These nominations are then forwarded to Senate for ratification.

The Senate Office Executive reviews the composition of the standing Senate committees annually in the spring, with a view to submitting nominations, in April or May, a revised list of membership to Senate for ratification for the following academic year, beginning on 1 July. The Senate Academic Governance Committee is advised of vacancies.

A First, all elected members of Senate will be canvassed each year about their interest in serving on Committees. An open Call for Nominations listing upcoming vacancies will be circulated to all faculty members in February or March. Following the nomination deadline, elections will be held for any contested positions. Additional nominations to fill subsequent for remaining vacancies are filled upon derived from the advice of line-Deans, members of Senate Executive, current committee chairs and others. Senate Executive decides on the final nomination slate in all cases.

Senate committees may include members of faculty, students and members of the non-academic staff. In special cases, non-university members may be included. Nominations must clearly state the status and affiliation of the nominee.

Commented [ESS]: Reorganization and clean up.

Commented [KM6]: This change was approved by Senate after the Senate Committee Review in 2018-19.
As a general rule, new members of faculty are not nominated to Senate committees during their first year of appointment to the University. Similarly, as a general rule, students in their first year of study at Carleton are not nominated to Senate committees. A student may serve on a Senate Committee without having been previously elected to a governance position under this policy.

In order to be closely associated with Senate, a faculty member nominated for Chair of a Senate Committee should, whenever possible, be a member of Senate. Committee Chairs do not usually remain in office as chairs for more than three years.

The term of office on Committees is three years for faculty and non-academic staff, and one year for students. Committee members are eligible for re-election.

9.43 Committee Procedures

All members of Senate Committees, including secretaries, have the right to vote. Except in the case of a tie, Chairs of committees do not normally vote. Resources to committees are not considered members and do not vote.

Chairs of Committees will be asked by the Clerk to report by a certain date every year any committee activity that has not already been reported to Senate, and to bring forward, at that time, any proposals their Committees may have for changes to their composition and/or terms of reference. When the report comes to Senate, the Committee Chair is asked to be present in order to introduce and defend the Committee's proposals.

The attendance of deputies for members of Senate Committees, and their voting power, are left to the individual committee Chair's discretion.

Observers and interested parties are normally allowed to attend Senate Committee and Advisory Committee meetings. However, questions of openness and publicity of Committee meetings are left to each Committee to decide.

Attendance: Any member of a Senate Committee, other than an ex-officio member, who is absent without prior stated cause from more than two successive committee meetings or more than half of the meetings in an academic year may be deemed to have relinquished the appointment. On receipt of a minute to that effect by the Clerk of Senate, the Senate Executive shall be informed that a vacancy exists.

9.54 Student Participation

At the level of Senate Committees, as a guideline, any matters referring to academic review of particular student files or cases are not proper subjects for student participation. If a Senate Committee wishes to exclude student members from discussions of matters
other than academic review of student files, it must receive approval from the Senate before including it in the Committee's terms of reference.

9.5. Standing Committees

The Standing Committees of Senate are:

- Senate Executive
- Senate Academic Program Committee
- Senate Committee on Curriculum, Admissions and Studies Policy
- Senate Committee on Student Awards
- Senate Committee on Medals and Prizes
- Senate Honorary Degrees Committee
- Senate Library Committee
- Senate Educational Equity Committee
- Senate Review Committee
- Senate Academic Governance Committee
- Senate Undergraduate Studies Committee
- Student Academic Integrity Appeal Committee
- Student Academic Accommodations Appeal Committee
- Senate Graduate Student Appeal Committee

The terms of reference and composition of these Committees are available from the Senate Office.

9.6. Faculty Boards

The Faculty Boards are an important element of the governance structure of the university and are mentioned in the Carleton University Act (see Section 0). While maintaining extensive autonomy, these Boards are creatures of, and report to, Senate. Each Faculty Board serves as the plenary academic organ of the Faculty or School to which it belongs. The role of Faculty Boards is expanded in Article 11 below.

9.6.7. Advisory Committees

Senate selects appoints some or all of the members for the following Advisory Committees:

- Athletics Board
- Bookstore Advisory Committee
- Animal Care Committee
9.78. Representatives

(i) Senate elects two representatives to serve on the Board of Governors for three-year terms. Those eligible for election are the faculty members of Senate including elected, special appointment and ex officio members.

(ii) Senate elects a faculty member, not necessarily a member of Senate, to serve as the Academic Colleague of the President at meetings of the Council of Ontario Universities (COU). The Academic Colleague makes regular reports to Senate on the activities of COU. Senate may also elect an additional faculty member to serve as alternate to the Academic Colleague. If the Academic Colleague is not a member of Senate then he or she may be appointed as a Special Appointment.

Article 10. Senate Policies

10.1 Senate may establish policies with scope within its mandate. As policies are established from time to time they are made available on the Senate website.

Article 11. Faculty Boards

11.1. Existence and Constitutions

The Faculty Boards are an essential part of the governance structure of the University, and are mentioned in the Carleton University Act (see Sections 1(e), 21(1), 21(2), 22(c)). While maintaining extensive autonomy, these Boards are creatures of, and report to, Senate.

Each Faculty Board serves as the plenary academic organ of the Faculty or School to which it belongs. They serves as a forum for discussion and decision on academic concerns related to the students and programs within their scope.

The Faculty Boards, the component Academic Unit(s) of each Faculty Board, and the associated Administrative Unit are as follows:

<table>
<thead>
<tr>
<th>Faculty Board</th>
<th>Degrees</th>
<th>Administrative Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Faculty Board</td>
<td>All graduate degrees and certificates</td>
<td>Faculty of Graduate Studies and Research</td>
</tr>
<tr>
<td>Arts and Social Science Faculty Board</td>
<td>B.A. (jointly), BHum, BMus., CTESL</td>
<td>Faculty of Arts and Social Science</td>
</tr>
<tr>
<td>Public Affairs Faculty Board</td>
<td>B.A. (jointly), B.I, BSW, BIPAM, CPSS</td>
<td>Faculty of Public Affairs</td>
</tr>
<tr>
<td>Business Faculty Board</td>
<td>BCom., BIB</td>
<td>Sprott School of Business</td>
</tr>
<tr>
<td>Faculty Board</td>
<td>Administrative Unit</td>
<td>Academic Units (Department, School, Institute, or College)</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>--------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Science Faculty Board</td>
<td>BSc, BMath</td>
<td>Faculty of Science</td>
</tr>
<tr>
<td>Engineering Faculty Board</td>
<td>BEng</td>
<td>Faculty of Engineering and Design</td>
</tr>
<tr>
<td>Computer Science Faculty Board</td>
<td>BCS</td>
<td>School of Computer Science</td>
</tr>
<tr>
<td>Architecture Faculty Board</td>
<td>BAS</td>
<td>School of Architecture</td>
</tr>
<tr>
<td>Industrial Design Faculty Board</td>
<td>BID</td>
<td>School of Industrial Design</td>
</tr>
<tr>
<td>Information Technology Faculty Board</td>
<td>BIT</td>
<td>School of Information Technology</td>
</tr>
<tr>
<td>Faculty Board</td>
<td>Administrative Unit</td>
<td>Academic Units (Department, School, Institute, or College)</td>
</tr>
<tr>
<td>Graduate Faculty Board</td>
<td>Faculty of Graduate Studies and Researchand Postdoctoral Studies</td>
<td>All</td>
</tr>
<tr>
<td>Arts and Social Science Faculty Board</td>
<td>Faculty of Arts and Social Science</td>
<td>College of the Humanities Department of English Language and Literature Department of French Department of Geography and Environmental Studies Department of History Department of Philosophy Department of Psychology Department of Sociology and Anthropology Department of Cognitive Science Feminist Institute of Social Transformation Institute for Comparative Studies in Literature, Art, and Culture Institute of African Studies Institute of Interdisciplinary Studies School for Studies in Art and Culture School of Linguistics and Language Studies School of Indigenous and Canadian Studies</td>
</tr>
<tr>
<td>Public Affairs Faculty Board</td>
<td>Faculty of Public Affairs</td>
<td>Arthur Kroeger College of Public Affairs Department of Economics Department of Law and Legal Studies Department of Political Science Institute of African Studies Institute of Criminology and Criminal Justice Institute of European, Russian and Eurasian Studies Institute of Political Economy Norman Paterson School of International Affairs School of Journalism and Communication School of Public Policy and Administration School of Social Work</td>
</tr>
<tr>
<td>Business Faculty Board</td>
<td>Sprott School of Business</td>
<td>Sprott School of Business</td>
</tr>
<tr>
<td>Science Faculty Board</td>
<td>Faculty of Science</td>
<td>Department of Biology Department of Chemistry Department of Earth Sciences Department of Health Sciences</td>
</tr>
</tbody>
</table>
Subject to the provision of any Bylaw in this respect, passed from time to time by the Board of Governors, Senate approves the existence and basic structure of each Faculty Board, including component Academic Units. In some cases, the faculty boards have agreed on formal constitutions appropriate to their individual circumstances. Senate approves these constitutions and any substantial revision thereof.

11.2. Responsibilities

Though each Faculty Board operates with autonomy in pursuit of the objectives and purposes of the University, certain responsibilities are assigned to all Faculty Boards. These include consideration of and making recommendations to Senate on:
(a) New and revised academic degrees, programs and courses;
(b) New or revised academic regulations;
(c) The awarding of degrees, certificates and diplomas within its scope;
(d) The establishment, deletion, renaming or reorganization of academic units responsible for the delivery of academic programs.

11.3. Composition of the Faculty Boards

Note that the following are minimum requirements and Faculty Boards may establish supplementary membership rules for themselves. Faculty Board constitutions are more information about the Faculty Boards is available on from the Senate website Office.
Each of the undergraduate Faculty boards shall consist of:

(a) The following persons 'ex officio':
   (i) The Dean of the Faculty or the Director of the School;
   (ii) Every faculty member person who holds an appointment of professor, associate
        professor, assistant professor, or lecturer in that School, or in a department or
        School within that Faculty;
   (iii) Those students who are elected or appointed members of departmental boards or
         school councils of that Faculty.

(b) In the case of the Faculty Boards of the Schools of Architecture, Computer Science,
    Industrial Design, and Information Technology, those students elected to the Faculty
    Board in accordance with such regulations as set by the Faculty Board and approved by
    Senate;

c) Such other persons holding full-time appointments as professor, associate professor,
    assistant professor, and lecturer in departments or schools not within the Faculty or
    School as are appointed from time to time by the Faculty Board;

d) Such other students who are members of another Faculty Board and as are appointed
    from time to time by the Faculty Board.

11.4. Secretary of the Faculty Board

All undergraduate Faculty Boards The Faculty Boards of the Faculty of Arts and Social
Sciences, the Faculty of Engineering and Design, the Faculty of Public Affairs, the
Faculty of Science and the Sprott School of Business elect at least one of their faculty
members to serve on
Senate in addition to their ex officio representation. Some, but not all, undergraduate of
these Faculty Boards establish a position of Secretary of the Faculty Board with
responsibilities that depend on the Faculty Board. When one of these Faculty Boards
elects a Secretary, that person is deemed to have been elected to serve on Senate as one of
the faculty members elected to serve on Senate as described in Section 3.3.1.

11.5. Representation of First-Year Students

In addition to the students who serve as departmental representatives within the Faculty,
the Arts and Social Sciences, Public Affairs and Science Faculty Boards include one
student elected from and by the first-year students in the Faculty.

11.6. Procedures
Each Faculty Board is required to determine, and have approved by Senate, the following minimum procedural rules: composition including participation by students, quorum rule, minimum frequency of regular meetings, and procedure for calling an extraordinary meeting. These procedures may be part of a comprehensive constitution for the Faculty Board. Contact the Senate Office for more information.

**Article 12. Departments, Schools, Institutes, Colleges**

12.1. **Academic units**

For purposes of this policy, “academic unit/department” is used to signify any academic department, school, institute, college or the like responsible for a program of instruction and reporting to a Faculty Board. Faculty Boards are comprised of one or more academic units, listed in the chart in Article 11.1 above, that are normally referred to as departments, schools, institutes, colleges or the like, responsible for specific programs of instruction.

12.2. **Departmental Board**

12.2.1. Membership

All faculty members of the academic unit/department are members of the Departmental Board. In addition, students are elected as Academic Student Government (ASG) representatives on the Departmental Board. The number and distribution of ASG representatives is determined by the Departmental Board subject to the minimum given in Table 1. Exceptions to this minimum rule require the approval of Senate. Additional student representatives may be added to the Departmental Boards; however, these will not be ASG members, may exceed these minima and is required to inform the Academic Student Governance Coordinator of this decision by September 15 each year to allow election of the proper number of representatives.

<table>
<thead>
<tr>
<th># of full-time faculty in the department</th>
<th>Minimum number of ASG representatives</th>
<th>2nd year</th>
<th>3rd and 4th</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 or more</td>
<td>Total</td>
<td>3</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>5 to 9</td>
<td></td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>2 to 4</td>
<td></td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

Table 1: Minimum Number of Departmental Student Governance Representatives

The Departmental Board may include, as it sees fit, representatives of the non-academic staff of the department and representatives of other departments.

Carleton Academic Student Government (CASG) Faculty Coordinators are allowed to participate in Departmental Board meetings that fall under their faculty if the appropriate Department Representative is unavailable.
For Engineering Departmental Boards one representative is elected by and from the fulltime Engineering students in first, second, and third years; one representative elected by and from the students in fourth year (departmental membership for Electrical Engineering students is determined by the Engineering project advisor's membership); one representative elected by and from the full-time graduate students; and additional students as desired by the Departmental Board.

12.2.2. Student Participation

At the department level, student participation takes place at least in the Departmental Board meeting and students shall be involved in all deliberations and decisions with the exceptions of: (1) appointments and other personnel matters of faculty and staff members; and (2) all academic review of individual student files. It is understood that student representatives to the Departmental Board shall take part in deciding how the department is to arrive at its recommendation to the Dean and the President regarding the selection of a chair, or the appointment of a new department member.

12.2.3. Student Elections

All students who are registered in undergraduate or graduate programs can vote on, and stand for election to, their Departmental Boards.

The election of departmental CASG representatives takes place in the fall as soon after registration as possible. The election is carried out by an appropriate student body under the supervision of the Senate Electoral Officer.

CASG representatives are elected for one-year terms and take office immediately upon being elected.

The group from which the departmental representatives are drawn and the constituency for the electors of those representatives are those students whose declared major or graduate discipline is the discipline of the relevant department. Students in first year who are undeclared may choose a department for voting purposes only. The department would have to be one in which they were enrolled in at least one full course. In the case of combined majors, the student selects only one department for voting purposes. Undeclared students, however, may not be candidates.

Article 13. Student Participation in Governance of the University

13.1. General principles

There is student participation on Senate and all Faculty and Departmental Boards as well as Senate and advisory committees subject to the restrictions in Section 13.2 below.
For the purpose of this policy "student" is defined as a person enrolled full-time or part-time in an undergraduate or graduate program at Carleton University. For the purposes of this document "part-time student" refers to any part-time undergraduate student who has successfully completed four full credits at Carleton University or to any part-time graduate student at Carleton University. All students, as defined above, have voting privileges in elections for CASG representatives.

Student representatives in their function as members of Departments and Faculty Boards should act as participants in their own right in the deliberations and decisions of these bodies, while at the same time serving to communicate ideas, views and suggestions between students and these bodies.

13.2 Exclusions

Unless explicitly determined by Senate, students do not participate in meetings or portions of meetings at any level, that are concerned with either (i) personnel matters of faculty or staff members; or (ii) academic review of individual student records.

Article 14.—Appointments

14.1.—Appointment Powers

Pursuant to the Bylaws of the Board of Governors, the President may appoint, in her or his discretion, all academic and administrative officers and other employees of the University, other than Chancellor, President, Vice Presidents, University Secretary, Secretary of the Board of Governors, and Director of Internal Audit and Advisory Services.

14.2.—Board Appointments

The Board of Governors retains the power to appoint the Chancellor, President, Vice Presidents, University Secretary, Secretary of the Board of Governors, and Director of Internal Audit and Advisory Services, all in accordance with procedures passed from time to time by the Board. In the case of the appointment of the Chancellor and the President, it is the longstanding practice at the University that the Board makes these appointments only after meaningful consultation with Senate, ordinarily accomplished by having equal representation of Senate and the Board on the appropriate search committee.

Commented [ES10]: This section has been deleted because these things are not relevant to Senate.
Policy:
The University shall pay for limited and reasonable expenses incurred by members ("Members") of the Board of Governors (the "Board") for Authorized Travel and related expenses on University business related to the duties and responsibilities of Members as governors. Authorized Travel includes only the following:

1. Travel by Members ordinarily residing outside the greater Ottawa/Gatineau area for the purpose of attending meetings of the Board or its Committees annually, and/or;

2. Travel by any Member for the purpose of attending specific events as a governor outside the greater Ottawa/Gatineau area, where attendance at such function has been requested by either the President or the Chair of the Board.

Expenditures and accounting for travel shall be made in accordance with University policy as outlined below. All reimbursements will be paid in Canadian dollars.

Members are reminded that the University’s budget for travel-related expenses is very limited, and are encouraged to travel as economically as reasonably possible when attending to University business. Members are encouraged to consider forgoing reimbursement of travel expenses and instead treating such expenses incurred as a donation to Carleton University. A tax receipt will be provided in the event that a Member elects to fund his/her own travel as a donation to the University.

Purpose

This policy sets out the conditions under which expenses incurred for authorized travel on University business by Members will be reimbursed. This policy also ensures compliance with the Expense Directive of the Broader Public Sector Accountability Act (BPSAA).

Scope

1.0 General

1.1 When making travel arrangements, "value for money" considerations must be paramount. Careful consideration of costs, mode of travel, travelling time and convenience will realize the most economical and effective use of all resources.
1.2 Expenses of a personal nature will not be reimbursed.

1.3 Travel expenses paid by the University may not be used by the claimant for a claim at any other organization.

1.4 Rates and allowances referred to in this policy should be regarded as maximum guidelines.

2.0 Transportation Expenses

2.1 Airfare

2.1.1 Air travel must be claimed at the lowest rate available, not to exceed full economy fare. Seat reservation charges may be claimed at the lowest rate available.

2.2 Rail Transportation

2.2.1 The maximum amount to be reimbursed for rail transportation is full fare economy, with the exception of travel within the Ottawa-Toronto-Montreal corridor. VIA1 fares or other first class fares for rail travel between these destinations will be reimbursed.

2.3 Rental Vehicle

2.3.1 A vehicle may be rented when it is necessary or more economical than other transportation options for the stated purpose of travel. The vehicle should be the most economical and practical size, taking into account the purpose of the rental, number of occupants and safety considerations.

2.3.2 Reimbursable expenses include the rental fee, the km/mileage charge by the car rental agency, gasoline charges and insurance coverage when applicable.

2.3.3 The University requests that, where possible, travelers in Canada stay at hotels which provide a preferred rate to Universities.

2.4 Private Automobile Transportation

2.4.1 Use of private automobiles should be limited to those trips where no suitable public transportation is available or where a private automobile is more economical considering all costs, time availability, itinerary, etc.

2.4.2 When a private automobile is used strictly for personal convenience, reimbursement shall be limited to the lesser of mileage claimed or the equivalent of economy airfare.

2.4.3 Mileage rates are paid according to the National Joint Council and are subject to change without notice.

2.4.4 Where a private automobile is used and mileage is claimed, only one person may claim the mileage. Passengers in the automobile may not claim mileage or the cost of equivalent public transportation.

2.5 Local Transportation
2.5.1 Local fares for Board related appointments/events within the Ottawa-
Carleton-Outaouais region are allowable expenses.

2.5.2 Off-campus parking expenses are allowable expenses. A receipt is
required for lot parking but not for metered parking.

2.6 Insurance

2.6.1 Medical Insurance

Expenditures for travel insurance to cover medical expenses incurred in a foreign
country will be reimbursed.

2.6.2 Trip Cancellation, Lost Luggage Insurance

Trip cancellation and/or lost luggage insurance may be purchased, unless such
insurance is provided by the credit card used.

2.6.3 Automobile Insurance

Rented Vehicle: In order to be covered under the University's insurance policy, it
is imperative that Carleton University be named as the renter on the rental
agreement. The University’s insurance policy provides for coverage in the event
of physical damage to the rental vehicle and bodily injury to another person.

Use of a personal vehicle: The owner's insurance provides the primary insurance
coverage. As such it is strongly recommended that $2m in third party liability
coverage be obtained.

3.0 Accommodation, Meal Expenses and Other Costs

3.1 Accommodation

Cost of hotels, motels, and other lodging will be limited to reasonable amounts in the
particular circumstance and normally will not exceed the single occupancy rate. The
University requests that, where possible, travelers in Canada stay at hotels which provide
a preferred rate to Universities. Accommodation for one night before and after an event is
acceptable if the start and end times warrant it.

3.1.1 When private accommodation is provided without charge, a gift of appreciation
other than cash to the host may be appropriate. The maximum value of such a
gift is $50 per day. The original receipt must be provided.

3.2 Meals

3.2.1 Reasonable actual meal costs that have been incurred may be claimed by

a) providing original vouchers, detailed receipts (credit card receipts and/or statements
are not sufficient). Meal costs may be claimed on a per diem basis, in accordance
with the National Joint Council. The rates are subject to change without notice.
3.2.2 Expenses for alcohol will only be reimbursed if the claimant is hosting a hospitality event that has been pre-approved by the President, or his/her delegate. Cannabis expenses will not be reimbursed.

3.3 Other Reasonable Expenses

3.3.1 The University will reimburse for other reasonable out of pocket expenses that support the purpose for the travel. The amount of the allowance is determined by the National Joint Council.

4.0 Prepaid Travel (Advance)

Non-Eligible Travel Expenses

Examples of travel costs which will not be reimbursed are:

- First class and business class air fare, within continental North America except for medical reasons
- Commuting to and from a place of residence
- Parking and traffic fines
- Passport and immigration fees
- Personal expenses incurred on behalf of the claimant or his/her family, friends or relatives while travelling
- Reimbursement for airfare purchased with personal frequent flyer programs
- Interest charges on overdue credit card bills resulting from a delay in submitting a request for an advance or reimbursement
- Alcohol e.g. wine as a gift
- Members may be reimbursed for prepaid travel. The prepaid travel expenses must be submitted 21 days or more prior to the return date of the trip.

4.1 Travel advances for Members will be paid in Canadian dollars.

4.2 Advances must be requested no less than five business days before departure.

4.3 A travel expense report must be submitted within ten working days following the return date of the trip. Future advances and reimbursement may be withheld pending the clearing of older advances.

4.4 By signing a request for a travel advance, the recipient acknowledges that the funds are repayable to Carleton University. Travelers may receive a T4A (Statement of Other Income) for the value of outstanding travel advance, if these are not cleared between the end of the University fiscal year and December 31st of the same calendar year.

5.0 Approvals and Responsibilities

5.1 All board members seeking reimbursement must complete a traveler declaration form giving permission for the Secretariat Office to complete a travel and expense reimbursement on their behalf. The Secretariat Office has the discretion to ensure that claims for expenses are in accordance with University Policy and that all supporting documentation is submitted.

5.2 Financial Services is responsible for verifying that claims are in accordance with university, all documentation is received, and the claims duly authorized.
5.2 All claims are subject to review and approval by the University Secretary and Chair of the Board who confirms the relevance and reasonableness of the travel, for University purposes.

6.0 Procedures (Travel Expense Claims):

University Secretariat staff and Board Members are required to adhere to the following guidelines:

a. Members are required to submit to the Secretariat Office a Traveler Declaration form and include all original documents, receipts and boarding passes when requesting reimbursement for travel related expenses in accordance with this policy.

b. Claims for air and rail fares must be supported by the passenger's copy of the itinerary accompanied by boarding passes and/or other proof of completed travel. An invoice from a travel agency is insufficient as supporting documentation.

c. Claims for accommodation must be supported by a detailed receipt from the hotel confirming use and period of stay.

d. Original paid receipts or vouchers are required for all expenses being claimed except for mileage claims, metered parking, and gratuities paid in cash.

e. Credit card statements, cancelled cheques, and/or travel agency statements alone are not acceptable as proof of expense.

f. Should a Member misplace any document required under this Policy, he/she will be required to substantiate the expense by completion of a Certificate of Missing Documentation form.

g. Following the appropriate approvals, and subject to the limitations imposed by this policy, reimbursement will be made by cheque in an amount equivalent to the actual expenses incurred in Canadian dollars. Reimbursements to university employees may be completed through direct deposit.

Contacts:
University Secretary

Links to Related Policies:
Travel and Related Expenses
Policy Name: Board of Governors Travel and Related Expenses  
Originating/Responsible Department: University Secretariat  
Approval Authority: Board of Governors  
Date of Original Policy: June 2011  
Last Updated: December 2022  
Mandatory Revision Date: December 2027  
Contact: University Secretariat

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Trip cancellation and/or lost luggage insurance may be purchased, unless such insurance is provided by the credit card used.
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3.2 Meals

3.2.1 Meal costs may be claimed on a per diem basis, in accordance with the National Joint Council. The rates are subject to change without notice.

3.2.2 Expenses for alcohol will only be reimbursed if the claimant is hosting a hospitality event that has been pre-approved by the President, or his/her delegate. Cannabis expenses will not be reimbursed.

3.3 Other Reasonable Expenses

3.3.1 The University will reimburse for other reasonable out of pocket expenses that support the purpose for the travel. The amount of the allowance is determined by the National Joint Council.

4.0 Non-Eligible Travel Expenses

Examples of travel costs which will not be reimbursed are:

- First class and business class air fare, within continental North America except for medical reasons
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Contacts:
University Secretary

Links to Related Policies:
Travel and Related Expenses
1.0 PURPOSE
☒ For Approval  ☐ For Information  ☐ For Discussion

2.0 MOTION
On the recommendation of the Founders Award Jury, move to approve the 2022/23 Founders Award criteria and timeline, 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 (A&UR) 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 recommends the approval of the Award Criteria, Jury and timeline.

The Founders Award Jury met on October 31, 2022 to discuss the Founders Award Criteria for 2023. The revised criteria includes qualification criteria as well as application requirements.

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.
• The recipient cannot be a current Board member.

Application Requirements
• Application Form
• Three letters of recommendation
• Nominee’s CV
• Summary of Contributions
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

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2022/2023 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  Mr. C.C. Gibson
Dr. Hugh Keenleyside  Mr. E.J. Jenkins
Mr. William Connor  Mr. T.R. Montgomery
Dr. John Robbins  Mr. Frank Patten
Mr. C.H. Bland  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.
- The recipient cannot be a current Board member.

All nominations will be considered each year for a maximum of three years.
Nomination deadline is March 24, 2023.

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 24, 2023. 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

Sept. 20, 2022: Advancement and University Relations Committee appoints the jury.

Dec. 6, 2022: Board Office issues a Call for Nominations through various internal and external media.

March 24, 2022: Deadline for receipt of nominations.

April 2023: Jury to review applicants and identify a successful nominee.

April 20, 2023: Advancement and University Relations Committee receives the Jury’s recommendation.

April 27, 2023: Board of Governors receives a report from Advancement and University Relations Committee on the recommended recipient.

June/Nov. 2022: 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 169th Meeting of the Building Program Committee
Wednesday, September 14th, 2022 at 10:00 a.m.
Richcraft Hall Room 2440R

MINUTES

Present:
- A. Tremblay (Chair)
- C. Tessier (Vice-Chair)
- B.A. Bacon (President)
- A. Chan
- B. Creary (Virtual)
- D. Greenberg (Virtual)
- G. Farrell
- A. Keung (Virtual)
- A. Khoyani
- A. Ullett
- S. Blanchard
- L. Dyke
- B. Billings
- A. Goth (Recording Secretary)
- R. Goubran
- K. McKinley (Virtual)
- G. Nower
- K. Solomon
- J. Tomberlin
- M. Bright
- S. Levitt

Staff:

Regrets:
- K. Furlong

1. CALL TO ORDER AND CHAIRMAN’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 have gathered upon for the meeting. She reviewed meeting protocols for new and returning members.

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 C. Tessier that the agenda of the 169th 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 168th meeting of the Building Program Committee were circulated in advance.

It was moved by G. Farrell and seconded by A. Ullett to approve that the minutes for the 168th Building Program Committee meeting, as presented. The motion carried unanimously.

4.2 **Business Arising**

The Chair noted that under business arising, a module on the Capital Planning Policy was created for the Board, a new item was added to the work plan regarding the Carleton Dominion Chambers Centre Master Plan.

5. **Items for Information and Discussion**

5.1 **Campus Master Plan Renewal Process Update**

An executive summary and presentation were circulated in advance.

The Chair advised that Carleton University has had a Campus Master Plan since 2010. The plan is updated every five years. Brook McIlroy consultants (BMI) has been retained as a consultant to assist with the renewal. At the last meeting of the committee, Anne McIlroy from BMI presented on the critical success factors, project schedule and plan for community engagement for the renewal process.

L. Dyke, Vice-President (Finance and Administration), advised that the process to create the University’s third campus master plan was launched in Winter 2022. BMI understands Carleton well and worked on its previous campus master plan and the outdoor space master plan. The Campus Master Plan renewal project is currently in phase 2, with BMI starting to sketch out preliminary themes while consultations continue. To date, consultations have been undertaken with 14 groups and BMI created a site for online engagement using a digital platform. In Fall 2022, the digital platform will be reopened and consultations will continue including with the full Board of Governors at the strategy session.

The goal of the new campus master plan is to align the campus spaces with the University’s strategies including the Strategic Integrated Plan (SIP), the Outdoor Space Master Plan, the Transportation Plan, and the Sustainability Plan. Following consultations, BMI will work with the steering committee on a draft plan that will be shared with the community, including the Building Program Committee, in early Winter 2023. The goal is for the plan to be approved by the Board of Governors in Spring 2023.

The Chair encouraged members to review the comments received from the consultation process, and to participate, if they have not already.
5.2 Major Capital Projects Overview

A presentation was circulated in advance.

L. Dyke provided a brief introduction for the major capital projects recently completed, nearing completion, underway, and in the planning stages.

G. Nower, Assistant Vice-President (Facilities Management and Planning) provided a presentation with an overview of the major capital projects on campus. Recently completed projects included the ARISE building in 2019 ($38 million), the Health Sciences building in 2020 ($61 million), and the Nicol building in 2021 ($65 million). The project nearing completion is the Engineering Design Centre which has received occupancy (estimate cost of $18 million). The new residence is underway with an estimated completion date of 2024-2025 and an approved budget of $90 million. Planned projects include the Loeb Building renovation with a scheduled completion date of 2027 and estimated cost of $40 million, Paterson Hall renovations with a scheduled completion date of 2027 and an estimated cost of $40 million, the Wellness Hub/Regional Aquatic Centre with estimated Project Costs of $175 million (completion date to be determined) and the Sustainability Research Centre with an estimated project cost of $225 million (completion date to be determined).

A member asked if the Wellness Hub is an add-on to the existing Athletics building or if it will be a new project. G. Nower responded that it is both, as it includes 230,000 square feet of net new building, but it will be connected to the existing Athletics building with an aquatics facility and new fitness centre. B.A. Bacon, President and Vice-Chancellor, commented the Wellness Hub is one of the most transformative projects scheduled for campus. The aquatics centre is being considered for a possible partnership with the City of Ottawa through a potential request for proposal process.

The Chair inquired if there are any open space projects in development. L. Dyke responded that a number of ideas are considered under the Outdoor Space Master Plan but that none of those projects have been initiated. Some may be pursued next spring but are not high-value items like the buildings.

A member inquired about the implications of any upcoming elections on the approval process for the Wellness Hub. B.A. Bacon responded that there is an upcoming municipal election in the City of Ottawa that may be a factor in the timeline for the approval of the project and any RFP process.

5.3 New Student Residence Update

An executive summary and presentation were circulated in advance.

The Chair advised that the New Student Residence was originally brought to the Board of Governors in September 2019. It was postponed due to the pandemic but received approval for project implementation in December 2021.
L. Dyke noted the residence was put on hold during the pandemic. The original planned budget was $90 million but since then, there have been significant cost increases in the construction market, due to supply chain issues and increased material costs. A more detailed analysis of the implications of these challenges will be shared at the next meeting of the Committee.

G. Nower provided a presentation on the new residence, outlining that it will provide modern accommodations for 450+ students and will provide additional amenities and meeting spaces. The residence is a gateway building due to its proximity to the entrance to campus from Bronson Avenue. Sullivan, the construction managers are starting to prepare for the foundations including sewer and water for the building with an anticipated completion date of 2024-2025. The new residence uses construction management and 26 tender packages have been issued with 16 of those closed and 10 in progress.

Factors contributing to budget pressures include the upward pressure on construction costs due to the pandemic, supply chain challenges, and inflation. Some projects have seen budget increases as high as 50% and the market average increase is 20%. So far there have been limited cost increases on tenders but it is anticipated that there will be significant cost pressures on the remaining tender packages. These costs will be mitigated by re-evaluating some of the bigger packages such as by delaying specific tenders, reviewing the designs, and looking at value-engineering. The schedule has been delayed due to sub-trade strikes. A recovery schedule will be requested from Sullivan.

L. Dyke added that when the team is considering value-engineering, they are being careful not to compromise the quality or sustainability of the building. It is anticipated that the costs of the residence will return to the Board of Governors for the approval of additional funding, with a revised business plan.

A member inquired if, going forward, a more detailed breakdown of costs could be provided. The member also wondered if additional information on consulting costs and on project governance could be provided to the committee. G. Nower responded that there is a consulting team assisting with the project value-engineering, including architects, design engineers, and construction managers. Constructions management is a collaborative process which involves working with the client, architects and a risk manager. There are meetings with the project team. A separate team is being brought in to look at building envelope and cladding for a second opinion to ensure cost efficiency.

G. Nower advised that there is a project committee that oversees the project from concept to delivery; however, in this case when implementing value-engineering, the Project Committee makes a decision which goes back to L. Dyke for review, approval, and to the Building Program Committee for consideration. L. Dyke added that the end-users are involved in those decisions as well.

The Chair asked what the largest risks are going forward with the project. G. Nower advised that in terms of budget, once the project is “out of the ground”, the risks become much lower as all of the unforeseen conditions have been identified. The biggest outstanding risk then becomes schedule and then any major outstanding items like glazing and building exterior. B.A. Bacon responded that this item will return to the committee at its next meeting with a more formal report and more details about why decisions were made and how cost increases are being met.
A member asked about the potential risks related to environmental conditions and soil quality. G. Nower responded that a geotechnical investigation was conducted and core samples were taken. Bedrock was present that created a delay in the schedule and some additional costs but they are confident that the bedrock should be no issue for driving piles for foundations.

The Chair follow up by inquiring about the soil conditions at the location site for the Wellness Hub and wondered if there are any preliminary steps taken. G. Nower responded that the Wellness Hub now has schematic designs with some design development. Geotechnical reports on the site have been received and more studies will be conducted, but the team is currently comfortable that foundation work can be undertaken with minimal risk.

5.4 Ongoing Capital and Deferred Maintenance Project Status Report

An executive summary was circulated in advance.

L. Dyke advised that in addition to the larger projects already discussed, there are a number of smaller maintenance projects underway at any given time.

G. Nower provided an overview of the ongoing capital and deferred maintenance projects including the following highlights:

- Co-generation Facility: completed 2021 and testing to ensure it is running efficiently;
- Engineering Design Centre: now has occupancy with substantial performance anticipated in the next few months;
- Loeb Building Renovations: building condition assessment has been completed, immediate repairs have been awarded to a general contractor;
- Paterson Hall Renovations: assessment has been completed and is out in the market for consultants with minor work around waterproofing;
- Bronson Substation: feasibility study project to upgrade in the next year to increase resiliency;
- Campus Perimeter Security Upgrades: co-funded with Campus Safety Services (CSS), includes adding card access;
- Paterson Hall Quad Infrastructure Improvements: removing and relocating storm, sewer, water mains with a five-year plan; and
- High-Voltage Condition Assessment: has been put on hold to re-evaluate some switching in buildings and electricians have been hired.

L. Dyke added that of the $133 million allocated for capital renewal and deferred maintenance, it is anticipated that only $56 million of that will be spent in this fiscal year.

A member inquired about the renovations on the MacOdrum Library 4th floor and why it was not included in the summary report. G. Nower responded that the Library 4th floor renovations are partially funded through a $1 million Government of Ontario Training Equipment and Renewal Fund which Carleton is matching. It is a smaller project so it is not reported alongside the others in the report, but is going well and will be done soon.
A member sought clarification on the source of funding for the major projects and if the funding is coming out of the capital reserve. B.A. Bacon responded that there are capital reserves that the University could decide to spend down and there is also the $220 million from the debenture that was issued to ensure that the money for capital projects could be secured at a very low interest rate. Approximately $80 million of the debenture was attributed to the new residence but the remainder is available for other projects.

5.5 Transportation Plan and Parking Strategy Update

An executive summary and presentation were circulated in advance.

G. Nower provided a presentation on the Transportation Plan which was created in 2019 and focuses on active travel, including pedestrians, cycling, and vehicles. The plan focuses on accessibility including exterior paths, ramps, tunnel connections, and tactile walking indicators. It also considers short and long term parking, road networks, and transit.

Completed projects include: the Stadium Way exit from P5 onto Bronson (2019), the Raven Road extension (2020), the road and sidewalk rehabilitation on Library Road (2021), new secure bike storage facility at Dunton Tower (2021), phase 1 of the P7 Expansion (2021), the O-Train Bridge Renewal (2022), the University Drive-Bronson Avenue intersection modifications (2022) and the roundabout construction at P7 (2022). He elaborated on the tunnel connectivity improvements, which improve accessibility, student experience, reputation, transportation, and wayfinding.

Active projects and their estimated completion dates include the Campus Master Plan (early 2023), Phase 2 Light Rail Transit (LRT) construction managed by the City of Ottawa (2023), develop connections to pedestrian bridge across the Rideau River to Vincent Massey Park (pending completion of LRT), improvements to tunnel connections from LRT (2023), and potential P7 expansion (2023).

Plans for future work that requires planning with other campus projects includes adding new bike storage, a design for Campus Avenue one-way conversion and bus platform extensions, a multi-modal pathway, widening sidewalks, improving lighting and emergency stations, improving tunnel connections and accessibility, as well as plans for long-term parking needs.

B. Billings, Director, Campus Safety Services (CSS), presented on the current and long-term parking needs for the University. He outlined the following: when the P9 parking garage is decommissioned in 2024, it will result in a loss of 651 spaces. There is a revenue deficit as during the pandemic, Parking Services did not charge fees as many staff and students were not on campus; however, general maintenance was still required. The LRT is significantly behind schedule which impacts the demand on parking. One of the biggest challenges is forecasting parking demand. Flexible work on campus is being monitored as well as transit use and needs, with a focus on the short-term needs on campus. Since 2016, the demand for parking passes on campus has remained relatively constant, but with the decommissioning of P9, demand for parking may outstrip supply. In the meantime, the University is working to ensure that other modes of transportation are supported on campus.
Parking Services has taken steps to manage the supply on campus and has identified some future strategies. Parking has already implemented a flexible work arrangement parking option with a daily parking rate. A parking rate increase is being considered to match rates across the city as Carleton’s rates are lower than Algonquin College and the University of Ottawa. An alternative transportation strategy is being considered, and active transport is being encouraged. The University is working closely with OC Transpo and are in discussions to improve transport to Carleton campus; however, parking and transit to campus will likely remain a challenge until the entire LRT system is complete.

L. Dyke advised that a number of factors will impact Carleton’s demand for parking, such as student preference for online versus face-to-face classes, employee work from home arrangements and feasibility, and change in ridership with expanded transit options. The focus will be on short-term solutions until more informed planning can occur.

A member noted the challenge in getting onto campus at the start of the semester and wondered if this is normal or if there are additional challenges this year. B. Billings responded that this is the “new normal” with a rush hour on campus. An equilibrium will establish itself but some of it is due to the lack of services such as the LRT.

5.6  Project Closure Report – Cogeneration Facility

An executive summary and presentation were circulated in advance.

As part of the Capital Planning Process Policy, the Building Program Committee receives project closure reports at the conclusion of all capital projects. The Co-generation Facility project began in 2016 and was partially funded through an incentive from Hydro Ottawa. The project is now completed and was $1.2 million over budget with schedule delays.

G. Nower provided a verbal update on the project which saw substantial completion in December 2021. The project included the construction of a 4.6 megawatt co-generation facility along with a new boiler. Hydro Ottawa contributed $5 million to the project. The only scope of work change throughout the contract was eliminating the ‘black start’ option which would allow for the plant to power parts of the campus when the power from Hydro Ottawa is down. The project went over budget as there were several legal costs that were unexpected as well as several other costs related to Hydro Ottawa and equipment changes. The project construction method was design-built which was not well suited to the project and the procurement model did not fit the desired outcome. The project management was third-party which created additional challenges. Steps were taken to modify the team to move the project along. The plant is functioning as designed.

A member noted that in the report the Co-Gen was intended to be part of a living lab for the Department of Engineering and wondered if it is being used in this respect. G. Nower responded that the lab has been set up and the equipment is available for student use.

The Chair inquired as to the plans for monitoring the facility for sufficient capacity over the winter. G. Nower responded that third-party monitoring is being used to measure British Thermal Units (BTUs). Any deficiencies will be addressed by the contractors.
B.A. Bacon thanked G. Nower for his work noting that this was a challenging project that he inherited part of the way through its timeline.

5.7 Building Program Committee Work Plan

A work plan was circulated in advance for information as it was discussed at the Board of Governors Orientation session on September 7, 2022.

6. OTHER BUSINESS

No additional business was brought forward,

7. IN-CAMERA SESSION

An in-camera session was held.

8. ADJOURNMENT

There being no further business, it was moved by A. Ullett and seconded by A. Chan to adjourn the meeting at approximately 11:33 am. The motion carried unanimously.
Minutes of the 312th Finance Committee
Wednesday, September 14th, 2022 at 12:30 p.m.
Richcraft Hall Room 2440R

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

Staff:    S. Blanchard  A. Marcotte
          M. Bright  K. McKinley (Virtual)
          L. Dyke  J. Mihalic
          A. Goth (Recording Secretary)  G. Nower
          R. Goubran  K. Solomon
          L. Goudie  T. Sullivan
          S. Levitt  J. Tomberlin
          N. MacDonald (Virtual)  A. Urquhart (Virtual)
          K. Mann

Regrets:  B. Creary

1. CALL TO ORDER AND CHAIR’S REMARKS

The meeting was called to order at 12:32 p.m. The Vice-Chair acknowledged the Algonquin Nation’s traditional and unceded territory that members have gathered upon for the meeting. She welcomed all new and returning 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 M. Fraser and seconded by G. Farrell to approve the agenda for the 312th 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 311th meeting of the Finance Committee were circulated in advance.

It was moved by M. Fraser and seconded by N. Karhu that the minutes of the 311th meeting of the Finance Committee be approved, as presented. The motion carried unanimously.

5. **ITEM(S) FOR INFORMATION**

5.1 Financial Report for Fiscal Year ended April 30, 2022

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

The Vice-Chair advised that the operating budget represents the resources available for core activities of the University, including teaching, research, student services, and academic and administrative support. The year ending April 30, 2022 resulted in a surplus of $6.4 million for the operating budget and a continued strong operating cash position.

L. Dyke, Vice-President (Finance and Administration), started by advising the committee that T. Sullivan, Assistant Vice-President (Finance Services), had retired after 26 years of service. A. Marcotte is acting in the role while a search for a new AVP was undertaken. The operating budget had a modest surplus of $6.4 million which has been set aside for future use. On a consolidated basis, the financial statements show a deficit of $18 million. However, the University had set aside $28 million in investment income above budget in 2020/21 and reserves remained strong.

A. Marcotte reviewed highlights from the 2021/2022 financial results, starting with a balanced budget of $517 million. There was an increase in tuition revenue of 2% for first year intake but overall tuition revenues were $3.9 million below budget. Graduate full-time enrolment (FTE) was up 4.9% but undergraduate FTE decreased by 4.6%. Investment income was $11 million, which was approximately $1.0 million over budget and new appropriations totaled $6.4 million for future strategic purposes. Major capital additions were $43.7 million compared to $59.9 million in 2020/21 and there was a surplus of $1.2 million for ancillary operations compared to the $18.9 million deficit in 2020/21.
A. Marcotte reviewed the key operating results for 2021-2022:

- Revenues were $517 million total, made up of: $307 million in tuition, $175 million in government grants, $11 million in investment income, and $24 million from miscellaneous fees and income;
- Approximately 85% of operating income is controlled by the Provincial Government through government grants and regulated domestic tuition fees, which have been frozen since 2019;
- Expenditures and Appropriations were $517 million total, with over 2/3 of expenditures ($370 million) for employee compensation, and $102 million for campus infrastructure;
- Income Variations Revenues had an overall shortfall of $2.7 million (in addition to the $3.9 million shortfall in tuition, there was a $2.1 million from government performance grant deferral and positive variances of $3.3 million in investment and other income);
- Expenditures had a positive variance of $9.1 million mostly due to not requiring the $6.8 reserve for future uncertainty and $2.7 million of the Enrolment Linked Budget Allocation (ELBA); and
- Overall net budget improvement of $6.4 million which has been appropriated for strategic future use.

The operating income by source has been consistent over the past five years, with some variability in investment income. A collective surplus of $1.2 million was generated by the ancillary units. Housing, Conference, and Dining Services saw occupancy rates of 85% compared to the 30% in the previous year. Athletics saw the return of activities and summer camps on campus, parking fees resumed in 2021, and there were over 50,000 visits to Health and Counselling Services.

A member inquired as to the distinction between infrastructure in operations and infrastructure that caused the deficit. A. Marcotte responded this does show up under operating under non-capital expenditures on deferred maintenance and shows up under expenditures in the operating statement (included in the $102 million).

A member inquired about the Financial Report and item 2.2 (Operating Expenses, Transfers, and Appropriations), the $26 million in expenditures over budget, and sought clarification on the definition of operating income and the inclusion of research accounts. B.A. Bacon, President and Vice-Chancellor, responded that the operating budget and the ancillary budget try to take into account any expense that will be recurring and structural and the University is committed to balancing those budgets. There are reserves to be used such as for maintenance projects or pandemic expenses. A. Marcotte clarified that considering the previous two years, there was a surplus over budget related to the investment income and that amount was put into reserves for spending in future years. In 2021/22, some of the surplus was used in order to fund deferred maintenance and most of
the money went into capital reserves. All of the revenue had to be recognized last year as unrestricted investment income. Research funds are absolutely restricted and would be deferred until an expenditure that meets the criteria is incurred.

The member followed up as to how unrestricted income is included in the budget. A. Marcotte responded it is included, but not in the opening budget. Every year there is an opening budget, which is balanced, and whatever balance is unspent from the previous year is brought into current year as available for spending. B.A. Bacon provided the example of the amounts that are put aside to address the additional costs of the pandemic. The Board of Governors was asked to appropriate some funds to cover the vaccination tracking system, and other pandemic-related expenses. As a result, the University spent down the funds that had been set aside for this purpose in previous years.

A member sought clarification in the consolidated budget on page 18 of the Financial report and if it would be an allocation if the University was using the appropriation to pay for expenses that were not budgeted and if it would be a change between the internally restricted amounts as a balance sheet entry. A. Marcotte confirmed this is correct and that on the second last page of the report, the $26 million of return appropriations are shown to reduce the net impact on the operating result.

5.2 Update on 2022/23 Operating Budget (Q1)

A presentation was circulated in advance.

L. Dyke advised that over 90% of the University’s operating revenue is tied to enrolment and the final numbers for Fall 2022 will not be available until November. The preliminary numbers are in the anticipated range for the budget but the projections are based on current enrolment and are dependent on the ability of international students being able to obtain visas.

A. Marcotte reported that Fall 2022 registrations in excess of 30,000 are anticipated and the first-year intake is looking to create an additional $0.7 million over budget due to an increase in international students and program mix. Special student enrolments (non-degree students) are projected to increase by 277%. Fall 2022 and Winter 2023 enrolments are looking to be on target; however, the tuition income might be below budget by $4 million due to summer enrolments being back to the pre-pandemic levels. There may be a small over expenditure in utility costs ($0.5 million), savings are expected in the custodial budget of $1.7 million, and $2.8 million in-year contingencies to address continued uncertainties.

The Vice-Chair asked how much of the expenses being incurred can be controlled in the short-term. B.A. Bacon responded that universities operate on an annual basis with revenues being driven by tuition. Current numbers of students are matching projections and the tuition generated determines the revenue which is conservatively 4% down. Costs are essentially the same with 75-80% spent on salary and benefits, which are fixed. Investment income has the largest variability, but is conservatively budgeted.
The Vice-Chair followed up by asking how much in the current year budget are the anticipated costs, what funds will be taken from appropriations and what can the committee expect from the results of the consolidated financial statements, such as anticipating deficits. B.A. Bacon reminded the committee that the University does not budget or track on a consolidated basis. The Board of Governors approves a balanced operating and ancillary budgets and no more than a reasonable proportion of reserves will be spent from capital planning or the $20 million pandemic and strategic reserve. Management continues to be very conservative in the way reserves are spent down. A. Marcotte confirmed that if reserve spending goes towards a true capital project it will not hit the income statements.

The Vice-Chair followed up for clarification on the tracking of departments spending their carry-forwards. A. Marcotte advised that it is at the discretion of the Resource Planning Chairs (RPCs) how carry-forwards are spent; however, part of the planning process involves each RPC presenting to the Provost Budget Working Group to explain proposed use of the carry forward within their budget. B.A. Bacon responded that the goal of a university is not to have the largest possible reserves, the goal is to generate surplus revenues to reinvest in the university’s success.

A member inquired about visa issues for international students and how this is impacting the budget. B.A. Bacon responded it is impacting some international students and their ability to come to campus. S. Blanchard, Vice-President (Students and Enrolment), advised that there was a 5% increase over all in enrolment confirmations but final numbers are not available. The University is taking steps to assist students, but some students may have to defer until January 2023 or Fall 2023.

A member inquired about the possible repealing of Bill 124 which froze wage increases at 1% per year. B.A. Bacon responded that his understanding that Bill 124 was a one-time, three year moderation period.

5.3 Update on 2022/23 Ancillary Budget (Q1)

A presentation was circulated in advance.

The Chair advised that Ancillary Services (Residence, Dining, Athletics, Parking, Health and Counselling, Print Shop, Campus Card, Carleton Dominion-Chalmers Centre, Books store) are expected to generate sufficient revenue to fund the cost of providing services, in addition to accumulating funds to cover capital and deferred maintenance projects.

S. Blanchard provided a brief introduction to the ancillary budget outlining the impact of the pandemic due to the limited activity on campus during that time. She introduced Kevin Mann, Director, Campus Services, and Lisa Goudie, Manager, Financial Accounting & Reporting, to provide a high-level budget report for 2021/2022 and projections for 2022/2023.
K. Mann provided an overview of ancillary results and projects, noting that financial pressures of the pandemic on ancillaries have eased and individual units have begun to recover. Ancillary services had stronger financial results in 2021/2022 and it is expected that the largest ancillaries revenues will be close to pre-pandemic levels with the full return to campus in 2022/2023. Residence occupancy is expected to be between 95% and 98% which is comparable to pre-pandemic levels; however, Parking Services will remain under financial pressure.

Looking at the consolidated results and projections, for 2021/2022 revenues of $49 million were significantly improved over fiscal 2020/21 when they were around $26 million. Consolidated ancillary services are in a modest surplus position at the end of fiscal 2022. Consolidated fiscal revenues for 2022/2023 are projected to be close to pre-pandemic levels of approximately $65 million. Ancillaries continue to address deferred maintenance and will spend the remaining $3.5 million of Capital Reserve funding over the next two years. Before the pandemic began, the ancillaries had an accumulated surplus of $40 million and while a significant amount was used the projected accumulated surplus puts them in a strong position to continue investing in their services and financially recover.

Ancillaries will begin preparing their budgets for the 2023/2024 fiscal year in October 2022 and the Finance Committee will receive a presentation on those budgets and revised projections in February 2023.

5.4 Update on 2022 Credit Rating

An executive summary and press release were circulated in advance.

The Chair advised that as part of the debenture issuance in 2022, a credit rating was performed by the Dominion Bond Rating Service (DBRS). The credit rating must be reviewed annually while the debenture remains outstanding.

L. Dyke introduced the item, reminding the committee that the University issued a $220 million debenture in 2021 and one of the conditions is to provide an annual update of the credit rating.

T. Sullivan, Assistant Vice-President (Financial Services) reiterated that as part of the $220 million bond issued in 2021, Carleton received a credit rating of AA (low), which is on par with University of Ottawa. The credit rating must be reviewed annually. DBRS performed the review in July 2022 and assigned the rating of AA (low) with a stable outlook. In assigning the rating, DBRS considers Carleton’s historical financial management, current year, and the ongoing budget.

A member inquired what the factors may be that have given other institutions in the sector a slightly better rating. T. Sullivan responded that it would likely be based on a forward looking factor for enrolment and reputation rather than the balance sheet.
The Chair inquired about the medium risk score assigned to this item in the Executive Summary for reputation and legal factors and the thought process to reach this score. T. Sullivan responded that many of these factors are on the margin between low and medium.

5.5  Project Closure Report – Co-Generation Facility

An executive summary and report were circulated in advance.

L. Dyke advised that as part of the Capital Planning Process Policy, the Finance Committee receives project closure reports at the conclusion of all capital projects including the co-generation facility project which was completed in July 2022.

G. Nower, Assistant Vice-President (Facilities Management and Planning), provided an overview. The 4.6 megawatt Co-generation plant is generating electricity for the university and providing some cost-savings. The original budget of the project was $20.7 million with a $5.0 million grant from Ottawa Hydro. The now completed project was $1.2 million over budget with a total project cost of $21.9 million. The plant is running with measurement and verification being undertaken to ensure everything is running as designed. The lessons learned included reviewing the procurement model as this project was a Design-Build, which was not suited to this project type. There were issues with the team that were awarded the project, such as inexperience, and the project management was outsourced leading to additional challenges.

The Chair inquired about the dynamics of working with Hydro Ottawa on the project. G. Nower responded that Hydro Ottawa offered advice, they were part of the decision-making process as they supply Carleton’s grid, and they were supportive and helpful through the whole process.

A member inquired about constructing buildings, given the current situation of high inflation. G. Nower responded that it is a challenging time to be developing projects given the market. Supply chain issues remain in place, the labour market and inflation are challenging, so it is difficult to start developing projects. The University has looked at constructability, simplicity in design, as well as total life cycle costs. Third-party consultants have been brought in to look at and mitigate risks around construction and the market.

5.6  New Student Residence Update

An executive summary and presentation were circulated in advance.

The new Student Residence was originally brought to the Board of Governors in September 2019. It was postponed due to the pandemic but did receive approval for project implementation in December 2021. The project continues to progress however cost escalations are being projected due to inflation and recent construction strikes.
L. Dyke advised since the Board approval in the Fall of 2021 with a budget of $90 million, there have been significant cost increases in the construction market due to the pandemic, the war in Ukraine, and continued supply chain disruptions. A more detailed analysis of the implications will be brought to the Finance Committee.

G. Nower confirmed that the project is underway. Sullivan, the project manager, has started excavating for site services like sewers and water mains. There was a labour disruption over the summer that impacted the project schedule which has an anticipated completion date of 2024/25. The project’s design method is construction management, which is collaborative. There have been 26 tender packages have been issued, with 16 closed and 10 in progress. There are a number of issues impacting budget, in the market prices are up as much as 20-50%. The project has not seen increases quite on this scale. Cost increases are being mitigated through value-engineering. Certain tenders are being delayed to re-evaluate requirements such as constructability, and budget options are being reviewed. A recovery schedule has been requested from Sullivan to achieve the anticipated completion dated of 2024/25.

L. Dyke reassured the committee that using value-engineering will not impact or compromise the quality and sustainability of the project. She anticipated this project will return to the Board of Governors for additional funding, but it is not expected to be as high as a 20% increase. There is a project oversight team that includes the end users at Housing and Residence Life Services.

The Chair sought clarification on how the 20% figure was reached. L. Dyke responded the figure was based on the current trends in the market but the team does not anticipate that the request for additional funding will be as high as 20%.

A member inquired if there are any big tender packages that are of concern that will be closing soon. G. Nower responded that the largest package is the building envelope, roof, and glazing and has been pulled back to be re-evaluated through value-engineering.

A member asked if there is an increase in the number of upper-year students struggling to find affordable housing. S. Blanchard responded that Carleton has a number of newer residences which include options for upper year students. The issue around housing in Ottawa is not as drastic as other cities.

5.7 Ongoing Capital and Deferred Maintenance Projects Status Report

An executive summary was circulated in advance.

L. Dyke advised that a fulsome report was included outlining the major capital projects and capital renewal/deferred maintenance.
G. Nower provided a brief update and highlighted the following projects:

- The Engineering Design Centre (EDC) obtained occupancy in August 2022, and substantial completion is targeted for September 2022;
- Loeb Building Upgrades are out for Request for Proposal (RFP) for a design team;
- Paterson Hall Building upgrades are also out for RFP;
- Bronson Substation feasibility study is underway;
- Campus Perimeter Security upgrades is being issued for tender;
- Paterson Hall Quad Area infrastructure improvements started in August 2022;
- Campus Sanitary Sewer/Storm Sewer/ Water Main Infrastructure is waiting on a final consultant’s report; and
- High-Voltage Condition Assessment and Five-Year Renewal Plan is on hold pending a test of the electrical switching but electricians have been hired.

The Vice-Chair inquired about the EDC and given that it is at substantial completion and if the project is expected to be completed under budget. G. Nower responded that the remaining funds are expected to be used and the project will be finished on budget. She followed up on the expected capital expenditures over the next fiscal year from the $133 million forecasted. L. Dyke responded that the University expects to spend $56 million of the $133 million.

A member inquired about the status of the Wellness Hub and Regional Aquatics Centre and the status of the RFI. B.A. Bacon responded that the University participated in the RFI. The City is likely to issue an RFP but timing is unknown.

5.8  2020/2021 Provincial Metric Ratios

A presentation was circulated in advance.

The Chair noted that this is an education item for the committee which provides a comparison of Carleton's financial situation to the Ontario university average.

L. Dyke advised that every year the Council of Ontario Financial Officers (COFO) compiles data to assess the financial viability of Ontario universities. Comparative data for 2021/22 will not be available for several months but the 2020/21 data is provided as a measure of Carleton’s financial health.

The first metric is the Net Income/Loss as a percentage of total revenues, where a positive percentage is desirable. In 2020/2021, Carleton’s ratio was 5.8% and the provincial average is 7.0%, but it is anticipated that Carleton’s ratio will be negative next year. In 2020/2021, Carleton had a primary reserve ratio (the number of days the university could operate without receiving any revenue) of 272 days while the provincial average was 159 days. This metric is anticipated to remain strong over the next year. Carleton’s viability ratio (expendable net assets divided by total long-term debt) was
857.4% in 2020/21 while the provincial average was 156.7%. The viability ratio will drop in 2021/2022 due to the debenture but will be close to the average. Carleton’s interest burden ratio was 0.5% while the provincial average was 2.1% and will not change significantly with the addition of the debenture as it is for capital expenditures. Carleton’s net operating revenues ratio, which measures cash flows, was 12.1% while the provincial average was 16.8%.

A member inquired about the interest burden and if the interest is capitalized and the government uses the audited financials to calculate this ratio would they consider the interest part of the interest payments that were made during the year. T. Sullivan responded the interest pre-construction is capitalized so it will not be in the statement of operations.

The Chair inquired how these ratios compare to the rest of the sector. L. Dyke responded that Carleton is strong in the provincial metrics and near the “top of the class”. B.A. Bacon responded that as a rule, larger institutions tend to do better in the ratios than smaller institutions and Carleton is amongst the large institutions. He advised that being high in all these metrics could be seen as an unwillingness to invest in the University’s success over time. The goal is not be at the top, rather to be the best university as possible.

6. ITEM(S) FOR DISCUSSION

6.1 Finance Committee Work Plan

The Chair advised that a work plan for 2022/23 was circulated in advance for information and it was discussed at Board of Governors Orientation on September 7, 2022.

7. OTHER BUSINESS

No additional business was brought forward.

8. IN-CAMERA SESSION

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

9. ADJOURNMENT

There being no further business, the meeting adjourned at approximately 2:20 p.m.
Minister of the 55th Meeting of the Governance Committee
Tuesday, September 13th, 2022 at 3:00 p.m.
Richcraft Hall Room 2440R

Present: B. O’Connor (Chair)  L. Hayes
G. Farrell (Vice Chair)  D. Maseko
B.A. Bacon  L. Newton Miller
B. Creary (virtual)  A. Tremblay
P. Dabas  A. Ullett (virtual)
D. Fortin (virtual)  P. Wolff

Regrets: K. von Finckenstein

Staff: A. Goth (R. Secretary)  K. McKinley (virtual)
M. Bright  K. Solomon
S. Levitt

1. CALL TO ORDER AND CHAIR’S REMARKS

The Chair called the meeting to order at 3:00 pm and welcomed committee members and staff to 55th meeting of the Governance Committee. The Chair acknowledged the Algonquin Nation’s traditional and unceded territory that members have gathered upon for the meeting.

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 AGENDA

The agenda was circulated in advance.

It was moved by L. Hayes and seconded by A. Tremblay to approve the agenda of the 55th meeting of the Governance Committee, as presented. The motion carried unanimously.
4. **APPROVAL OF MINUTES**

4.1 Minutes of Previous Meeting

The minutes of the 54th meeting of the Governance Committee were circulated in advance.

It was moved by G. Farrell and seconded by L. Hayes that the Governance Committee approve the minutes of the 54th meeting, as presented. The motion carried with two abstentions.

5. **ITEM(S) FOR APPROVAL**

5.1 Audit and Risk Committee Terms of Reference

The draft Audit and Risk Committee Terms of Reference were circulated in advance.

The Audit and Risk Committee Chair and Vice-Chair worked with A. Goth, University Secretary, and S. Levitt, General Counsel, over the summer to provide further feedback to the Governance Committee on suggested changes to the Terms of Reference (ToR).

The following proposed changes were outlined:

- committee role overview was revised to add clarity and remove reference to financial reporting as this is covered by the Finance Committee’s terms of reference;
- Some minor updates to wording under the external audit section and reference to the Use of the External Auditor for Non-Audit Services and Related Fees Policy added;
- Updates to the reporting frequency of internal audits to reflect current practice;
- Updates to the Enterprise Risk Management section to reflect current practice and include ethics and whistleblowing reporting; and
- The annex of the terms of reference was removed as it is now a stand-alone policy.

A member inquired about whistleblowing reporting. S. Levitt responded that there are a number of University policies that cover whistleblowing including the Financial Fraud Prevention and Reporting policy.

A member inquired about the non-audit work and the total fee threshold of $50,000 Committee. A. Goth responded that the threshold was agreed upon between management and the Audit and Risk Committee.
It was moved by A. Tremblay and seconded by D. Maseko to recommend to the Board of Governors the approval of the Audit and Risk Committee’s Terms of Reference, as presented. The motion carried unanimously.

5.2 Board Self-Identification Questionnaire

A draft questionnaire was circulated in advance.

The Chair advised that in addition to the Board Equity Diversity and Inclusion (EDI) Statement, in January 2021 Carleton University joined the Government of Canada’s 50 – 30 Challenge, a pledge aiming to promote voluntary action toward diversity on boards and/or in senior management.

In line with the University’s current EDI Action Plan and practices, the initiative calls on organizations to look for active ways to increase the representation and inclusion of under-represented groups in leadership positions.

The challenge is rooted in two aspirational commitments:

1) Gender parity (50%); and
2) Significant representation (30%) on boards and senior management of other equity-deserving groups including Racialized, Black, and/or People of Colour (“Visible Minorities”), people with disabilities (including invisible and episodic disabilities), 2SLGBTQ+ and/or gender and sexually diverse individuals, and “Aboriginal” and/or Indigenous Peoples.

A voluntary self-identification survey will be circulated to the Board of Governors to ensure Carleton progresses towards diversity and inclusion. Carleton is one of only ten universities participating in the challenge. At present time, Carleton does not have a self-identification mechanism by which to gather the data to measure if the 50-30 Challenge is being met.

A. Goth advised that an assessment is necessary and will only collect as much data as needed. Any reporting would include percentages not absolute numbers to not identify individuals and comply with privacy requirements.

A member sought clarification if the questionnaire follows the legislation for privacy implications and considerations. A. Goth advised that she worked closely with the Privacy Office to ensure the appropriateness of language as well as for process of collection, use, and storage of the data gathered. Regarding any University-wide survey, S. Levitt advised that there is a committee and a data assessment group working on a questionnaire alongside the Privacy Office to ensure that data collected complies with obligations towards data minimization and security.
A member inquired if the University has an overall EDI strategy. A. Goth responded that the University has a full EDI action plan through the Office of Equity and Inclusive Communities. B.A. Bacon added that a copy of the plan, which was endorsed by the Board of Governors at the time of its development, could be provided. He noted it is a comprehensive strategy, touching on all levels of governance. Carleton has a new Associate Vice President of Equity and Inclusive Communities who will be tasked with accelerating the implementation of the plan. He also noted that in 2021, Carleton signed the Scarborough Charter against anti-Black racism and are integrating that in the ongoing equity work at the University.

It was moved by P. Wolff and seconded by L. Newton Miller to approve the Board Self-Identification Questionnaire and its annual distribution to board members, as presented. The motion carried unanimously.

6. ITEM(S) FOR DISCUSSION

6.1 Review of Student Governor Handbook and Election Process

The updated handbook was circulated in advance.

The Chair advised that this year, the Board of Governors has to host an election to select two undergraduate and two graduate students to serve on the Board of Governors for the 2023/2024 year. As outlined in the handbook, the election will take place on February 6 and 7, 2023.

A. Goth advised that a member has flagged the need for revision to the eligibility criteria as “good academic standing” should now be called “eligible to continue” and be in “good non-academic conduct standing”. Links associated with the item will also need to be updated. As such, she recommended that the approval of the Student Governor Handbook be deferred to November to allow for the appropriate revisions.

A member asked if this change is in term only or a change in substance. The member who flagged the change advised that there have been subtle changes to the substance as “good standing” is not identical to “eligible to continue”, with the intention of giving the students the best possible advice and to ensure that students are notified when their progress will not lead to graduation. The subtleties in this regard have changed to be more instructive for the students; however, both terms have been used interchangeably and mean that the student’s performance in their degree is acceptable.

A member wondered if Eastern Standard Time should be included for the time zones as students may be voting from different time zones. A. Goth agreed this change should be included. The member also wondered if noting a virtual meeting option. A. Goth responded that though the Board will have virtual options moving forward, the preference is for in-person attendance. A member added to the discussion of virtual meetings that there could be differentiation for those members located outside the Ottawa area where they could attend virtually. B.A. Bacon responded that a decision on
this should not be made too early as logistics continue to be finalized for the hybrid meeting process.

6.2 Review of Administrative Staff Governor Handbook and Election Process

The updated handbook was circulated in advance.

The Chair noted that this year, the Board of Governors has to host an election to select one administrative staff governors to serve on the Board from July 1, 2023 to June 30, 2026. As outlined in the handbook, the election would take place on February 20 and 21, 2023.

The Administrative Staff Governor Handbook will return to the Governance Committee in November to be approved alongside the Student Governor Handbook.

6.3 Board Members Skills Matrix and Community-at-Large Recruitment

Governor terms, the 2022/23 skills matrix, and a summary were circulated in advance.

The Chair advised that there will be one community-at-large vacancy as of July 1, 2023 and two renewals. The skills matrix summary shows that skill or experience that could be sought. Of note are skills in facilities management and real estate/capital planning, certified public accountant (CPA) or Finance/Investment/Pension professional.

A. Goth reviewed the process for the annual skills matrix on a scale of 0 (no experience) to 3 (expert) to visualize where there are areas of expertise or perhaps gaps in skills on the Board. With the limited number of openings, it is important for the Committee to focus on the needed skills to look for the next appointments.

A member commented that Information Technology/Cyber Security could be an area of focus. There is one Board member with expertise in this area.

A member noted that looking at the terms and tenures, in 2025, there will be a large number of Community-at-Large members leaving the Board. A. Goth responded that of the six terms that will be ending, some of the members will be moving into chair or vice chair roles but it is something that will need to be planned for in terms of the skills matrix.

A member inquired about the “evergreen” list of applicants. A. Goth responded that every year the committee reviews applications and interviews are conducted. For those that are interviewed (or applied) but are not chosen their application may be kept on file. Those applications may be brought forward with the new applications in the following year. Every year, the skills being sought change.
A member inquired if external advertising will be needed for next nears Community-at-Large appointments. A. Goth responded that there are enough applications on the list to fill one vacancy.

7. ITEMS FOR INFORMATION

7.1 Board Self-Assessment Results 2021/22

A summary was circulated in advance.

A. Goth advised the committee that a Board Self-Assessment was conducted annually. The results are circulated to the Board in June. The assessment tool is brought to Governance Committee to ensure the questionnaire is appropriate.

The Board self-assessment will return to the Governance Committee for approval in November and any feedback should be provided to A. Goth.

7.2 Board of Governors Onboarding and Training

A summary was circulated in advance.

A. Goth advised that part of the Governance Committee’s Terms of Reference Item 1.E. is to develop, implement, and monitor the effectiveness the Orientation and training program for the members. The training opportunities include two new modules including the Capital Planning Policy training for the building process, and the Human Rights at Carleton. She is currently working with K. Horn-Miller, Assistant Vice-President (Indigenous Initiatives) on using the Indigenous Learning Bundles to bring some asynchronous learning for the Board members.

A member asked if the summary can be circulated to the Full Board for information.

**ACTION ITEM:** Circulate Board onboarding and training document to the Full Board of Governors.

7.3 Chair and Vice-Chair Term Lengths Benchmarking Report

A summary was circulated in advance.

The Chair advised that this is an item of business arising from our last meeting. It was asked if a report could be provided on the average length of Chair and Vice-Chair terms on university boards.

A. Goth advised that, Chair terms are in line with common practice. In June 2022, the by-laws were changed to allow for a Board Chair to have a term of up to three years.
For comparison, some universities have board terms of up to six years. The additional year also helps to add continuity for the senior leadership team.

B.A. Bacon noted that a number of institutions have three-year terms renewable for another three and that Carleton’s terms may still be on the short side.

A member supported B.A. Bacon’s comment. They noted that the current model starts with a commitment to being vice chair, chair, and then past chair, which is a nine-year commitment and this, might need to be reconsidered; however, the three-year Chair term length was supported. B.A. Bacon responded that the next step would be to have a two-year term, renewable for an additional two years.

7.4 Ontario Universities Board Size Benchmarking Report

A summary was circulated in advance.

The Chair advised that this is also an item of business arising from the previous meeting.

A. Goth advised that Carleton was within the average. Some universities have current boards that are staffed smaller than the maximum size, therefore resulting in smaller boards without amending their incorporating statutes. Carleton’s 32 members Board is set out in its statute is in line with the sector. If changes were to be made to the membership numbers, it would have to be done proportionally to each constituency. In light of the Auditor General’s focus on governance, it would not be advisable to alter the Board size or seek amendments to the statute.

A member asked for elaboration on the risks of seeking to amend the statute. The Carleton University Act it does not have a number of clauses that government could insert reduce institutional autonomy.

B.A. Bacon commented that in addition to the reasons already noted, it is controversial to reduce the number of Board members. He noted that the Board, while large, is functional.

A member echoed the sentiments that the Board is large but functional. It provides a diverse group to draw from for each committee and the Executive structure allows for exceptional functionality.

A member asked if the Provincial government could revise the statute or legislate. S. Levitt advised that the Council of Universities (COU) is working to try to prevent this from happening. Universities, unlike the college sector, do not have a central governing statute. Universities are independent institutions, and are not considered “creatures of government” which protects institutional autonomy, academic freedom, and allows for successful functioning. Unlike other sectors in Ontario, universities do not have a central legislative governance framework. It is that the Auditor General’s report on
Laurentian could pressure the government to legislate in that area. For example, school boards and hospitals, the government has the ability to appoint a supervisor in the instance of financial issues and there may be the temptation on the part of the government to seek similar powers for universities. COU and the sector are trying to minimize the risk around the potential legislation eroding institutional autonomy.

7.5 Committee Work Plan 2022/23

The work plan for 2022/23 was circulated in advance for information as it was discussed at the Board of Governors Orientation on September 7, 2022.

8. **OTHER BUSINESS**

   No additional business was brought forward.

9. **IN-CAMERA SESSION**

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

10. **ADJOURNMENT**

    There being no further business, it was moved by A. Ullett and seconded by L. Hayes to adjourn the 55th meeting of the Governance Committee at approximately 3:56 pm. The motion carried unanimously.
Board of Governors Training

Our Governors join our board with a variety of backgrounds, perspectives and experiences. As part of onboarding new members, as well as the continuous knowledge development of our governors, the University Secretariat offers training and resources to inform board members of their role as fiduciary’s to the university, awareness of the organization which they serve (Carleton University,) and the broader higher education context. Some of these resources are organized by the University Secretariat and are Board specific, while others are created from various departments across the university.

Orientation

Every September, the Board of Governors attend a half-day orientation session designed to kick-off the academic year. Here, the Chair welcomes both new and returning board members, and explains the role of governance at Carleton. Additionally, the President and senior management team present governors with their respective portfolio’s and goals for the year. Once the presentations are complete, board members are broken off into smaller groups to complete relevant exercises and meet informally with each committee of which they are a member.

Modules & Resources

Prior to attending the orientation session, governors are required to watch modules that have been prepared by Carleton staff. These videos provide board members with relevant information that can inform the governance process throughout the year:

- Governance and Board, Amanda Goth, University Secretary
- Governance and Fiduciary Duty, Steve Levitt, General Counsel
- Carleton University Senate, Elinor Sloan, Clerk of Senate
- Human Rights at Carleton, Kristina Epifano, Equity Education & Services Coordinator (NEW)
- Privacy and Access to Information, Pierce White-Joncas, Privacy Manager
- Sexual Violence Policy, Bailey Reid, Senior Equity Advisor
- Records Management, Shannon Hodge, Corporate Archivist
- Capital Planning Policy, Amanda Goth, University Secretary (NEW)

Orientation Binder

Annually the University Secretariat prepares a briefing binder for new and returning governors. This binder includes organizational charts, key contacts, membership lists, terms of reference, annual work plan, briefs on governance, facts about Carleton, guidelines for motions, Carleton history, etc.

Guest Speakers

Guest speakers are invited to present to the full board to address governors on topics relevant to higher education. Past speakers have included: Paul Davidson, President & CEO, Universities Canada, Steve Orsini, President & CEO, Council of Ontario Universities, and Dr. Gail Beck, Clinical Director of Youth Psychiatry, Royal Ottawa Mental Health Centre, and Ken Steele, Eduvation.

Board of Governors Intranet Portal

The intranet was created to be a one-stop-shop for everything board related. Governors require a password to access the portal, and can find board and committee materials, schedules, the work plan, and membership information.
Resource Page
A page of both internal and external resources is housed on the board intranet portal. Here, governors have access to policies relevant to board members, governance resources, and external higher education magazines, blogs, etc. This page also includes resources specific to the Finance and Audit and Risk Committees.

Enterprise Risk Management 101
Carleton University’s Risk and Insurance Services prepared three modules and a fact sheet referencing the Risk Management Framework. These resources are of particular relevance to members of the Audit and Risk Committee, and can be found on the board intranet portal.

Mentorship Program
To help acquaint new board members with their role as a governor, they are paired with an existing member. These duos are seated together at the orientation session and the first full board meeting in September and maintain informal connection throughout the board year.

Monthly Newsletter
Every month, governors are sent an email newsletter outlining top priorities and announcements for the month ahead, Carleton news stories and events, internal newsletters from departments and faculties across campus, and external resources from University Affairs, Trusteeship magazine, etc.

Professional Development
Through Carleton’s Learning and Professional Development resource, board members are able to attend a series of workshops relevant to university operations. For example, governors have been offered training on: Accessibility in Higher Education, Cross Cultural Competence Training, Indigenous Cultural Awareness and Trans and Gender Diverse Inclusion at Carleton.

Sexual Violence Awareness and Inclusion Week
Annually, Carleton dedicates a week to both Sexual Violence Awareness and Inclusion. These weeks include presentations, resources, and seminars. Board of Governors members are welcome to attend.

University Affairs Magazine
Bi-monthly, University Affairs produces a magazine referencing topical issues relating to higher education. Copies of this magazine are available in the boardroom for each governor to take home.

Council of Ontario Universities (COU)
The Chair, Vice-Chair, and Past-Chair of the Carleton University Board of Governors are members of the Council of Chairs Ontario Universities and are invited to meetings four times a year. The COU is a forum for all Ontario universities, and offers a chance for universities across the province to collaborate and share.

Canadian University Board Association Annual Conference (CUBA)
Each year, Carleton’s board members invited to the annual CUBA conference (dependent on budget) where they can attend seminars and training’s aimed to improve the governance of Canadian universities.
1.0 PURPOSE
☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION
There is no motion for this update.

3.0 EXECUTIVE SUMMARY
Carleton University has had a Campus Master Plan in place since 2010. The plan is updated every five years. The Campus Master Plan sets the parameters, policies and directions for the physical development of the campus – its buildings, landscapes, movement systems and general infrastructure. It deals with the location and size of buildings without determining the uses except in a general sense, since these will vary over time.

The process to update the Campus Master Plan began in April 2022, with the assistance of consultant Brook McIlroy (BMI). Since April, BMI has been hosting several consultation opportunities with the campus community, as well as with key stakeholder groups including, but not limited to the university senior leadership group (Strategic Integrated Planning Committee), the Deans and the University Librarian, accessibility and sustainability leaders and with the Board of Governors. Additional consultations were held specifically for students and for faculty and staff.

More than 800 people have participated in providing feedback and ideas, either through a consultation, via social media or the online, web-based interactive platform Bang the Table.

The following emerging themes have been identified:
  1. Strengthening the Natural Campus
  2. Mixed-use Complete Campus
  3. Indigenous Culture and Inclusion
  4. Legible Campus
  5. Collaborative and Outward-Facing Campus
  6. Sustainability
  7. Balanced Access
  8. Health and Wellness
A draft of the updated Campus Master Plan will be presented to the Board of Governors in February/March and will be posted on the Campus Master Plan website to allow for final review and comment by the campus community. The final version of the Campus Master Plan will go to both the Building Program Committee, as well as the Board of Governors for approval at their April 2023 meetings.

4.0 INPUT FROM OTHER SOURCES
The Campus Master Plan process incorporates opportunities for Carleton faculty, staff and students to provide feedback, as well as consultation with external stakeholders and institutional partners. The consultation process began in April 2022 and wrapped up on November 1. More than 800 people have engaged with the process.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT
The Campus Master Plan provides a long-term vision for our physical campus that will align with and support the values and aspirations of the Strategic Integrated Plan of the university, and guide future campus development accordingly. The plan will have dual horizons that will outline the planning implications for both the next 5- to 10-year period, and for a longer, visionary 25- to 30-year scenario.

The Carleton Master Plan document will serve as a guide to the university as it develops its future built environment. The consultant (BMI) is very familiar with other key strategic documents that will inform their work in developing the updated Campus Master Plan, ensuring it is a holistic document that aligns with our key university planning documents, including:

- Strategic Integrated Plan (SIP)
- Campus Outdoor Master Space Plan
- Transportation Strategy
- Coordinated Accessibility Strategy
- Kinamagawin (Learning Together) Indigenous Strategy
- Equity, Diversity and Inclusion Action Plan
- Sustainability Plan 2020-2025
- Energy Master Plan 2021-2026

6.0 FINANCIAL IMPLICATIONS
The total project costs to update the Campus Master Plan are approximately $300,000. They are funded through a 2021-2022 one-time funding allocation of $200,000 from the operating budget plus contributions from the Capital Renewal and Deferred Maintenance fund.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT
The Campus Master Plan update meets the university’s requirement to update the Carleton University Campus Master Plan every five years. Risks are minimal during the planning phase. Failure to update the plan may result in the development of the campus not reflecting the university’s strategic goals. The update mitigates this risk.
8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY
The consultation process has been a key component of the Campus Master Plan update. Consultations have been supported by an extensive communications plan. The open and forward-looking nature of the Campus Master Plan update should contribute positively to Carleton’s reputation for being a progressive university.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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1.0/ Consultation Process
2.0/ Guiding Principles
3.0/ The Campus Opportunity
4.0/ Next Steps
1.0/ Consultation Process

Consultation Timeline

- **February 2022**: Bi-weekly Meeting
- **March 2022**: Board of Governors Building Committee, Dean's Consultation
- **April 2022**: Bi-weekly Meeting, Board of Governors Building Committee, Dean's Consultation, Senior Leaders Meeting, Safety Management Meeting
- **May 2022**: Round 1 Bang the Table, May 25th - June 23rd
- **June 2022**: Round 1 Faculty Consultation, Round 1 Staff Consultation, Round 1 Student Consultation, Round 1 Administration Consultation
- **July 2022**: Round 1 Faculty Consultation, Round 1 Staff Consultation, Round 1 Student Consultation, Round 1 Administration Consultation
- **August 2022**: Round 2 Faculty Consultation, Round 2 Staff Consultation, Round 2 Student Consultation, Round 2 Administration Consultation
- **September 2022**: Round 2 Faculty Consultation, Round 2 Staff Consultation, Round 2 Student Consultation, Round 2 Administration Consultation
- **October 2022**: Round 2 Faculty Consultation, Round 2 Staff Consultation, Round 2 Student Consultation, Round 2 Administration Consultation

Input from the consultations on Kinâmâgawin and the Outdoor Space Master Plan were integrated into the development of the Campus Master Plan.
1.0/ Consultation Process

Consultations

Carleton Community In-person Engagement Sessions

Bang the Table Statistics

Consultation with Carleton University Community - Comments

Place a Sticker on the Map!

- Your favourite places on campus, or places that you use regularly
- Places that need improvement
- New places to study, eat, and socialise

Carleton University Campus

visited

481
Site Visits

30
Site Registrations

27
Activated Participants
1.0/ Consultation Process

Consultation Metrics

175 Bang the table
*330 total site visits
*Round 2 underway until November 1st, 2022

133 Student Engagement

202 Carleton Community Internal Visioning Sessions

290 Social Media Responses
*5,888 total story views

800 Total Voices to date
*Excluding Social Media views and Bang the Table site visits
2.0/ Emerging Themes and Directions

Guiding Principles

1 Strengthening the Natural Campus

- Promote and protect Carleton’s riverfront, canal and natural setting and reintroduce the landscape back into campus open spaces, courtyards, and pathways.

- Strengthen existing green space and outdoor learning opportunities and identify opportunities in existing courtyards.

- Build on existing systems and create additional formal and integrated opportunities for learning, socializing and connecting with the campus edges.

- Provide sheltered spaces and access to wi-fi to provide weather protected destinations.

- Create open spaces that provide a more flexible setting for Indigenous and cultural placemaking & outdoor teaching.
Guiding Principles

2.0/ Emerging Themes and Directions

Mixed-Use Complete Campus

- Promote the year-round/all season campus experience through a greater diversity of campus indoor and outdoor programs and spaces.

- A tight knit fabric of buildings that showcase and frame green spaces.

- Encourage a mixed-use, pedestrian and transit-oriented campus community.

- Provide new, creative, and flexible learning, working, and support spaces with appropriate technology and equipment to complement hybrid learning.

- Create adaptable spaces that suit the changing needs of students, faculty and staff (both collaborative and quiet spaces).

- Consider hoteling spaces- collaborative & creative with storage space.
2.0/ Emerging Themes and Directions

Guiding Principles

3 Indigenous Cultural Representations & Diverse Cultural Inclusions

• Ensure Indigenous languages (Algonquin, in particular), artwork, spirituality and philosophical traditions are reflected in buildings, outdoor spaces, landscape design and the naming of spaces.

• Respond to diverse cultural needs through welcoming spaces including program spaces, social spaces, reflection spaces, ceremonial spaces, and food offerings.

• Create spaces on campus for staff, students and faculty who are Indigenous, Black, Racialized, international, or from other equity-deserving groups.

• Display art throughout Carleton's interior and exterior spaces that is reflective of the diverse campus community.
4 Legible Campus

- Reimagine campus streets, paths, signage, wayfinding, and trails as a vital, integrated and human-scaled campus network to improve safety and mobility.

- Enhance wayfinding to and through campus with distinct and legible spaces: entrances, building design, sustainable practices, balanced parking solutions.

- Improve universal access with respect to the AODA standards and guidelines.

- Create a more cohesive and controlled vehicular and pedestrian campus.

- Enhance safety across streets including Bronson Avenue and Colonel By Drive.
2.0/ Emerging Themes and Directions

Guiding Principles

5 Collaborative & Outward-Facing Campus

- Strengthen community and Ottawa connections through walking and bicycle paths and shared programs and facilities.

- Plan and protect for future building and open space opportunities that promote positive campus growth towards its edges.

- Collaborate with the City of Ottawa, NCC and other relevant stakeholder groups.

- Establish the campus as a community destination.
2.0/ Emerging Themes and Directions

Guiding Principles

6 Sustainability

- Ensure recommended changes to the campus sites consider best practices for sustainable design, climate change actions, and the overall greening of Carleton University.

- Prioritise the following four sustainability pillars including: Circularity, Energy and Carbon, Health and Wellness and Natural Systems Integration.

- Accessibility and sustainability improvements throughout the campus, focusing on pedestrian pathways and the tunnel system.
2.0/ Emerging Themes and Directions

Guiding Principles

7 Balanced Access

- Identify a comprehensive and balanced approach to campus circulation, which provides safe, efficient, and comfortable connections for pedestrians, cyclists, transit users, and parking opportunities.

- Create multi-modal campus streets and access, with a focus on pedestrian connections. Campus Avenue and Library Road will become flexible, pedestrian priority streets.

- Improve the campus image and experience through safe sustainable mobility options for people of all abilities.

- Continue to improve and promote the tunnel system as a beloved circulation network.

- Build on the transportation master plan by encouraging transit and alternative mobility options, including scooters, bike rentals and a Transit Hub.
Guiding Principles

8 Health & Wellness

- Ensure that new development on the campus fit within their environment and create safe and animated spaces for year-round use.

- Provide adequate food choices, retail options, green spaces and buildings that promote health and wellness.

- Promote health and wellness on campus through a holistic approach to buildings, open space and streetscape design.

- Showcase the water and natural setting, to promote physical and mental health and wellness needs of students and the entire campus community.

- Consider opportunities to better integrate buildings with outdoor green space.
9 Buildings & Architecture

- Identify potential development opportunities that consider ongoing capital projects; efficiencies in space utilization in existing and new buildings; use of current space; and opportunities for renovation, renewal and expansion.

- Develop guidance for new buildings and structures on campus and create directions for phased development over the short, mid and long term.

- Consider the future of the north campus as a mixed land use opportunity with city and other stakeholder partnerships.

- Ensure high quality architecture at a balanced scale.

- Enhance connections from the interior of buildings to the exterior.

- Ensure future development considers best practices for inclusive, accessible and sustainable design.
3.0/ Preliminary Design

The Campus Opportunity

Green Ribbon & Geological Time Trail

4-kilometre Green Ribbon loop that will form an integral organic open space network surrounding the campus. The potential multi-use trail system will enhance the existing natural landscape of the campus and strengthen the connections between the Rideau Canal, Rideau River, Carleton University, and the surrounding community.
Flexible Campus Streets, Campus Gateways & Pedestrian Network

The Campus Master Plan Update aims to provide physical and visual connections throughout the campus that will serve the Carleton community and surrounding communities. Other key strategies include flexible campus streets, priority pedestrian connections, creating safer pedestrian crosswalks at key intersections, and interlinking multi-modal transportation with open space networks.
3.0/ Preliminary Design

The Campus Opportunity

Potential Building Enhancements and Development Sites

The Campus Master Plan Update will identify development opportunities for renovation, renewal and expansion and explore deficiencies in existing space utilization.
3.0/ Preliminary Design

The Campus Opportunity

Tunnel Improvements & Expansions

The Campus Master Plan Update aims to address accessibility and sustainability challenges with the tunnel system. By incorporating natural daylight, appropriate programming and creative design mechanisms, the tunnel network can be brought to life.
4.0/ Next Steps

**October 2022**
- BMI to begin drafting CMP

**November 2022**
- CMP Steering Committee Meeting
- CMP Principles Building Program Committee

**December 2022**
- CMP Steering Committee Meeting (TBC)
- CMP Principles to Board

**2023**
- BMI provides first draft by 1st week of December

**January 2023**
- Draft CMP posted for comment

**February 2023**
- Draft CMP to Building Program Committee
- Draft CMP to Board

**March 2023**
- Updates by BMI
- Updates incorporated. Final draft shared with Carleton University for Review

**April 2023**
- Final CMP to Board
Carleton University - Campus Master Plan

Consultations - What We Heard
1.0/ Consultation Feedback

What We’ve Heard

1. Flexible Learning and Working Spaces
   • Move away from single-purpose spaces by creating multi-purpose spaces for collaborative and quiet learning.

2. Health & Wellness
   • Provide gathering and informal social and study spaces for students and the campus community.

3. Multi-modal Campus
   • Provide a large flexible indoor space for community and university events.

4. Built Form and Development to Create a Memorable Campus
   • Provide group study space for collaborative learning.

5. Cultural and Indigenous Placemaking
   • Consider hoteling spaces—collaborative & creative with storage space.

6. Four Season Campus
   • Provide enhanced classroom technology and equipment to support flexible learning.

7. Leveraging the Campus’ Proximity to the Natural Environment
   • Examine underutilized spaces on campus.

8. A Safe, Accessible, and Legible Campus
1.0/ Consultation Feedback

What We’ve Heard

1. Flexible Learning and Working Spaces

2. Health & Wellness

3. Multi-modal Campus

4. Built Form and Development to Create a Memorable Campus

5. Cultural and Indigenous Placemaking

6. Four Season Campus

7. Leveraging the Campus’ Proximity to the Natural Environment

8. A Safe, Accessible, and Legible Campus

- Showcase the water and natural setting, to promote physical and mental health and wellness needs of students and the entire campus community.

- Consider aspects of health and wellness in every development project on campus.

- Create a strong orientation to student services and amenities.

- Enhance food amenities and services and retail options throughout the campus.

- Address accessibility and sustainability deficiencies throughout the campus, focusing on pedestrian pathways and the tunnel system.

- Consider opportunities to better integrate buildings with outdoor green space.
1.0/ Consultation Feedback
What We’ve Heard

1. Flexible Learning and Working Spaces
2. Health & Wellness
3. Multi-modal Campus
4. Built Form and Development to Create a Memorable Campus
5. Cultural and Indigenous Placemaking
6. Four Season Campus
7. Leveraging the Campus’ Proximity to the Natural Environment
8. A Safe, Accessible, and Legible Campus

- Build on the transportation master plan by encouraging transit and alternative mobility options, including scooters, bike rentals and a Transit Hub.
- Reimagine Campus Avenue and Library Road as a flexible pedestrian-oriented boulevard.
- Strengthen wayfinding through the expression of signage, built form, landscape and other creative design.
- Ensure bicycle parking is accommodated throughout the campus.
- Reconsidering the future of parking in the core campus.
- Create tunnel system enhancements through opportunities for natural daylight, appropriate programming and creative design.
1.0/ Consultation Feedback

What We’ve Heard

1. Flexible Learning and Working Spaces
2. Health & Wellness
3. Multi-modal Campus
4. Built Form and Development to Create a Memorable Campus
5. Cultural and Indigenous Placemaking
6. Four-Season Campus
7. Leveraging the Campus’ Proximity to the Natural Environment
8. A Safe, Accessible, and Legible Campus

- Create an accessible and memorable campus through building and outdoor space design.
- Ensure for high quality architecture at a balanced scale.
- Enhance connections from the interior of buildings to the exterior.
- Establish the campus as a community destination.
- Further integrate Carleton University with the surrounding community through walking and bicycle paths.
- Ensure future development considers best practices for inclusive, accessible and sustainable design.
1.0/ Consultation Feedback
What We’ve Heard

1. Flexible Learning and Working Spaces
2. Health & Wellness
3. Multi-modal Campus
4. Built Form and Development to Create a Memorable Campus
5. Cultural and Indigenous Placemaking
6. Four Season Campus
7. Leveraging the Campus’ Proximity to the Natural Environment
8. A Safe, Accessible, and Legible Campus

- Ensure the Indigenous campus community sees themselves reflected in buildings, outdoor spaces, landscape, and naming of spaces.
- Respond to diverse cultural needs through welcoming spaces including program spaces, social spaces, reflection spaces and food offerings.
- Create a campus setting that supports the needs of the increasing international student population.
- Display art throughout Carleton's interior and exterior spaces that is reflective of the diverse campus community.
1.0/ Consultation Feedback

What We’ve Heard

1. Flexible Learning and Working Spaces
2. Health & Wellness
3. Multi-modal Campus
4. Built Form and Development to Create a Memorable Campus
5. Cultural and Indigenous Placemaking

6. Four Season Campus

7. Leveraging the Campus’ Proximity to the Natural Environment
8. A Safe, Accessible, and Legible Campus

- Create a greater diversity of campus indoor and outdoor programs and spaces.
- Explore opportunities for outdoor winter programming along the riverfront, through the creation of sheltered spaces and an ice rink.
- Improve air circulation and temperature regulation in tunnels.
1.0/ Consultation Feedback

What We’ve Heard

1. Flexible Learning and Working Spaces

2. Health & Wellness

3. Multi-modal Campus

4. Built Form and Development to Create a Memorable Campus

5. Cultural and Indigenous Placemaking

6. Four Season Campus

7. Leveraging the Campus’ Proximity to the Natural Environment

8. A Safe, Accessible, and Legible Campus

- Protect natural systems and reintroduce landscape back into campus open spaces, courtyards and pathways.

- Create spaces for outdoor learning, recreation and year-round enjoyment.

- Provide sheltered spaces and access to wi-fi to provide weather protected destinations.

- Create open spaces that provide a more flexible setting for Indigenous and cultural placemaking & outdoor teaching.

- Create year-round spaces and connections along the canal and riverfront.
1.0/ Consultation Feedback
What We’ve Heard

1. Flexible Learning and Working Spaces
2. Health & Wellness
3. Multi-modal Campus
4. Built Form and Development to Create a Memorable Campus
5. Cultural and Indigenous Placemaking
6. Four Season Campus
7. Leveraging the Campus’ Proximity to the Natural Environment
8. A Safe, Accessible, and Legible Campus

- Design consistent signage and wayfinding within and across Carleton University.
- Create wayfinding beyond visualization and acoustic measures.
- Promote a more walkable and transit-oriented accessible campus.
- Create a more cohesive and controlled vehicular and pedestrian campus.
- Enhance safety across streets including Bronson Avenue and Colonel By Drive.
- Update deteriorating sidewalk paving and exterior staircases.
1.0 PURPOSE
☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION
This report is for information only.

3.0 EXECUTIVE SUMMARY
The new student residence project was originally slated for construction in 2020 but was paused due to challenges presented by the pandemic. The project was restarted in September 2021, upon Board approval. Facilities Management and Planning (FMP) brought the project team back together and has held multiple stakeholder meetings to reconfirm requirements.

The project is being delivered via construction management. Significant price increases in material have resulted in tender prices exceeding the anticipated budget, particularly with the cladding and glazing packages. To date, 14 out of 25 tender packages have been awarded, increasing the budget by $1.1 million. The remaining 11 unawarded tender packages are estimated to increase the budget by another $10.5 million. In addition, project soft costs (construction management and consultant fees) are anticipated to increase by $1.8 million. Potential costs savings of $3.2 million have been identified and other cost saving opportunities are being identified.

4.0 INPUT FROM OTHER SOURCES
Consultations regarding needs and progress continue with key stakeholders. The new student residence report was prepared by Facilities Management and Planning with information provided by the respective Planning, Design, and Construction (PDC) senior project manager, and project manager.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT
The 456-bed new student residence building supports the housing demands incurred by the Housing and Residence Life Services department. Building a new student residence that reflects the needs of students aligns with the goals of the university to provide students an excellent experience that includes an environment that supports personal growth, as well as academic development, while promoting a safe and inclusive living space. Students living in residence in their first year have demonstrated higher retention rates than those living in off-campus housing. The building is designed to promote and enhance a student-focused residential community experience. It incorporates Passive House Design principles to achieve a high level of sustainability, which aligns with Carleton’s Sustainability and Energy Master Plan.

6.0 FINANCIAL IMPlications
Due to market volatility, resource and supply availability, the majority of the trade tender packages have come in over budget. The senior project manager and Carleton project team are working with the design team, a risk management consultant and construction manager to minimize the cost overruns, and manage the contingency that is required for a project of this size and complexity. FMP is working on cost mitigation
strategies, such as design review, scope management and the use of sector experts to identify cost efficiencies.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT
The current risks identified for this project are associated with significant continued market volatility, supply chain issues and resource availability. These risks will contribute to construction delay and increased budget. Measures to mitigate the risks are being undertaken, including value engineering and strategic procurement in order to minimize any increases to a manageable level. However, a budget increase is unavoidable given the ongoing volatility in market conditions.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY
The project management team will continue to update project sponsors and stakeholders regularly, and make them aware of any financial, schedule or operational risks that the project may face. Regular meetings are in place to allow for open communication and transparency in regards to the project implementation and execution.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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New Student Residence Budget Update
November 2022
New Student Residence

- The 456-bed, 188,000 sq.ft. new student residence building supports the housing demands on the Housing and Residence Life Services department.
- The building is designed to promote and enhance a student-focused residential community experience.
- It incorporates Passive House Design principles to achieve a high level of sustainability, which aligns with Carleton’s Sustainability and Energy Master Plan.
Project Status Update

- Underground services such as water and sewer are completed and the installation of new site services is underway

- Piling will start in November with the foundation scheduled to be poured in February 2023

- Project Completion: Late 2024/Early 2025
Construction Market Challenges

“Non-residential construction building costs rose 12.8% year over year in the first quarter, also surpassing the previous high (+11.4%) of the last quarter. Construction cost increases were over 17.2 % in Ottawa.” (Statistics Canada)

Root Causes:

• Supply chain constraints
• Rise in Labor Cost
• Rising fuel price
• Increased cost of material transportation
• Continued price growth in structural metal products
• Plumbing and electrical cost growth
• Increased lumber price
Budget Update

Current Project Budget: $90 Million

Total Awarded Tenders: 14 out of 25 packages awarded, estimated increase = $1.1 million

Soft costs (construction management, consultant fees etc.): estimated increase = $1.8 million

Unawarded Tenders: 11 packages, estimated increase = $10.5 million

Potential Cost Savings identified thus far: $3.2 million
Mitigation Measures for Cost Increases

• Design Review
  • Working with the architects to simplify construction details while respecting the integrity of the design

• Design Assist
  • Collaborating with sub-contractors to find cost effective solutions

• Pull Planning/Co-ordination
  • Identifying opportunities for overlapping activities to save time

• Involvement of advocate consultants
  • Involvement of industry experts to ensure design and cost efficiency

• Scope Management
  • Identification of cost saving opportunities within the original scope
1.0 PURPOSE
☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION
None

3.0 EXECUTIVE SUMMARY
We are pleased to be able to report on many positive sustainability initiatives across the university in 2021-2022. With Covid-19 remaining a factor in how we engage with our campus, a lot of what we have done has continued to take place remotely. We have made good progress on our plans and have identified opportunities for carbon reduction, demonstrating climate commitment and assessing our sustainability work against benchmarks and external assessments.

The university’s comprehensive Strive for Sustainability Plan demonstrates Carleton’s commitment to making a positive impact through outstanding environmental sustainability performance. It also sets out our plans for achieving this, including objectives and targets as well as specific programs.

Carleton’s targets commit the university to reducing Scope 1 (direct) and Scope 2 (indirect) emissions. The ultimate goal is to have a carbon neutral campus by 2050 following a 50 per cent by 2030. While we have seen an increase in overall emissions because of the Co-generation Plant becoming operational, building emissions continue to decrease. We have employed retrofits for lighting, electric boilers and a detailed nodal plant study. We have also committed to new building standards and the development of a carbon budget to document the path towards a carbon neutral campus.

Over the past year, we have been working to strengthen carbon reduction commitments. This has seen Carleton become a signatory to the Climate Change Commitment, which builds upon our pledge to promote sustainability through our Responsible Investing policies. We have also strengthened internal policies to help meet our ambitious targets.

In 2022, Carleton was recognized for our commitment to this strategic direction and the dedication of staff, faculty, and students to make ours a sustainable university. We achieved Gold certification from the Association for the Advancement of Sustainability in Higher Education (AASHE) as part of its Sustainability Tracking Assessment and Rating System (STARS). This is a comprehensive assessment of sustainability in a higher education setting and includes operational, teaching and research components, as well as broader Social Responsibility elements. Carleton was also named as a Top Performer in the AASHE Global Sustainable Campus Index, (with Carleton featured on the
front page of the publication). Carleton was also ranked 39th within the Global UI Green Metric – 2nd in Canada.

Many projects from departments, the Energy and Sustainability team, as well as from academic teams and researchers, are helping the university to meet the goals as they are set out in university policies, the sustainability plan, the Campus Master Plan and the Strategic Integrated Plan (SIP).

4.0 INPUT FROM OTHER SOURCES
Facilities Management and Planning (FMP) prepared the Strive for Sustainability Annual Report 2021-2022, with additional information from respective project managers and partner reports, as well as energy and waste data.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT
The Strive for Sustainability Annual Report 2021-2022 provides a broad understanding of key programs and metrics as they relate to sustainability within the previous fiscal year. The report aligns with the Strive for Wellness, Strive for Sustainability strategic direction identified in the SIP, as well as the Campus Master Plan.

6.0 FINANCIAL IMPLICATIONS
There are no financial implications.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT
Carleton’s Strategic Integrated Plan (SIP) has identified sustainability as a core element and objective. Failure to achieve sustainable goals as established by the university could be a significant strategic and reputational risk. In addition, failure to reduce carbon footprint could result in higher energy costs through carbon taxes and energy consumption costs. The risk is mitigated by implementing sustainability goals and monitoring their progress.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY
University Communications has supported communications on Carleton’s sustainability progress and achievements to the campus community and external stakeholders, in collaboration with the Manager of Strategic Communications (Finance and Administration) and the Sustainability team.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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Strive for Sustainability
Annual Report 2021-2022

Nov. 17 2022
Overview

We are pleased to be able to report on many positive sustainability initiatives across the university in 2021-2022.

With Covid-19 remaining a factor in how we engage with our campus, a lot of what we have done has continued to take place remotely. We have made good progress on our plans and have identified opportunities for carbon reduction, demonstrating climate commitment and assessing our sustainability work against benchmarks and external assessments.

• Sustainability Leadership
• Community Engagement and Collaboration
• Operations
  • Energy and Buildings
  • Travel
  • Waste
  • Dining
• Looking Ahead
Sustainability Leadership
Carleton will demonstrate leadership by integrating sustainability principles into its decision-making and activities - Sustainability Plan 2020-2025

**AASHE STARS Gold Certification**

Carleton earned a Sustainability Tracking Assessment and Rating System (STARS) Gold rating in recognition of its sustainability achievements from the Association for the Advancement of Sustainability in Higher Education (AASHE). With more than 900 participants in 40 countries, the STARS program is the most widely recognized framework in the world for publicly reporting information related to a college or university’s sustainability performance.

**Sustainable Campus Index Top Performer**

Carleton has been recognized as a top performer in the 2022 AASHE Sustainable Campus Index, achieving a Top 10 ranking in the impact areas of Water and Well-being and Work.

**UI Green Metric Recognition**

Carleton was pleased to be ranked 39th globally and 2nd in Canada. The rankings are the first and only university rankings in the world that feature each participating university’s commitment to developing an ‘environmentally friendly’ university. The rankings look at several indicators including infrastructure, energy, climate change and education.
Responsible Investment Policies

Carleton has updated its responsible investment policies to include a commitment to not hold any direct fossil fuel investments in its Endowment and Non-Endowed Operating Funds, as well as a strategy to achieve significant decarbonization of these portfolios by 2030. In addition, Carleton will establish a fossil-fuel free investment fund to which donors may direct their gifts.

Signatory of University Climate Change Commitment

Carleton is now a signatory of Investing to Address Climate Change: A Charter for Canadian Universities, which provides principles and practices to guide responsible investment decisions. This action builds upon the university’s pledge signing of the United Nations supported Principles for Responsible Investing (PRI), one of the key tenets of the Climate Charter.

Sustainability and Climate Change Committee Established

A new Sustainability and Climate Change committee has been established with pan-campus representation including faculty, staff and students. Sub-groups focus on Teaching, Research and Operations.

Sustainability Policy Update

Carleton has updated its Environment and Sustainability Policy to better reflect sustainability programs and to provide guidance towards future operations.
Community Engagement & Collaboration
Progress in driving improvement towards sustainability is dependent on the active involvement of all members of our community - Sustainability Plan 2020-2025

Training towards UN Sustainable Development Goals (SDG)

Joint program with the Innovation Hub Changemaker program and the Carleton University Students’ Association (CUSA) to provide students with direct training toward the UN SDG goals, with program delivery by The Foundation for Environmental Stewardship.

Green Workplace Certification

Update to the internal Green Workplace Certification program with inclusion of working from home suggestions and an individual certification. The Office of Procurement (Green) and Sprott (Silver) have achieved certification.

Department Planning and Champions Committee

The Sprott School of Business has established a school-wide sustainability committee with inclusion of students, faculty and staff. To date, the committee conducted a survey of behaviours, set up communications and reviewed sustainable procurement towards gift giving and catering. Departments have also looked to include specific sustainability goals within departmental plans.
Earth Hour Program
Carleton joined in with other communities to show support for our planet and raising awareness of climate change. Activities took place across Dining Services and Residence, including a “dine in the dark” event.

Green Business Ottawa - Tour
Carleton is a proud member of the Green Business Ottawa program, overseen by Envirocentre. As part of our commitment towards carbon reduction within the program, Carleton has also hosted a Sustainability Campus Tour.

Living Campus Program
“Clean up the Campus” events have taken place on campus for students. This event is linked to our WWF Living Campus Program to offer on-campus volunteer opportunities and engagement.

Green Economy Webinar Series
Carleton hosted webinar presentations to highlight the many sectors and industries that will see growth during the transition to a low carbon economy. Several companies and start-ups were discussed, showcasing the various climate, low/zero carbon, sustainability, and environmental stewardship goals that their services and products address.
Operations
Work towards a future where both operations and infrastructure embody and exemplify sustainability principles, best practice and innovation - **Sustainability Plan 2020-2025**

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**Energy and Buildings**

**New Building Standards**
All new buildings to be certified to Canadian Green Building Council (CAGBC) Zero Carbon Building Standard where applicable.

**Bird-Friendly Glazing**
Installation of bird-friendly glazing within existing buildings including Southam Hall and the Nicol Building. This glazing will also become standard and its use expanded on campus to prevent bird deaths due to collisions.

**Forward Planning**
A comprehensive evaluation of the electrical infrastructure is underway across campus, including a detailed nodal plant study, an electric steam boiler feasibility study and the Bronson hydro sub-station replacement.

**LED Upgrades**
LED lighting retrofit program completed for MacOdrum Library and lighting audits completed in other buildings.

**Carbon Budget 2030**
A Carbon Budget is under development and will document the path to our 50 per cent carbon reduction by 2030.
Sustainable Travel

Bike Month Events
Carleton engaged in the Ottawa Bike Month through a series of in-person and virtual events. This included a free bike tune-up day, a Family Cycling workshop and the Let’s Bike Ottawa Team which cycled 5,235km and averted 1,300kg of GHG in June.

Electric Scooters
Carleton partnered with Bird Canada to introduce the city-wide rental e-scooters program to the campus, providing an alternative to the last mile car journey.

Secure Bike Parking
Carleton introduced a third secure bike compound for students, staff or faculty cycling to the campus.

Scope 3 Travel Emissions
Research project conducted to review the scope 3 carbon emissions as a result of commuting.

Electric Vehicle Parking
Twenty new EV parking spaces introduced to the campus, allowing for charging of vehicles on campus by visitors and community members.
Waste and Dining

**New Waste Bin Roll Out**
Further roll out of new four-stream waste bins and additional external bins, including solar-powered bins. Removal of office, single stream bins across locations.

**Waste Reduction Week**
Participation in the national waste reduction week with events in dining operations and an electrical waste recycling collection event.

**Carleton University Reuse Base (CuRB)**
A new surplus sales program where Carleton-owned goods that may no longer have any useful value to the department can be resold to other departments on campus or to parties external to the university.

**Packaging**
A full review of all packaging from dining locations was conducted with our waste contractor, to move towards compostable-only offerings for take-outs. This will support the forthcoming federal single-use plastic ban.

**Cool Food**
Introduction of Cool Food meals within the residence dining location. The Cool Food Meals badge identifies dishes with a lower carbon footprint and will appear on meals throughout the year.

**Fairtrade Week**
Campus Fairtrade certification retained, and steering committee established with student and faculty involvement.
Looking Ahead
Looking Ahead

Implement the university's Sustainability Plan, Energy Master Plan, Transportation Plan and Outdoor Space Plan.

Develop a program of work to review and ensure baseline data to reduce scope 3 emissions and establish priority areas.

Promote the use of electric vehicles, active and public transportation as the primary means of getting to and from our campus.

Review of Environment, Social and Governance (ESG) synergies with ongoing work, including reporting and key themes (i.e. Investments and Energy).

Establish and implement a university-wide Green Workplace and Green Lab program, through an internally developed checklist and certification.

Re-engage with key campus stakeholders including CUSA and other student groups towards shared outcomes.
Engineering and Design Centre (EDC) - Project Close-Out Report

Prepared for: Building Program Committee – Nov. 17, 2022

Prepared by: Gary Nower, Associate Vice-President (Facilities Management and Planning)
October 2022

1. Purpose
The purpose of this document is to mark the completion of the Engineering Design Centre (EDC) (Project Control Sheet - PCS 109773) by assessing the project's performance, identifying lessons learned, and confirming that essential contractual and other project close-out activities have been completed.

2. Background
Start Date: April 2018 Completion Date: November 2022 (substantial completion) and January 2023 (first quarter) (final completion). The EDC project not only provides the Faculty of Engineering and Design (FED) with a state-of-the-art facility, which will enhance FED’s ability to attract and retain top talent and deliver enhanced instruction, but also addresses FED’s requirement to provide faculty office space for a planned increase in staff.

3. Project Description
EDC was initially designed as a three-storey $7.9M addition to Carleton’s Mackenzie Building. The original building concept underwent a significant redesign to better meet FED’s spatial and teaching needs.

- **Scope Completed**
  All planned project scope has been completed with all deficiency work planned for completion in November 2022. Facilities Management and Planning (FMP) will officially assume the overall maintenance and operation of the equipment beginning in the first quarter of 2023.

- **Outstanding Issues**
  Outstanding work related to the performance of mechanical/electrical systems, as well as architectural deficiencies, is being completed. The project team is working closely with the construction manager, sub-trades, design team and the client to bring all outstanding work to completion and obtain completion.
4. Project Performance

- **Project Deliverables**
  - Provide enhanced learning, networking and collaborative space
  - Provide faculty and staff with office and collaborative space
  - Provide flexible labs and learning environment
  - Provide augmented events environment

- **Project Schedule and Costs**
  The building’s original completion date was October 2020. Following the addition of significant scope changes, the project was substantially completed in November 2022. Final completion is planned for January (first quarter) 2023. The anticipated budget with scope changes was $18 million. The total anticipated expenditure at close out is $18.39 million.

- **Stakeholders**
  - Facilities Management and Planning (FMP) - Facilities and Operations
  - Faculty of Engineering & Design
  - Campus Safety Services (CSS)
  - Information Technology Services (ITS)

- **Scope Change**
  Significant redesign and scope changes occurred after the design team was engaged due to the initial lack of offices, which resulted in expanded scope. The scope increases included: adding a 4th level, optimizing existing program spaces, creating an additional 23 offices, 4 meeting booths, 1 meeting room, 12 cubicles and a kitchenette. These scope changes increased both budget and schedule.

5. Overall Assessment
The Construction Management (CM) model for the EDC project resulted in significant issues between the various stakeholders. In the CM process, a construction manager (CM) is hired by the owner to oversee and manage construction. Moreover, the CM role is to act as the owner’s representative and advocate in every step of the construction process from preconstruction to design and bidding, through construction and close-out. Unfortunately, a lack of coordination by the CM, changes to the project scope, and weak personnel on the part of the CM led to an early adversarial environment between the contractor and prime consultant and ultimately resulted in the need to replace the site superintendent.

- **Lessons Learned**
  - **Scope Management**
For a project of this magnitude and complexity, clear requirements definition and functional planning are required at the onset/project planning phase in order to mitigate major scope alterations and gaps between design and construction implementation. Early, consistent and ongoing involvement from the owner, as well as an integrated and collaborative engagement with towards stakeholders and user groups will ensure the building meets the end-users’ needs, and a successful project completion.

**Recommendation:** Ensure project requirements are well defined at the onset of the project with full collaboration with the client and end-users.

- **Cost Management**
  The project budget increased due to the increased scope and the increased cost of materials. Additionally, the significant changes in the project scope led to increased costs associated to both professional fees and overall construction. The project was delivered during the onset and through the pandemic (COVID-19), which also had an impact on costs and resulted in schedule delays.

  **Recommendation:** When utilizing a CM delivery model, thorough and exhaustive review of budget submissions are imperative. Retention and utilization of a third-party cost consultant is strongly recommended. Application of Project Management integration processes to ensure both the Project Manager and all stakeholders are fully engaged and work in a collaborative manner to ensure clear requirements and scope.

- **Project Management**
  The planning and initial implementation phases were undertaken by Carleton University utilizing Construction Management methodologies as a collaborative approach to project delivery. The previous PM on the project (no longer with FMP) rushed the tender process which resulted in some of the difficulties around cost and schedule.

  **Recommendation:** Ensure the core advantages of the CM delivery model are understood and implemented by all stakeholders and that drawings are fully complete.

- **Risk Management**
  Risk Management was not utilized at the onset of the project. All projects require a clear risk management plan to identify all risks and allow for proper mitigation strategies, planning and scope definition.

  **Recommendation:** Consult Carleton’s Office of Risk Management (ORM) as part of development process for larger projects and throughout projects as appropriate. If appropriate, engage in the services of a third-party risk management consultant to oversee the project throughout the project life cycle.
• **Procurement Management**
  The construction delivery method chosen for this project was Construction Management Model (CCDC 5b). CCDC 5B is used when the CM provides pre-construction advisory services to the owner and then undertakes the construction. The CM engages trade contractors as subcontractors and is responsible for their performance. The CM acts as consultant to the owner in the design phases, but as the equivalent of a general contractor during the construction phase.

  **Recommendation:** Under a CCDC5b contract, retaining a third-party cost consultant to review budget and tender submissions. Ensuring Carleton has a standard process for managing procurement risks during events such as COVID-19 and trade strikes that have significant impacts on procurement and delivery of materials.

• **Schedule Management**
  The contractor produced monthly schedules; however, they were unable to accurately co-ordinate on-site work to meet their schedule. Delays were encountered because of the pandemic and trade strikes.

  **Recommendation:** Increased oversight of CM, especially at the project’s onset; furthermore, allocation of project funds to engage in a third-party scheduling consultant as part of the budget is recommended.

• **Governance**
  Determining the need for having a firm communication plan in place at the start of the project would have helped avoid communication issues.

  **Recommendation:** Engage the Strategic Communications Manager (Finance and Administration) before the outset of the project to ensure a comprehensive project communications plan is developed and in place.
To: Board of Governors  
From: Chair, Finance Committee  
Chair, Building Program Committee  

Subject: Ongoing Capital and Deferred Maintenance Projects Status Report

Date of Report: 10 October 2022  
Date of Meeting: 6 December 2022

1.0 PURPOSE
☐ For Approval ☒ For Information ☐ For Discussion

2.0 MOTION
This report is for information only.

3.0 EXECUTIVE SUMMARY
Projects totaling $185,253,799 are currently underway. Value of work completed to September 2022 totals $57,471,907 with forecast expenditures of $127,781,892.

In addition to the updates to the projects listed below (identified with *), the following are of note since the last meeting of the Building Program Committee:

- Faculty, staff and students have occupied the newly constructed Engineering Design Centre (EDC), and the project team is focusing on closing out deficiencies.
- The building permit was issued for the new student residence.
- The Request for Proposal (RFP) closed for design services for the Loeb Building exterior envelope remediation and replacement program, and has been awarded.
- Co-Gen is no longer being reported on, as the project close-out report was submitted at the September Building Program Committee meeting.

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 major capital, capital renewal/deferred maintenance report is prepared by Facilities Management and Planning (FMP) and is developed from information provided by the respective Planning, Design, and Construction (PDC) project managers.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT
The following provides an update of the major projects and programs currently at various phases of development:
**Major Capital Projects (chronologically)**

- **Engineering Design Centre (Mackenzie Building Addition)**
  **Start Date:** September 2020  **Substantial Completion:** November 2022
  *Update:* City of Ottawa Occupancy permit was received Aug. 3, 2022. Faculty, staff and students have successfully relocated into the newly constructed facility. With receipt of the building occupancy, the construction manager, EllisDon and Carleton University, continue to complete remaining deficiencies, as well as the required close-out documentation and activities. Substantial Completion is expected November 2022 and Final Completion January 2023

- **New Student Residence**
  **Start Date:** February 2022  **Construction Completion:** 2024-2025
  *Update:* The new student residence project was originally scheduled for construction in 2020 but was paused due to challenges presented by the pandemic. The project was re-started, and is being delivered via a construction management delivery strategy. Significant material price increases have resulted in tender prices exceeding the anticipated budget and the costs are under review. Since the last report, flooring, painting and drywall packages have closed, and the building permit was issued by the City of Ottawa. Facilities Management and Planning (FMP) continues to work to finalize the remaining tenders with the Construction Manager and the Design Team with a view to controlling costs.

- **Regional Aquatics Centre and Wellness Hub**
  **Design Start:** September 2019  **Schematic Design Completed:** December 2021
  *Update:* On hold pending the outcome of the City of Ottawa RFI process  **Completion:** Not yet known
  The Wellness Hub is a 230,000 gsf (gross square feet), four-storey, above grade building which includes a new aquatics centre, wellness research and academic space for Carleton faculty and students, student services space and community gathering spaces. Carleton has taken receipt of the final schematic design document from the consultant. In February 2022, Carleton was invited to a commercially confidential meeting with the City of Ottawa in response to the City of Ottawa’s Request for Expression of Interest (RFEOI) for an Ottawa Aquatics Complex. Space Management/Campus Planning is currently reviewing the existing Athletics Building, and exploring functional programming options on what could be done with the space if the pool is decommissioned, and how the space could be used.

- **Loeb Building Upgrades**
  **Start Date:** January 2022  **Completion:** TBD
  *Update:* A Building Condition Assessment has been completed and submitted to FMP. FMP has been in communication with the key stakeholders and is in the early planning stages of developing an action plan to best address the issues as identified in the Building Condition Assessments. Phase 1 for the immediate repairs to the interior stairs and exterior guardrails has been awarded to a general contractor and work is underway. Phase 2 for the concept design Request for Proposal closed in September, and a contract has been awarded.

- **Paterson Hall Building Upgrades**
  **Start Date:** January 2022  **Completion:** TBD
  *Update:* A Building Condition Assessment has been completed and submitted to FMP. FMP has been in communication with the key stakeholders and is in the early planning stages of developing an action plan to best address the issues as identified in the Building Condition Assessment. FMP is obtaining further clarification regarding the City of Ottawa’s heritage registry recommendation announced in 2017 to determine the impacts this may have on the future planning for Paterson Hall and consultation with legal counsel will be required. This will, in turn, set the parameters and requirements for the RFP for the overall building upgrade. Phase 1 of the project addressing immediate repairs to the podium and quiet room are underway, with completion expected in January 2023.

- **Sustainability Research Centre**
  **Design Award:** November 2020  **Schematic Design Completion:** February 2022
  *Update:* The Sustainability Research Centre is a 215,000sq. ft., six-storey building. Five signature showcase spaces on the main level will highlight program activity. The schematic design report has been received, and the project is currently on hold.
Capital Renewal/Deferred Maintenance Projects (alphabetical order)

2022/2023 Projects

- Bronson Substation Replacement Feasibility and Design
  Design Start: TBD
  Update: Design and engineering services for feasibility study and design services to replace Bronson Substation #1. 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 and design services will review different options, and provide high-level pricing so that FMP can provide a recommendation to the university’s senior leadership about the potential way forward.

- Campus Perimeter Security Upgrades
  Design Start: March 2022
  Construction Completion: TBD
  Update: Split funded by Campus Safety Services and capital renewal/deferred maintenance this project will improve perimeter security on campus, and involves upgrades or replacement of doors, installation of card access and cameras. The first building to be issued for tender will be Herzberg Building. Tender documents are 95% complete, with tender release planned for November 2022.

- MacOdrum Library Cooling Tower Replacement
  Start Date: August 2022
  Completion Date: Spring 2023
  Update: Replacement of the roof-mounted cooling tower that services the library is required. Included as part of the project is improved access platforms for maintenance servicing. Drawings are at 66%, with tender release planned for late 2022.

- Roof Replacement Program 2022-2023
  Start Date: April 2022
  Construction Completion Date: Fall 2022
  Update: Construction is underway for the 2022-2023 roof replacement program, which includes the following buildings: Architecture Skylight, Dunton Tower, Minto C.A.S.E., and repairs to HCI/VSIM. Redundant cell tower removals are being co-ordinated with Rogers and Telus for Dunton Tower and Minto C.A.S.E. All roofs have been completed with the exception of the Architecture Skylight, which is 95% complete. Planning for 2023-2024 roof replacement has begun, which includes Azrieli Pavilion and Theatre, Nesbitt Building and Tory Building.

- Paterson Hall Quad Area Infrastructure Improvements
  Start Date: August 2022
  Completion Date: Winter 2022
  Update: Demolition of stair structure, retaining walls, seating, and walkways as required to remove and relocate infrastructure. Excavation and removals for tunnel repairs and waterproofing are included in this project, as well as the removal and relocation of storm, sewer, watermains, water lines, catch basins and sewer covers. Work has been awarded to a general contractor, and mobilization and construction is underway. To ensure the safety of our campus community while the tunnel portion repairs are conducted, the section of the tunnel located from the Tunnel Junction (near MacOdrum Library) to the entrance to Kailash Mital Theatre was closed from early October.

- Richcraft Hall Theatre Seating Replacement
  Start Date: August 2022
  Completion Date: Winter 2023
  Update: Replacement of the theatre seating in Richcraft Hall room 2200. The supplier has been engaged through a competitive RFP process, and site verification and measurements occurred in August. Space Management and Campus Planning is working with Scheduling Services to co-ordinate the installation planned for December 2022 while the space is unoccupied.
Status Updates of Ongoing Projects from prior years (in alphabetical order)

• **Andrew Fleck Childcare Centre Base Building Upgrades and Addition Start**
  **Date:** May 2021 **Occupancy:** March 2022
  *Update:* Substantial completion was achieved in June 2022. Multiple delays were experienced with doors, hardware and glazing as well as the building inspector’s availability. The project faced multiple challenges due to sub-contractors. The addition part of the project is now complete. The client’s request for a modified outdoor play area is in the design development phase.

• **Architecture Building Ventilation Upgrades**
  **Start Date:** February 2022 **Construction Completion:** November 2022
  *Update:* Project was awarded in February to a mechanical contractor for the addition of a suspended air handling unit to lab 214, and insulation of exterior ducts and dust collector. Supply chain issues and shop drawing approval delay has extended the completion date from August to November.

• **Athletics Chiller Replacement**
  **Start Date:** September 2021 **Construction Completion:** Fall 2022
  *Update:* This project has been awarded to a mechanical contractor. Supply chain delays have pushed the installation to fall 2022.

• **Building Energy Audits and Retro-Commissioning Program**
  **Start Date:** December 2021 **Completion:** January 2023
  *Update:* A consultant has completed the Azrieli Pavilion energy report, and the report has been accepted by Carleton University. The RFP to complete energy audits for St. Patrick’s Building and HCI/VSIM closed in October, with the final reports to be completed by January 2023. The final reports outline a series of capital investments and operational recommendations to improve the energy performance of the building. This activity supports the goals as stated in the Energy Master Plan. FMP is using the information to be included in future energy improvement projects. The mechanical retro-commissioning program has commenced for Richcraft Hall and Tory Building to ensure that the building systems are operating efficiently. This program is focusing on “low-cost/no-cost” operational improvements with the existing building’s usage to obtain the proper comfort levels, generate energy savings, and improve the building’s operations and maintenance procedures to enhance building performance.

• **Campus Sanitary Sewer/Storm Sewer/ Water Main Infrastructure**
  **Start Date:** To be determined based on final consultant’s report **Completion:** TBD
  *Update:* The final report has been submitted, and FMP is currently reviewing the plan to coordinate these major infrastructure improvements with other campus initiatives such as transportation projects, high voltage work, new construction, and other planned projects. The watermain capacity analysis report was received by FMP and is being reviewed. The Paterson Hall Quad infrastructure improvements project will address some of the critical items mentioned in the report. Tenders for the trenchless sewer lining and maintenance hole rehabilitation, and rehabilitation of sewer and watermain structures (replacement of faulty valves) close in October. These two initiatives will result in great improvements to the sewer and watermain infrastructure.

• **Central Heating Plant Generator Replacement**
  **Start Date:** October 2021 **Construction Completion:** February 2023
  *Update:* The current generator that services the Central Heating Plant on campus is nearing its end of life and must be replaced. The project has been awarded to a general contractor, however the completion date has been delayed due to site conditions and cable delivery lead time. Emerging site conditions and electrical safety regulations have impeded the work progress. The project team are collaborating to reshape the project scope boundaries, with the end goal to adhere to safety regulations while maintaining the budget.

• **Dunton Tower Supply Fan Replacement**
  **Start Date:** (AHU#2) November 2021 **Construction Completion:** (AHU#2) – November 2021
  **Start Date:** (AHU#1) February 2022 **Construction Completion:** (AHU#1): December 2022
  *Update:* Handling Unit (AHU) #2 fan supply and installation is complete and operational. AHU#1 work has
been awarded but supply chain issues with the fan have pushed the completion date to December 2022. This work was required after the building’s main air supply fan failed in September 2021.

- **Dunton Tower 3rd Floor Heating Improvements and Renovations Start**
  **Date:** March 2022  **Construction Completion:** Fall 2022
  **Update:** This project will resolve the historic heating issues experienced on the 3rd floor. All work will be coordinated with the interior renovations planned on the 3rd, 7th, 8th, 9th, 10th, and 17th floors recently vacated by Sprott. The phasing of the project addresses the heating improvements, 3rd and 17th floor renovations first, and the swing space floors (7, 8, 9, 10) second. The 3rd and 17th floor renovations are 90% complete. The soffit insulation work has commenced, and is to be completed by November 2022.

- **Dunton Tower Fire Alarm and Smoke Control Modifications Start**
  **Date:** July 2022  **Construction Completion:** March 2023
  **Update:** The purpose of this work is to enhance the fire alarm and ventilation systems to improve smoke management in the stairwells. An electrical contractor has been awarded the contract, and the kick off meeting was held in July. This project involves long lead equipment items.

- **Herzberg Building Renewal upgrades in Block B on Levels 1, 2 and 4 Start**
  **Date:** TBD
  **Update:** The consultant team has delivered 90 per cent drawings. Due to the negative impact the pandemic has had on delivery time for the equipment, in particular the air handling units, and risks this poses to meeting the schedule, the project is currently on hold as the implementation schedule and strategy is reviewed with the project team. FMP has received the updated building condition audit completed by a third party condition assessment firm, and are comparing the proposed plan with the audit report.

- **High-Voltage Condition Assessment and Five-Year Renewal Plan**
  **Start Date:** February 2022  **Completion:** TBD On Hold
  **Update:** A consultant team has been engaged to complete a condition assessment of the current infrastructure and complete a five-year renewal plan to address any concerns. A campus-wide test of electrical systems in each building on campus started in February 2022 and was expected to be completed by August 2022. The testing and maintenance contract was competitively awarded to an electrical contractor to carry out the review. The FMP team hosted briefing sessions with key stakeholders and the building authorities to consult on the schedule and the impacts to the building occupants. The project phasing is currently being re-visited, and the testing and maintenance has been put on hold. FMP’s electrical team are updating the electrical panel legends and removing redundant circuits while the project team strategizes on next steps to move forward.

- **Lighting Replacement Program – MacOdrum Library, Azrieli Pavilion, HCI VSIM**
  **Start Date:** July 2022  **Construction Completion:** August 2022(ML) End of 2022 beginning of 2023(AP/HCI/VSIM)
  **Update:** The existing lighting in MacOdrum Library, Azrieli Pavilion, and HCI/VSIM will be replaced with LED lamps. The program supports Carleton’s goals as outlined in its Energy Master Plan and Sustainability Plan. The projects have been awarded to a lighting supplier, and the work is underway. The lighting work in the library is substantially complete, and Azrieli Pavilion and HCI/VSIM are underway with expected completion at the end of 2022 or beginning of 2023.

- **Premise Isolation on Incoming Water**
  **Start Date:** February 2021  **Construction Completion:** Winter 2022
  **Update:** The Premise Isolation on Incoming Water Project entails upgrading and modifying the water main entry connection (domestic and sprinkler system) with specific types of Backflow Preventers (BFP) for the older buildings across campus in order to conform to the City of Ottawa’s Water By-law to protect drinking water quality. The majority of the 41 buildings have been completed. FMP’s Maintenance Services team will then take over the required annual inspection services required by the City of Ottawa. Site Conditions and supply chain issues with fire pumps has impacted the schedule, and moved the completion date to Winter 2022.
St. Patrick’s Building Art Gallery - Building Envelope/HVAC Upgrades

**Phase 1 Start Date:** May 2022  
**Construction Completion:** August 2022  
**Phase 2 Start Date:** Spring 2023  
**Construction Completion:** TBD

*Update:* A feasibility study has been completed, and the decision has been taken to replace all interior drywall on the perimeter walls and selected interior walls. Included in the scope is Phase 1 lighting, ceilings, sound system and Phase 2- HVAC. Phase 1 is complete. The Phase 2 portion of the work, which involves upgrades to the mechanical systems, is planned to start in spring 2023.

Tunnel and Campus Ventilation Upgrades

**Start Date:** January 2022  
**Construction Completion:** Tunnel – June 2022  
**Buildings** – March 2023

*Update:* The tunnel project is complete, and the tunnels reopened to all members of our community with new exhaust fans and air handling units installed throughout the entire tunnel system. Mackenzie, Loeb Building, CTTC, and Andrew Fleck Childcare ventilation upgrades have all been awarded to mechanical contractors, and are to be completed prior to March 2023.

Campus Transportation Projects

University Drive/Bronson Intersection Modifications

*Update:* The modifications to the Bronson Ave/University Drive intersection are highlighted as part of Carleton’s 2019 Transportation Plan which recommends measures to improve traffic flow on campus. This project included the addition of a second left-turning lane heading north on Bronson Avenue, an enhanced cycle path, pedestrian sidewalk improvements, and a new roundabout complete with a centre island with stonework and landscaping. The pedestrian safety railing for the O-Train overpass bridge was installed in February 2022, and the landscaping is now complete. The project is in the final stage and financials and contracts are being closed out.

6.0 FINANCIAL IMPLICATIONS

The pandemic’s impact on pricing, supply chain and resource issues continue to affect project budgets and schedule. Contractors are including greater contingencies in their pricing to deal with the volatile market, which has resulted in increased tender bids and project costs. As a result, Carleton and FMP must allow for greater project contingencies and continue to collaborate with our partners to strategize, prepare for the potential challenges and utilize the most effective project delivery methods. Price escalation allowances are being included in cost estimates for projects that will not be tendered immediately, to account for cost increases over time. Now that the campus is back to in-person learning, some projects may require after-hours work to minimize occupant disruption, which may result in higher construction costs.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Risks that our construction projects are facing involve construction cost increases and inflation, supply chain issues, resource and trade availability. These cost increases and supply chain risks are being managed by planning projects well in advance in collaboration with the end-users, actively working with consultants and contractors to manage costs, specifying the preference for Canadian-supplied products as much as possible, and completing cost benefit analysis on pre-purchasing items with long lead times to weigh the options. The construction industry is seeing almost double the delivery lead time on mechanical equipment because of the high demand, as COVID 19 moved many ventilation projects to be high priority.

Construction staff being sick with COVID and various trade union strikes added stress to the already busy Ottawa construction market (with light rail, new hospital, Parliamentary precinct construction all effecting the availability of labour), as well as risks on schedules and impact costs of the project. Early funding approvals, tendering projects early in the year, prior to the busy summer construction period, proper contracts and ensuring proper contingency as well as risk planning helps mitigate these risks.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The new capital projects and capital renewal initiatives will help make the campus more visible, and play a role in attracting students, faculty, employees, and the community to the university, and thus contributes to enhancing Carleton’s reputation. Delays in completing capital projects could have a
negative reputational impact with internal clients and potentially future students, as well as having a financial impact on the university. Disruptions as a result of construction work in occupied buildings and site infrastructure may have a negative impact on the campus community and student experience. To mitigate these risks, every effort is being made to plan and schedule the work as effective as possible. 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 professional staff.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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Carleton University
Major Capital Projects
Reporting at Oct. 7, 2022

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<td><strong>57,471,907</strong></td>
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* Costs currently under review.
2022-2023 Operating Budget Update
Finance Committee

November 17, 2022
## 2022-2023 Operating Budget Update

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1.0 PURPOSE
☐ For Approval  ☒ For Information  ☐ For Discussion

2.0 MOTION
This report is for information only.

3.0 EXECUTIVE SUMMARY
The Investment Committee Terms of Reference are updated once every two years. This document describes the purpose, reporting, composition, voting, responsibilities, and conflict of interest guidelines of the Investment Committee. The Investment Committee oversees the Endowment and other such university pools of investable capital as required.

4.0 INPUT FROM OTHER SOURCES
The proposed Terms of Reference are attached. Inputs were obtained from the Investment Committee members.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT
The Investment Committee oversees the investment funds of the Carleton University Endowment, and such other university pools of investable capital as required. The Investment Committee reports to the Finance Committee twice annually or upon request. The Terms of Reference for the Investment Committee are to be approved by the Finance Committee every two years.

The main amendments made this year include the following:

• Clarifying each Investment Committee member’s term is three years;
• Four members constitute a quorum; and,
• The Investment Committee will meet at least quarterly.

There were no other major changes.

6.0 FINANCIAL IMPLICATIONS
The Terms of Reference define the governance of the university’s Endowment and other pools of investable capital. The Terms of Reference ensure processes and procedures are followed in the management of Carleton’s pools of capital. This document does not outline the investment policies and procedures which are covered in the Statement of Investment Policies and Procedures (“SIP&P”).

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT
The biennial review of the Terms of Reference for the Investment Committee assists the Finance Committee of the Board as it supports the university in the management of its pools of capital.
The financial stability of the Endowment and operating pools of capital is of strategic importance to the university, given its size, continued growth, and importance as a secure source of funding to meet the university’s obligations. Operational and financial risk are high as these pools of capital are critical to the functioning of the university.

Steps are taken to mitigate these risks through oversight of the Endowment and operating pools of capital by the Investment Committee who is governed by the Terms of Reference and investment policies to ensure the prudent management of these funds.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY
None.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

<table>
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<tr>
<th></th>
<th>VERY LOW</th>
<th>LOW</th>
<th>MEDIUM</th>
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Carleton University Investment Committee

Terms of Reference

Purpose

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

Reporting

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

Composition

The Investment Committee shall be composed of:

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

Secretary

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

Term

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

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

Responsibilities of the Investment Committee

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

• To provide written reports on the performance of endowed funds to the Finance Committee.
• To make recommendations to the Finance Committee on changes to the Statement of Investment Policies and Procedures for the Endowment Fund.

Meetings

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

Conflict of Interest Policy

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

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

A Member of the Committee is involved in a conflict of interest where (1) the Member owes a duty to the university, and (ii) the Member has a personal interest in the matter or owes a duty to act in the matter in the interests of a different person, group of persons, institution or organization.
A conflict of interest may arise in various cases. The following are definitions of the various types of interests that a Member may have, which could give rise to a Conflict of Interest, a Conflict of Commitment, or a perception of either:

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

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

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

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

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

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

1. Entering into a business or other contract/transaction on behalf of the university with a company or firm in which a Member or a person related to the Member has a financial interest.

2. Influencing the purchase of equipment, materials or services for the university from a company or firm in which a Member or a person related to the member has financial interest.

3. Accepting gifts, benefits or favors from individuals or firms with which the university does business, except as token courtesies.

4. Directing students or staff of the university to carry out work for a company or firm in which a Member has a financial interest.

5. Using the university’s resources or facilities for a Member’s personal benefit or the benefit of related persons.

6. Using the position as a Member to obtain employment with the university.

7. Participating in the appointment, hiring, promotion or evaluation of a related person.
8. Representing the interests of a group of employees or contractors as a voting member of the executive body or as an officer of a staff or faculty association or union.

**Process for Dealing with a Conflict of Interest**

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

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

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

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

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

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

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

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

**Review of the Terms of Reference**

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

June 30, 2022
To: Board of Governors  
Date of Report: 19 October 2022

From: Chair, Finance Committee  
Date of Meeting: 6 December 2022

Subject: Investment Report for the Endowment

Responsible Portfolio: Vice-President (Finance and Administration)

1.0 PURPOSE
☐ For Approval  ☒ For Information  ☐ For Discussion

2.0 MOTION
This report is for information only.

3.0 EXECUTIVE SUMMARY
This investment report assists the Finance Committee of the Board in its oversight of the university’s Endowment Fund (the Fund). The report focuses on the investment returns of the Fund and provides information about the Fund’s asset mix and outside investment counsel. This report focuses on performance of the Fund for periods ending Sept. 30, 2022.

The objective of the Fund is to achieve returns that will allow annual distributions of 4% on a moving four-year average of the market value of the Fund and a 1% administrative levy while preserving the real value of the Fund in perpetuity. Results for this period show that returns were short of this objective. The four-year annualized return for the period was 5.6%, after accounting for the 4% annual distribution, 1% administrative levy, and inflation of 3.3% annualized over a four-year period there was a small erosion in the real value of the endowment.

Carleton University Combined Endowment
Performance for periods ending Sept. 30, 2022
Market Value $329.8 million ($363.0 million 2021, $328.9 million 2020).

<table>
<thead>
<tr>
<th></th>
<th>1Q</th>
<th>1 year</th>
<th>2 years</th>
<th>4 years</th>
<th>5 years</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Combined Endowment (%)</strong></td>
<td>1.0</td>
<td>-8.3</td>
<td>2.1</td>
<td>5.6</td>
<td>5.7</td>
</tr>
<tr>
<td><strong>Benchmark</strong></td>
<td>-0.3</td>
<td>-9.8</td>
<td>2.2</td>
<td>4.5</td>
<td>5.3</td>
</tr>
<tr>
<td><strong>Value added</strong></td>
<td>1.3</td>
<td>1.5</td>
<td>-0.1</td>
<td>1.1</td>
<td>0.4</td>
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</table>

Note: Performance numbers are gross of fees.

In the fiscal year, the annual distribution from the Endowment fund was $13.6 million, providing $3.8 million for scholarships and awards, $3.9 million in bursaries, and $5.9 million in support to other academic and student service initiatives that would otherwise be funded from operations.

4.0 INPUT FROM OTHER SOURCES
BNY Mellon is the independent performance measurement provider for the Fund. Information from their reports for the period ending Sept. 30, 2022 were used in preparing this investment report.
5.0 ANALYSIS AND STRATEGIC ALIGNMENT
The Carleton University Endowment Fund is comprised of three subsidiary funds – the General Endowment and two smaller, single-manager funds - the Sprott Bursary and the Jarislowsky Chair in Water and Global Health.

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 a diversified portfolio of Canadian and non-Canadian equities, Canadian fixed income, and global infrastructure funds.

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

In March 2022, the university became signatory to the United Nations Principles for Responsible Investment (PRI) and the Endowment Fund will be reporting to PRI annually. The Endowment Fund is also a member of the University Network for Investor Engagement which is an initiative implemented by the Shareholder Association for Research and Education. Another important initiative this year was the establishment of a Fossil Fuel Free (FFF) fund for donors. The Investment Committee selected a preferred investment manager and the new fund is expected to be in place as of Dec. 31, 2022.

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

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT
This report assists the Finance Committee of the Board in its oversight of the Investment Committee for the Fund.

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

The Investment Committee manages the Fund in accordance with the Statement of Investment Policies and Procedures developed for the Endowment Fund. The Investment Committee’s terms of reference require periodic reporting to the Finance Committee of the Board of Governors. The Investment Committee is comprised of the Vice-President (Finance and Administration) the Assistant Vice-President (Finance), the Executive Director (Pension Fund Management), Dean (appointed by the President), a member of the Board of Governors, and two or more external members who have expertise in the area of investments.

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

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY
There is no reputational implication that requires a communications strategy.
## 9.0 OVERALL RISK MANAGEMENT ANALYSIS

<table>
<thead>
<tr>
<th>Category</th>
<th>VERY LOW</th>
<th>LOW</th>
<th>MEDIUM</th>
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Investment Report for the Endowment
November 2022
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 ESG initiatives.
# Combined Endowment Performance

As of Sept. 30, 2022

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<th>2 Year</th>
<th>4 Year</th>
<th>5 Year</th>
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<tbody>
<tr>
<td><strong>Total Return (gross)</strong></td>
<td>1.0%</td>
<td>-8.3%</td>
<td>2.1%</td>
<td>5.6%</td>
<td>5.7%</td>
</tr>
<tr>
<td><strong>Benchmark</strong></td>
<td>-0.3%</td>
<td>-9.8%</td>
<td>2.2%</td>
<td>4.5%</td>
<td>5.3%</td>
</tr>
<tr>
<td><strong>Value Add</strong></td>
<td>1.3%</td>
<td>1.5%</td>
<td>-0.1%</td>
<td>1.1%</td>
<td>0.4%</td>
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### SIP&P Target Asset Mix – General Endowment

- **Public Equity**: 65%
- **Fixed Income**: 20%
- **Infrastructure**: 15%

### Net Asset Value

- **2013**: $200
- **2014**: $225
- **2015**: $250
- **2016**: $275
- **2017**: $300
- **2018**: $325
- **2019**: $350
- **2020**: $375
- **2021**: $400
- **2022**: $425

- **Total Value as of Sept. 30, 2022**: $329.8 Million
### Sprott Student Investment Fund

#### As of Sept. 30, 2022

<table>
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<tr>
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<th>1Q</th>
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<th>2 Year</th>
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<th>5 Year</th>
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</thead>
<tbody>
<tr>
<td>Total Return (gross)</td>
<td>-9.6%</td>
<td>-0.1%</td>
<td>8.4%</td>
<td>14.0%</td>
<td>14.6%</td>
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<tr>
<td>Benchmark</td>
<td>-1.4%</td>
<td>-7.9%</td>
<td>7.7%</td>
<td>8.4%</td>
<td>9.9%</td>
</tr>
<tr>
<td>Value Add</td>
<td>-8.2%</td>
<td>7.8%</td>
<td>0.7%</td>
<td>5.6%</td>
<td>4.7%</td>
</tr>
</tbody>
</table>

$1.7M net asset value

#### Portfolio Asset Mix

- **Public Equity**: 100%

#### Portfolio Allocation by Country

- **Canada**: 23%
- **Cash**: 3%
- **Singapore**: 7%
- **Taiwan**: 2%
- **United States**: 65.10%
Responsible Investing

• In March 2022, the Board of Governors approved the Responsible Investment (RI) Policy which included the Endowment becoming signatory to the United Nations Principles for Responsible Investment.

• The Endowment is also member of the University Network for Investor Engagement which is an initiative implemented by the Shareholder Association for Research and Education.

• The Endowment’s RI Policy and continued action items were the result of Carleton’s RI Sub Committee (with members from both the Investment Committee and Pension Committee) working in consultation with ESG Global Advisors to bring forward RI Policies for the university’s pools of capital.

• The Office of Pension Fund Management continues to implement the new RI Policy with the external investment managers and is in the process of performing its inaugural carbon footprint assessment of the Endowment portfolio.

• The Investment Committee of the Endowment approved a new stand alone Fossil Fuel Free (FFF) fund which is targeted for implementation as of Dec. 31, 2022.
To: Board of Governors

From: Chair, Finance Committee

Subject: Pension Plan Report

Date of Report: 11 October 2022

Date of Meeting: 6 December 2022

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 report is intended to give the Finance Committee an overview of the Carleton University Retirement Plan (the Plan). The university is the sponsor of the Plan. Per the governance structure of the Plan, the Finance Committee and Board of Governors must approve certain decisions of the Pension Committee. This report assists in fulfilling these functions.

Each of the following areas are addressed in Section 5.0.

- Governance of the Plan
- Regulatory Environment
- Financial Position of the Plan
- Investment of the Pension Fund (the Fund)
- Performance of the Pension Fund, and
- Responsible Investing

Of particular note in the 2021-2022 Retirement Plan year:

- The actuarial valuation of the Plan for July 1, 2022 is underway and will be approved by the Pension Committee at their Jan. 12, 2023 meeting. Preliminary estimates from the Plan’s actuarial consultant indicate the Plan will be fully funded on a going-concern basis and above the minimum 85% threshold on a solvency basis.
- The Plan’s fiscal year net return was -6.4% as of June 30, 2022. It was a challenging year globally for pension plan returns due to the war in Ukraine, global supply chain issues, and an elevated inflationary environment leading to rapid central bank interest rate hikes which affect the valuation of most assets.
- The higher interest rate environment is beneficial to how the liabilities of a pension plan are calculated for funding ratios which should mitigate some of the drawdown being experienced on the assets of the Plan.
- The Pension Committee completed an asset-liability study with Mercer. The study indicated that adding real estate and private equity to the Fund’s current asset mix could improve the funded status of the Plan and the likelihood of providing pension adjustments to retirees. The Pension Committee and the Office of Pension Fund Management are now working with Mercer on the implementation plan for these new asset classes.
- The Director, Pension Fund Management, retired in June 30, 2022. The new Executive Director was hired Sept. 1, 2022, and work is ongoing to hire two additional professionals so that the Office of Pension Fund Management can effectively manage the portfolio, meet the needs of the Plan stakeholders (active members, the university, retirees) and meet the standard of care required of those who manage pension plans.
4.0 INPUT FROM OTHER SOURCES
BNY Mellon is the independent performance measurement provider for the Fund. Mercer is the actuary for the Plan. Certain information in this report is based on information from these experts.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

1. Governance of the Plan
The Pension Benefits Act (Ontario) requires the Plan to have a Sponsor and an Administrator. Carleton University fills both these roles. The university, as Administrator, has delegated responsibility for administering the Plan to the Pension Committee, per Section 15 of the Retirement Plan text. All matters regarding the administration of the Plan, including plan design changes and hiring or firing of investment managers, are the responsibility of the Pension Committee. Recommendations of the Pension Committee must be approved by the Finance Committee and Board of Governors. Items not approved are referred back to the Pension Committee.

The Plan is jointly governed in that the Pension Committee consists of individuals from the university, the Plan membership, and the Board of Governors. The eight-person membership of the Committee is defined in Section 15 of the Plan text. It includes five members elected or appointed by Plan members (two representing CUASA, one representing CUPE 2424, one representing CUPE 910, OPSEU 404, and CUPE 3778, one representing all non-union Plan members), an appointee of the Board of Governors, and two ex-officio members (Executive Director of Pension Fund Management, and Associate Vice-President of Human Resources or delegate).

All parties involved in the administration of the Plan are fiduciaries and must act with the highest standard of care and in the best interests of all Plan beneficiaries. This principle is set out in the Pension Benefits Act (Ontario) and common law.

2. Regulatory Environment
There have been no significant regulatory changes in the current plan year. The provincial funding rules underwent a major revision about four years ago and remain in place. In terms of assessing the funded status of the Plan (and related regular and special payment requirements), the rules relate to solvency and going-concern assessments.

_Solvency (hypothetical windup) funding requirements_. Solvency valuations must still be filed but solvency special payments are required only when the funded status falls below 85%. (The funded status is the ratio of assets in a pension fund to the liabilities for accrued pension benefits.) The Carleton Plan is above this threshold.

_Going-concern funding rules_. Going-concern deficits must be amortized over 10 years. In addition, a “Provision for Adverse Deviations” (PfAD) must be calculated and fully funded. The purpose of the PfAD is to provide a cushion against market volatility, thereby making benefits more secure. The PfAD for Carleton is 10% of actuarial liabilities. It is estimated that the going-concern position of the Carleton Plan is fully funded at this point.

3. Financial Position of the Plan
Valuations are required at least every three years. The next valuation for the Carleton Plan will be as at July 1, 2022, and will be finalized by the Pension Committee at their Jan. 12, 2023 meeting.

Actuarial valuations must be filed with the Financial Services Regulatory Authority (FSRA). They determine the funded position of the Plan (i.e. whether in surplus or deficit) and the contribution requirements for the period until the next valuation. Preliminary valuation work completed by Mercer suggests that the Plan will remain in a strong going-concern funded position and above the 85% threshold on a solvency basis. (Note that projections of the financial position are difficult in that market volatility may negatively impact the results.)
4. Investment of the Pension Fund

The market value of the Pension Fund at June 30, 2022 was $1.49 billion ($1.63 billion at 2021 and $1.34 billion in 2020). External investment counsel are retained to manage the Fund. A Statement of Investment Policies and Procedures sets out the parameters for investing the Fund. It is reviewed and approved annually by the Pension Committee, and then by the Finance Committee of the Board and full Board upon the recommendation of the Pension Committee. The policy and actual asset mixes at June 30, 2022 were:

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Policy</th>
<th>Actual</th>
<th>Investment Counsel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canadian equities</td>
<td>25</td>
<td>28</td>
<td>PH&amp;N; MFS; FGP</td>
</tr>
<tr>
<td>Canadian fixed income</td>
<td>20</td>
<td>21</td>
<td>PH&amp;N, MFS</td>
</tr>
<tr>
<td>Global large-cap equity</td>
<td>25</td>
<td>26</td>
<td>Alliance Bernstein, MFS</td>
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<tr>
<td>Emerging market equity</td>
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<td>4</td>
<td>William Blair</td>
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<tr>
<td>Global small cap equity</td>
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<td>Brandes</td>
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<tr>
<td>US high-yield debt</td>
<td>5</td>
<td>4</td>
<td>Mackay Shields</td>
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<tr>
<td>Infrastructure (LPs)</td>
<td>15</td>
<td>12</td>
<td>4 Limited Partnerships</td>
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<tr>
<td></td>
<td>100</td>
<td>100</td>
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</tr>
</tbody>
</table>

5. Performance of the Pension Fund

The long-term investment objective for the Fund, as set out in the Statement of Investment Policies and Procedures, is to achieve a real return of 4.1% net of fees. Fees are just under 0.5%. The investment policy recognizes that there will be volatility of returns and that the 4.1% real return may not be achieved in every year.

<table>
<thead>
<tr>
<th>Carleton University Retirement Plan</th>
<th>Performance at June 30, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Q</td>
<td>1 Year</td>
</tr>
<tr>
<td>Total Return, %</td>
<td>-8.6</td>
</tr>
<tr>
<td>Benchmark</td>
<td>-9.0</td>
</tr>
<tr>
<td>Value added above benchmark</td>
<td>0.4</td>
</tr>
</tbody>
</table>

Performance numbers are gross of fees.

The Fund outperformed its benchmark in all time periods with the exception of four years. This was due mainly to two factors: the impact of COVID and investment counsel using value style investing (in both Canadian and global equities). These impacts reversed over the past two years and the Fund outperformed the benchmark.

6. Responsible Investing

Responsible investing (RI) is an area in which the Carleton community has great interest. Carleton has had an RI policy in place for the Pension fund for over a decade. It is based on the Principles for Responsible Investment (PRI), a global organization that is a leader in RI best practices. The policy is founded on the
belief that incorporating Environmental, Social and Governance (ESG) factors into the investment decision-making process can lead to better risk-adjusted returns in investment portfolios. Implementation of Carleton’s RI policy requires each of the Investment Managers to complete a detailed questionnaire about their RI policies, resources, and practices. In addition, each manager must provide a comprehensive report on RI issues, in person, to the Pension Committee on an annual basis. Carleton also joined the University Network for Investor Engagement (UNIE), a group that has combined to undertake “active engagement” with portfolio companies; i.e. to meet with management of the companies to set ESG goals (often around climate change) and to monitor progress.

In March 2022, the board approved new RI policies for the pension, endowment and non-endowed funds. The university became signatory to the United Nations Principles for Responsible Investment (PRI) and the Plan will be reporting to PRI annually. The Plan is also a member of the University Network for Investor Engagement which is an initiative implemented by the Shareholder Association for Research and Education. The RI subcommittee and their consultant ESG Global Advisors are now working through the goals of these policies including measuring ESG/carbon exposures in the portfolios and expanding communication about RI for stakeholders in the pension and endowment funds and the Carleton community at large. Additional resources are being allocated to the Office of Pension Fund Management to manage an elevated RI function.

6.0 FINANCIAL IMPLICATIONS

The Plan’s strong financial position is good news. However, the Plan will remain subject to risks on an ongoing basis that may result in deficits and increased contributions. The interest rate and capital market returns are subject to future volatility and could be challenging in the coming years. Although exogenous factors are outside our control, the Pension Committee takes steps to mitigate their impact including monitoring and review of the portfolio and the investment managers.

The Pension Committee completed an asset-liability study to review the asset mix of the Pension Fund and the impact different asset mix return projections had on the funded status of the Plan, future contribution requirements, and the amount of positive adjustments to retiree pensions. The model produced a range of results, under a number of economic scenarios. The model results suggest adding real estate and private equity to the asset mix in order to generate a return in excess of 6% over the long-term while managing volatility. Mercer will assist the Pension Committee in implementing these recommendations over a three-year period.

The financial position of the Plan is being assessed as of July 1, 2022 as part of the triennial actuarial valuation completed by Mercer. The Pension Committee is working with Mercer through the fall and will approve a final actuarial valuation at the Jan. 12, 2023 Pension Committee meeting. This actuarial valuation report will establish the funding and contribution requirements for the Plan in accordance with regulations under the Pension Benefits Act.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

This report assists the Finance Committee of the Board as it supports the university in its role as Sponsor and Administrator of the Retirement Plan.

The financial stability of the Plan is of strategic importance to the university, given its size, continued growth, and potential for volatility in funding requirements. Operational and financial risk are high. A related risk is market risk; i.e. the failure to achieve satisfactory returns due to capital market conditions, and related impairment of the assets supporting the Plan liabilities. Steps are taken to mitigate these risks through oversight and managing the Fund in accordance with prudent investment policy and the use of expert investment counsel.

The Plan is subject to regulatory risk as well. An example of this is the required use of prescribed interest rates for solvency valuations which can result in special pension contributions. Ongoing review of legislation is in place and steps are taken to comply with required regulatory changes.
8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY
There is no reputational implication that requires a communications strategy.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

<table>
<thead>
<tr>
<th></th>
<th>VERY LOW</th>
<th>LOW</th>
<th>MEDIUM</th>
<th>HIGH</th>
<th>VERY HIGH</th>
</tr>
</thead>
<tbody>
<tr>
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<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>LEGAL</td>
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<td>☐</td>
<td>☑</td>
<td>☐</td>
</tr>
<tr>
<td>OPERATIONAL</td>
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<td>☐</td>
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</tr>
<tr>
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<tr>
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<td>☐</td>
<td>☐</td>
<td>☑</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
Governance of the Plan

- The Pension Benefits Act (Ontario) requires the Carleton University Retirement Plan (the Plan) to have a Sponsor and Administrator.
- Carleton University fills both these roles.
- The university, as Administrator, delegates responsibility for administering the Plan to the Pension Committee. (Section 15 of Retirement Plan text)
- The eight-person Pension Committee consists of five members elected by Plan members, a Board of Governors appointee and two ex-officio members (Executive Director, Pension Fund Management, and Assistant Vice-President of Human Resources or delegate).
- Recommendations from the Pension Committee are submitted to the Finance Committee for review and are subject to the approval of the Board of Governors.
- All parties have a fiduciary duty to act with the highest standard of care and in the best interests of all Plan members.
Regulatory Environment

- Triennial actuarial valuation reports are submitted to the Financial Services Regulatory Authority of Ontario (FSRA) to ensure compliance with the Pension Benefits Act (PBA).
- FSRA also ensures pension contributions are made in accordance with regulations.

Solvency funding rules
- A solvency ratio assumes the plan is wound up immediately and referenced government bond yields are used as a discount rate to assess health of the plan.
- Ontario regulation is more focused on going-concern funding ratios.
- Solvency valuations must still be filed but solvency special payments are only required when funded status falls below 85%.

Going-concern funding rules
- A going-concern ratio assumes the plan is operated in perpetuity and the discount rate is formulated based on the expected return on assets.
- Deficits must be amortized over 10 years.
- In addition, a Provision for Adverse Deviations ("PfAD") must be calculated and fully funded. The PfAD provides a cushion against market volatility, thereby making benefits more secure.
- Carleton’s PfAD is 10% of actuarial liabilities.
Financial Position of the Plan

- Actuarial valuation underway with the Plan’s actuarial consultant Mercer as of July 1, 2022.
- The actuarial valuation report will be finalized by the Pension Committee at their January 12, 2023 meeting and filed with FSRA by March 31, 2023.
- Preliminary results show the Plan is 100% funded (including PfAD) on a going concern basis and above 85% threshold on a solvency basis.
- Assuming these results become final, there will be no required special payments to the Plan.
## Performance of the Plan

<table>
<thead>
<tr>
<th>As of June 30, 2022</th>
<th>1Q</th>
<th>1 Year</th>
<th>2 Year</th>
<th>4 Year</th>
<th>10 Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Return (gross)</td>
<td>-8.6%</td>
<td>-6.4%</td>
<td>8.2%</td>
<td>5.0%</td>
<td>9.0%</td>
</tr>
<tr>
<td>Benchmark</td>
<td>-9.0%</td>
<td>-7.0%</td>
<td>5.8%</td>
<td>5.2%</td>
<td>7.7%</td>
</tr>
<tr>
<td>Value Add</td>
<td>0.4%</td>
<td>0.6%</td>
<td>2.4%</td>
<td>-0.2%</td>
<td>1.3%</td>
</tr>
</tbody>
</table>

### SIP&P Target Asset Mix
- 60% Public Equity
- 15% Fixed Income
- 20% Infrastructure
- 5% High-Yield

### Net Asset Value

<table>
<thead>
<tr>
<th>Year</th>
<th>Billions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>$0.5</td>
</tr>
<tr>
<td>2014</td>
<td>$0.7</td>
</tr>
<tr>
<td>2015</td>
<td>$0.9</td>
</tr>
<tr>
<td>2016</td>
<td>$1.1</td>
</tr>
<tr>
<td>2017</td>
<td>$1.3</td>
</tr>
<tr>
<td>2018</td>
<td>$1.5</td>
</tr>
<tr>
<td>2019</td>
<td>$1.7</td>
</tr>
<tr>
<td>2020</td>
<td>$1.3</td>
</tr>
<tr>
<td>2021</td>
<td>$1.5</td>
</tr>
<tr>
<td>2022</td>
<td>$1.5</td>
</tr>
</tbody>
</table>
In March 2022, the Board of Governors approved the Responsible Investment (RI) Policy for the Plan.

The Plan’s RI Policy and continued action items were the result of Carleton’s RI Sub-Committee (with members from the Investment Committee and Pension Committee) working in consultation with ESG Global Advisors to bring forward RI Policies for the university’s pools of capital.

The Office of Pension Fund Management continues to implement the new RI Policy with its external investment managers and is in the process of performing its inaugural carbon footprint assessment of the portfolio.

The Plan is a signatory to the United Nations Principles for Responsible Investment and a member of the University Network for Investor Engagement which is an initiative implemented by the Shareholder Association for Research and Education.
Call for Expressions of Interest

The Carleton University Board of Governors is seeking Expressions of Interest from students to be a candidate to fill four vacant positions as a Student Governor for the 2023/2024 Board Year.

The following positions are vacant:

- Two undergraduate students
- Two graduate students

The students selected by their respective student bodies to be considered for nomination to the Board, and once confirmed will serve a one-year term for the period of July 1, 2023 to June 30, 2024.

Interested in Becoming a Student Governor?

All interested candidates must do the following in order to fulfill the requirements for an Expression of Interest:

1. Meet Eligibility Requirements to be a Student Governor;
2. Attend one of two Board 101 sessions hosted by the University Secretary.
3. Complete the online Expression of Interest form no later than 4 pm (EST) on Friday, January 27, 2023.

Following this process, the names of eligible candidates will be presented for a vote by the respective student body (undergraduate and graduate) on February 6 and 7, to determine which undergraduate and graduate students will be presented for nomination to the Board. The election of the successful Student Governor candidates will take place at the June 7, 2023 meeting of the Board of Governors.

Please take some time to review this document in its entirety to become familiar with the Candidate Selection Process and to determine your eligibility.
# Important Dates and Deadlines

There are a number of important dates and deadlines that you should be aware of if you are planning to submit an Expression of Interest. Please review them carefully to ensure that you can fulfill the commitment as exceptions to these dates and deadlines will not be made.

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 9</td>
<td>Call for Expressions of Interest begins</td>
</tr>
<tr>
<td>January 18</td>
<td>Board 101 Mandatory Information Session from 12 pm to 1 pm EST (note only have to attend one of these sessions- either Jan. 18 or 19)</td>
</tr>
<tr>
<td>January 19</td>
<td>Board 101 Mandatory Information Session from 12 pm to 1 pm EST (note only have to attend one of these sessions- either Jan. 18 or 19)</td>
</tr>
<tr>
<td>January 27</td>
<td>Deadline for Submission of Expressions of Interest (4pm EST)</td>
</tr>
<tr>
<td>January 30</td>
<td>Validation of Student Expressions of Interest and Confirmation to Students Regarding Eligibility to Proceed</td>
</tr>
<tr>
<td>January 30</td>
<td>Candidates will be notified if they are eligible to continue in the Candidate Selection Process</td>
</tr>
<tr>
<td>Jan. 30 – Feb. 3</td>
<td>Campaigning Period</td>
</tr>
<tr>
<td>February 6</td>
<td>Online Voting Begins (link is activated at 10 am EST)</td>
</tr>
<tr>
<td>February 7</td>
<td>Online Voting Ends (link is deactivated at 10 pm EST)</td>
</tr>
<tr>
<td>February 8</td>
<td>Tabulation of results of Candidate Selection Process and Announcement of Successful nominees</td>
</tr>
<tr>
<td>June 7</td>
<td>Election for Student Governors at meeting of the Board of Governors</td>
</tr>
</tbody>
</table>

If you are successfully elected by the Board to become a Student Governor, you will be required to attend all full meetings of the Board of Governors as well as any committee meetings that you may be assigned to, during the 2023/24 Board year. To see an example of what the meeting schedule is like, please visit: [https://carleton.ca/secretariat/boardofgovernors/schedule/](https://carleton.ca/secretariat/boardofgovernors/schedule/)
Eligibility Criteria

In order to be eligible to stand as a candidate for election to the Board, an undergraduate student must:

- Be at least eighteen (18) years of age;
- have completed at least 4.0 credits successfully prior to service;
- be currently registered as a full or part-time undergraduate student in the semester in which the vote to become an eligible candidate is held (i.e. Winter 2023);
- continue to be registered as a full or part-time undergraduate student in both the fall and winter semesters of their term on the Board (i.e. Fall 2023 and Winter 2024); and
- maintain the academic status of Eligible to continue and maintain good non-academic conduct standing (the definition of academic continuation evaluation can be found at https://carleton.ca/academicadvising/academic-standing/, the definition of misconduct can be found at https://carleton.ca/secretariat/wp-content/uploads/Students-Rights-and-Responsibilities-Policy.pdf).

In order to be eligible to stand as a candidate for election to the Board, a graduate student must:

- Be at least eighteen (18) years of age;
- be currently registered as a full or part-time graduate student in the semester in which the vote to become an eligible candidate is held (i.e. Winter 2023);
- continue to be registered as a full or part-time undergraduate student in both the fall and winter semesters of their term on the Board (i.e. Fall 2023 and Winter 2024);
- maintain good non-academic standing

In addition to the above requirements of the Bylaws, students are also required to do the following:

1. Attend one of two Board 101 information sessions hosted by the University Secretary (see page 5 for more details).
2. Submit a completed Expression of Interest application (see page 4 for more details).

Role of a Student Governor

The role of a Governor is a fiduciary one. Governors are required to act honestly, in good faith, with reasonable care and due diligence. Governors are to ensure that decisions and actions being deliberated upon at the Board level are in the best interests of Carleton University as a whole.

The Board is an independent, corporate governing body of the university, having significant accountability, obligations, and duties. The Board’s role is primarily related to the overall strategic and financial oversight of the university, removed from the day-to-day decision making of the university.

The University’s administration presents information, seeks advice, and requests the approval of proposals by the Board of Governors. Board members are expected to scrutinize these proposals and challenge management’s assumptions while acting in the best interests of the university as a whole. The Student Governor’s perspective and experiences as a student are invaluable to these discussions and deliberations. To learn more please visit: https://carleton.ca/secretariat/boardofgovernors/governance/
Skills and Experience

Student Governors ought to have the following skills:

- Excellent verbal and/or written communication skills.
- Comfort in networking and engaging with other Board members, Senior Management of the University and other high-profile members of the Carleton and Ottawa communities.
- Familiarity with how to read, interpret and understand financial statements and other key reports pertaining to the operation of the University (although not required and training can be provided).
- Strong leadership, critical thinking and analytical skills.
- Ability to understand and comply with legal, ethical obligations and respect the confidentiality and privacy of information and deliberations, when warranted.

Validation of Eligibility

All Expressions of Interest will be reviewed by the University Secretary to ensure that candidates meet the eligibility criteria. All candidates will receive an email from the University Secretary to confirm whether or not they are eligible to proceed in the selection process, by the end of business on Monday, January 30, 2023.

A candidate may withdraw their Expression of Interest by submitting a signed statement to the University Secretary, at any time during the process.

Any incomplete Expressions of Interest or those submitted after the deadline will not be considered.

Should the number of Expressions of Interest be equal to or less than the number of seats available for a position, the candidate will be nominated to the Board. When the number of Expressions of Interest exceeds the numbers of seats available, an election will be held by the respective student body.

Expression of Interest - Personal Statement and Photo

When you submit your Expression of Interest, you are required to include a brief statement that outlines why you feel you would be an excellent candidate as a Student Governor and what skills and experiences you will bring to the Board, as well as anything else that will demonstrate your suitability as a strong candidate. The statement is broken down into three questions and should be no more than 500 words in length. The statement will be posted on the Board of Governors website.

In addition, you may provide an appropriate photo of yourself, preferably a head shot, which will be posted on the Board of Governors website during the campaign and voting period. The photo and personal statement must be included in the online form.
Campaigning

Candidates may not campaign until they have received an official notification from the University Secretary that their Expression of Interest application has been validated. The campaign period begins on Monday, January 30, 2023 and runs through to 11:59 pm EST on Friday, February 3, 2023.

Each candidate will be entitled to campaign and inform the student body of their interest to be considered for nomination to become a Student Governor. The Expression of Interest statement and your photo will also be posted on the Board of Governors website.

- Campaigning is not permitted throughout the voting period (Feb. 6 & 7).
- Campaign material must be submitted to the University Secretary for approval PRIOR TO BEING used. Campaign Material can be submitted at any time during the campaigning period. Submission can be done by email.
- The use of electronic media such as Facebook, Twitter and other social networks, personal emails and websites are permitted. Please note you can use hashtag #BOGstudent23 and social media posts will be monitored.
- Stickers are not permitted.
- Campaigning on a slate is prohibited.
- Students are welcome to discuss their passions, personal beliefs and interests.
- In-class campaigning is allowed with the permission of the professor or instructor.
- Candidates are prohibited from soliciting or accepting donations towards their campaign.
- Volunteers helping candidates during campaigning must abide all election guidelines.
- Candidates are strongly encouraged to limit spending on campaign materials, collateral, advertising, etc. to a reasonable amount.

Group Advertising

Any advertising of candidates by an official Carleton University community organization, such as CUSA, RRRA, CASG, etc. must include mention of all members of that candidate constituency. For example, CUSA may mention on its website the upcoming vote and all of the undergraduate candidates being considered, and likewise for GSA.

Board 101 Information Sessions

Students who intend to submit an Expression of Interest MUST attend one of the two virtual Board 101 information sessions:

- **Session #1** – Wednesday, January 18 from 12 pm to 1 pm EST (meeting details will be provided to interested students)

- **Session #2** – Thursday, January 19 from 12 pm to 1 pm EST (meeting details will be provided to interested students)

You must RSVP to the University Secretary by email (amanda.goth@carleton.ca) the day before the session. If you miss these deadlines but still want to attend, please email the University Secretary as soon as possible.
It is critical that candidates who are considering running for this prestigious position fully understand their role and fiduciary responsibilities as a Student Governor. This session will cover topics such as:

- What is the Board of Governors, its mandate and responsibilities?
- What is the governance structure (bi-cameral) of the university and how does it work?
- What is the role of a Governor?
- What are some of the key governing documents and their purpose?
- What is governance and what is a fiduciary responsibility?
- What is the duty of care and obligations expected of a governor?
- What is the Expression of Interest and how do I become a Student Governor on the Board?
- Brief question and answer period

**Voting**

The student bodies from both the undergraduate and graduate student community will be invited to vote from their Carleton Central account for all eligible candidates for consideration. Online voting will take place on:

- Monday, February 6 (link activated at 10 am EST)
- Tuesday, February 7 (link active until 10 pm EST)

**TABULATION**

Tabulation of ballots will take place on Wednesday, February 8. This process is overseen by the University Secretariat.

The results of the vote will be made available immediately following completion of the count however it is important to remember that the chosen candidates will NOT be presented to the Board for consideration as a Student Governor until the June meeting of the Board of Governors.

**DISQUALIFICATIONS**

All candidates must represent themselves accurately in any publicity about their accomplishments, positions or any other information intended to influence or provided to voters. Complaints must be reported in writing along with any relevant documentation to the University Secretary who will determine if disqualification is warranted. Anonymous complaints will not be considered.

A candidate may request in writing a review by the Governance Committee of any perceived irregularity in the election process affecting the candidate. The decision of the Governance Committee is final.
Campaign Guidelines

YOU MUST

✓ Represent yourself accurately in any publicity with information (e.g. accomplishments) intended to influence and/or be provided to voters.

✓ Act consistently under all applicable university policies (e.g. Students Rights and Responsibilities).

✓ Report by email any prohibited activity to the University Secretary.

✓ Always seek the advice of the University Secretary if you are unclear about what is permissible or your responsibilities.

YOU CAN

✓ Campaign between Monday, January 30 and Friday, February 3.

✓ Use electronic media such as Facebook, Twitter and other social networks, personal emails and websites. You can use the hashtag #BOGstudent23.

YOU CAN NOT

✗ Start campaigning until you have been notified that your nomination has been accepted.

✗ Post campaign material without getting it approved by the University Secretary.

✗ Block or encourage supporters to block any doors or stairways while campaigning.

✗ Campaign or solicit votes in computer labs.

✗ Campaign or solicit votes in Residences.

✗ Solicit funds or accept donations towards your campaign.
Administrative Staff Candidate Handbook

2023

Office of the Board of Governors
607 Robertson Hall
www.carleton.ca/boardofgovernors
Call for Expressions of Interest

The Carleton University Board of Governors is seeking Expressions of Interest from Administrative Staff to be a candidate to fill one vacant positions as Administrative Staff Governor for the 2023/2024 Board Year.

The following position are vacant:

- One Administrative Staff Member

The administrative staff selected by the administrative staff-at-large to be considered for nomination to the Board, and once confirmed will serve a three-year term for the period of July 1, 2023 to June 30, 2026.

Interested in Becoming an Administrative Staff Governor?

All interested candidates must do the following in order to fulfill the requirements for an Expression of Interest:

1. Meet Eligibility Requirements to be an Administrative Staff Governor;
2. Attend one of two Board 101 sessions hosted by the University Secretary.
3. Complete the online Expression of Interest form no later than 4 pm EST on Friday, February 10, 2023.

Following this process, the names of eligible candidates will be presented for a vote by to the eligible administrative staff body on February 20 and 21, to determine which administrative staff member will be presented for nomination to the Board. The election of the successful Administrative Staff Governor candidates will take place at the June 7, 2023 meeting of the Board of Governors.

Please take some time to review this document in its entirety to become familiar with the Candidate Selection Process and to determine your eligibility.
# Important Dates and Deadlines

There are a number of important dates and deadlines that you should be aware of if you are planning to submit an Expression of Interest. Please review them carefully to ensure that you can fulfill the commitment as exceptions to these dates and deadlines will not be made.

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>February 1</td>
<td>Call for Expressions of Interest begins</td>
</tr>
<tr>
<td>February 7</td>
<td>Board 101 Mandatory Information Session from 12 pm to 1 pm EST (note only have to attend one of these sessions- either Feb. 7 or 8)</td>
</tr>
<tr>
<td>February 8</td>
<td>Board 101 Mandatory Information Session from 12 pm to 1 pm EST (note only have to attend one of these sessions- either Feb. 7 or 8)</td>
</tr>
<tr>
<td>February 10</td>
<td>Deadline for Submission of Expressions of Interest (4 pm EST)</td>
</tr>
<tr>
<td>February 13</td>
<td>Validation of Expressions of Interest and Confirmation to Candidates Regarding Eligibility to Proceed</td>
</tr>
<tr>
<td>February 13</td>
<td>Candidates will be notified if they are eligible to continue in the Selection Process</td>
</tr>
<tr>
<td>February 13 - 17</td>
<td>Campaigning Period</td>
</tr>
<tr>
<td>February 20</td>
<td>Online Voting Begins (link is activated at 10 am EST)</td>
</tr>
<tr>
<td>February 21</td>
<td>Online Voting Ends (link is deactivated at 10 pm EST)</td>
</tr>
<tr>
<td>February 22</td>
<td>Tabulation of results of Candidate Selection Process and Announcement of Successful nominees</td>
</tr>
<tr>
<td>June 7</td>
<td>Election for Administrative Staff Governors at meeting of the Board of Governors</td>
</tr>
</tbody>
</table>

If you are successfully elected by the Board to become a Administrative Staff Governor, you will be required to attend all full meetings of the Board of Governors as well as any committee meetings that you may be assigned to, for each of the three years of your term. To see an example of what the meeting schedule is like, please visit: [https://carleton.ca/secretariat/boardofgovernors/schedule/](https://carleton.ca/secretariat/boardofgovernors/schedule/)
Eligibility Criteria

In order to be eligible to stand as a candidate for election to the Board, a candidate must:

- Be at least eighteen (18) years of age;
- Be currently employed as a continuing and/or permanent employee at the University, other than Academic Staff.

In addition to the above requirements of the Bylaws, candidates are also required to do the following:

1. Attend one of two Board 101 information sessions hosted by the University Secretary (see page 5 for more details).
2. Submit a completed Expression of Interest application (see page 4 for more details).

Role of an Administrative Staff Governor

The role of a Governor is a fiduciary one. Governors are required to act honestly, in good faith, with reasonable care and due diligence. Governors are to ensure that decisions and actions being deliberated upon at the Board level are in the best interests of Carleton University as a whole.

The Board is an independent, corporate governing body of the university, having significant accountability, obligations, and duties. The Board’s role is primarily related to the overall strategic and financial oversight of the university, removed from the day-to-day decision making of the university.

The University’s administration presents information, seeks advice, and requests the approval of proposals by the Board of Governors. Board members are expected to scrutinize these proposals and challenge management’s assumptions while acting in the best interests of the university as a whole. The Administrative Staff Governor’s perspective and experiences are invaluable to these discussions and deliberations. To learn more please visit: https://carleton.ca/secretariat/boardofgovernors/governance/
Skills and Experience

Administrative Staff Governors ought to have the following skills:

- Excellent verbal and/or written communication skills.
- Comfort in networking and engaging with other Board members, Senior Management of the University and other high-profile members of the Carleton and Ottawa communities.
- Familiarity with how to read, interpret and understand financial statements and other key reports pertaining to the operation of the University (although not required and training can be provided).
- Strong leadership, critical thinking and analytical skills.
- Ability to understand and comply with legal, ethical obligations and respect the confidentiality and privacy of information and deliberations, when warranted.

Validation of Eligibility

All Expressions of Interest will be reviewed by the University Secretary to ensure that candidates meet the eligibility criteria. All candidates will receive an email from the University Secretary to confirm whether or not they are eligible to proceed in the selection process, by the end of business on Monday, February 13, 2023.

A candidate may withdraw their Expression of Interest by submitting a signed statement to the University Secretary, at any time during the process.

Any incomplete Expressions of Interest or those submitted after the deadline will not be considered.

Should the number of Expressions of Interest be equal to or less than the number of seats available for a position, the candidate will be nominated to the Board. When the number of Expressions of Interest exceeds the numbers of seats available, an election will be held by the respective administrative staff body.

Expression of Interest - Personal Statement and Photo

When you submit your Expression of Interest, you are required to include a brief statement that outlines why you feel you would be an excellent candidate as a Administrative Staff Governor and what skills and experiences you will bring to the Board, as well as anything else that will demonstrate your suitability as a strong candidate. The statement is broken down into three questions and should be no more than 500 words in length. The statement will be posted on the Board of Governors website.

In addition, you may provide an appropriate photo of yourself, preferably a head shot, which will be posted on the Board of Governors website during the campaign and voting period. The photo and personal statement must be included in the online form.
Campaigning

Candidates may not campaign until they have received an official notification from the University Secretary that their Expression of Interest application has been validated. The campaign period begins on Monday, February 13, 2023 and runs through to 11:59 pm EST on Friday, February 17, 2023.

Each candidate will be entitled to campaign and inform the administrative staff of their interest to be considered for nomination to become a Governor. The Expression of Interest statement and your photo will also be posted on the Board of Governors website.

- Campaigning is not permitted throughout the voting period (Feb. 20 & 21).
- Campaign material must be submitted to the University Secretary for approval PRIOR TO BEING used. Campaign Material can be submitted at any time during the campaigning period. Submission can be done by email.
- The use of electronic media such as Facebook, Twitter and other social networks, personal emails and websites are permitted. Please note social media posts will be monitored.
- Stickers are not permitted.
- Campaigning on a slate is prohibited.
- Candidates are welcome to discuss their passions, personal beliefs and interests.
- Candidates are prohibited from soliciting or accepting donations towards their campaign.
- Volunteers helping candidates during campaigning must abide all election guidelines.
- Candidates are strongly encouraged to limit spending on campaign materials, collateral, advertising, etc. to a reasonable amount.

Group Advertising

Any advertising of candidates by an official Carleton University community organization or union group such as CUASA, CUPE 2424, etc. must include mention of all members of that candidate constituency.

Board 101 Information Sessions

Candidates who intend to submit an Expression of Interest MUST attend one of the two virtual Board 101 information sessions:

- **Session #1** – Tuesday, February 7 from 12 pm to 1 pm EST (meeting details will be provided to those interested)

- **Session #2** – Wednesday, February 8 from 12 pm to 1 pm EST (meeting details will be provided to those interested)

You must RSVP to the University Secretary by email (amanda.goth@carleton.ca) the day before the session. If you miss these deadlines but still want to attend, please email the University Secretary as soon as possible.

It is critical that candidates who are considering running for this prestigious position fully understand their role and fiduciary responsibilities as a Governor. This session will cover topics such as:

- What is the Board of Governors, its mandate and responsibilities?
- What is the governance structure (bi-cameral) of the university and how does it work?
What is the role of a Governor?
What are some of the key governing documents and their purpose?
What is governance and what is a fiduciary responsibility?
What is the duty of care and obligations expected of a governor?
What is the Expression of Interest and how do I become a Governor on the Board?
Brief question and answer period

Voting

Eligible administrative staff will be invited to vote from their Carleton Central account for all eligible candidates for consideration. Online voting will take place on:

- Monday, February 20 (link activated at 10 am EST)
- Tuesday, February 21 (link active until 10 pm EST)

TABULATION

Tabulation of ballots will take place on Wednesday, February 22. This process is overseen by the University Secretariat.

The results of the vote will be made available immediately following completion of the count however it is important to remember that the chosen candidates will NOT be presented to the Board for consideration as an Administrative Staff Governor until the June meeting of the Board of Governors.

DISQUALIFICATIONS

All candidates must represent themselves accurately in any publicity about their accomplishments, positions or any other information intended to influence or provided to voters. Complaints must be reported in writing along with any relevant documentation to the University Secretary who will determine if disqualification is warranted. Anonymous complaints will not be considered.

A candidate may request in writing a review by the Governance Committee of any perceived irregularity in the election process affecting the candidate. The decision of the Governance Committee is final.
Campaign Guidelines

YOU MUST

✓ Represent yourself accurately in any publicity with information (e.g. accomplishments) intended to influence and/or be provided to voters.
✓ Act consistently under all applicable university policies.
✓ Report by email any prohibited activity to the University Secretary.
✓ Always seek the advice of the University Secretary if you are unclear about what is permissible or your responsibilities.

YOU CAN

✓ Campaign between Monday, February 13 and Friday, February 17.
✓ Use electronic media such as Facebook, Twitter and other social networks, personal emails and websites.

YOU CAN NOT

✗ Start campaigning until you have been notified that your nomination has been accepted.
✗ Post campaign material without getting it approved by the University Secretary.
✗ Block or encourage supporters to block any doors or stairways while campaigning.
✗ Campaign or solicit votes in computer labs.
✗ Campaign or solicit votes via interoffice mail, however, personal email is allowable.
✗ Solicit funds or accept donations towards your campaign.
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 3, 2022 at 2:00 pm
Via Videoconference

Minutes - Open Session


Regrets: S. Ajila, C. Klein, L. Kostiuk, E. Kwan, B. MacLeod, J. Milner, K. Moss, M. Murphy, A. Park, J. Taber, P. Wilson


Recording Secretary: K. McKinley

1. Welcome & Approval of Agenda

It was MOVED (S. Maguire, B. O’Connor) that Senate approve the open agenda for the meeting of Senate on June 3, 2022, as presented. The motion PASSED.

2. Minutes: April 22, 2022 (open session)

It was MOVED (S. Blanchard, J. Kovalio) that Senate approve the minutes of the open session of the Senate meeting on April 22, 2022 as presented.
The motion **PASSED**.

3. **Matters Arising**

As requested in the previous meeting of Senate, the Chair confirmed that masks will be required at June Convocation.

4. **Chair’s Remarks**

The Chair began his remarks with the latest update on the pandemic and its impact on Carleton. With the 6th wave of Covid-19 receding, some universities in Ontario are beginning to lift their mask mandates, while continuing to encourage the use of masks indoors for protection. All Ontario universities, including Carleton, will require the use of masks for Convocation ceremonies, and Carleton will continue its mask mandate until further notice.

The Chair next highlighted the following campus events and achievements from the month of May:

- **Asian Heritage Month** – Carleton promoted and highlighted the leadership, achievements and experiences of people of Asian descent on campus. The Chair encouraged Senators to visit Carleton’s Asian Heritage Month website for more information.
- **Carleton** hosted a number of mental health initiatives to mark and celebrate Canadian Mental Health Awareness Week, from May 2 – 8. During May, Carleton also finalized and approved the new Student Mental Health Framework 2022 – 2026.
- **On May 4**, the Provost and Vice-President Academic Jerry Tomberlin, with AVP Teaching & Learning David Hornsby and the 5 Faculty Deans, presented Provost Scholar Awards to 10 undergraduate students. These awards were presented for outstanding achievements in research. Profiles of the students may be found on the Provost’s website. The Chair extended his congratulations to all 10 recipients.
- **The Office of the Vice-President Research & International** launched the Spring 2022 CU Research Development Grants, to support SSHRC, NSERC and CIHR researchers with start funding to initiate or bridge a faculty member’s research program. These are awarded twice per year with a value of $10,000. More information may be found on the CORIS website.
- **Carleton** is investing $2M in the Future Learning Lab, a new space on campus that will bring educators and students together to foster innovation, and incentivize student-centered ways of teaching. Carleton is matching the $1M contribution from the Government of Ontario to transform the 4th floor of the MacOdrum Library into the new lab.
In keeping with Carleton’s strategic commitment to strive for wellness and to streamline service and programs for students, Carleton has established a new Associate Vice-President, Student Mental Health & Wellness. Kristie Tousignant, who served as Director, Health & Counselling Services since 2019, has been appointed as the inaugural incumbent.

Jeremy Brzozowski who has previously served as Director, Student Affairs and Student Life, as well as the Manager of the Student Experience Office, has been appointed Associate Vice-President Student Affairs and Student Life. Jeremy will succeed Lisa Ralph, who has served in this position for the past four years.

The Chair reminded Senators that June is Pride Month and National Indigenous History Month. Stories, activities and events to celebrate Pride Month and Indigenous History Month can be found on the Carleton newsroom website.

The Royal Ottawa Hospital Run for Women will be held on June 5th, 2022. Registration for Carleton’s team, Ravens for Mental Health, is open. The Chair encouraged Senators to join him in this worthwhile activity in support of the Royal Ottawa Hospital and mental health programs for our community.

Finally, the Chair noted that this would be the last Senate meeting for 14 faculty members, 9 students and one Board of Governors representative whose terms end June 30th. The Chair added that departing student Senator Valentina Vera Gonzales is this year’s recipient of the Board of Governors Award for outstanding community service. The Chair congratulated Valentina and extended a warm thank-you to all departing Senators for their service and their contributions to Senate. He also welcomed four new student leaders to their first Senate meeting: CUSA President Anastasia Lettieri, CASG President Dakota Livingston, GSA President Milan Sanghani, and GSA VP Academic Hande Uz Ozcan.

In closing, the Chair thanked all Senators who have registered for Carleton’s “Super-Convocation” of 40 ceremonies over two weeks to celebrate 2020, 2021 and 2022 graduates. This will be the first in-person convocation since 2019.

5. Question Period

One question was submitted in advance by Senator Pamela Wolff:

Will someone investigate whether the 01 May heating/cooling changeover date is still appropriate, given climate shift? Heat waves are not unusual in April, and
once students are back to writing in-person exams, particularly in the gym and fieldhouse, having room temperatures surge is a pedagogical and health issue, not just a facilities and maintenance one. In exceptional cold, it’s always possible bring in portable heaters, but indoor temperatures have hit 26 degrees during the final exam period in the past, and this prevents students from demonstrating their learning effectively, and could affect their academic progression. The climate has changed, but the changeover dates have not.

Response from Vice-President Finance & Administration Lorraine Dyke: The schedule for shifting from heating to cooling on campus each spring is based on historic weather data combined with forecasting information obtained from Environment Canada. The date for this shift has changed significantly over time, from May 21st in 2019 to May 9th in 2022. 2022 has been an especially challenging year, as there were only 10 working days between the date of the last snowfall and the first 30°C day. In addition, the switch over in 9 buildings was delayed due to necessary equipment upgrades. To better address these issues, moving forward, buildings will be heated in the morning and cooled in the afternoon during the spring/fall seasons, and cooling systems will be ready for operation on May 1st. Overnight low temperatures will need to be above zero, to prevent damage from freezing in some of the older cooling towers. The date for the switch will be reassessed each year.

6. Administration
The Clerk noted that Pamela Wolff has won the recent election for the Senate Representative on the Board of Governors. Details on the election are available on the Senate website.

The Clerk also noted that the Senate Executive Committee has cancelled the Senate meeting on June 17, 2022, as the date conflicts with Convocation ceremonies and there is no business for Senate.

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

   Committee Chair Howard Nemiroff presented six items for approval and two items for information.
Items for approval:

TBD-1576 R-UG-COOP-Geography A.A. and B.Sc. (change to prerequisites for some programs)
It was moved (H. Nemiroff, S. Sivathayalan) that Senate approves the revisions to Regulations TBD-1576 R-UG-COOP-Geography B.A. and B.Sc., effective for the 2022/23 Undergraduate Calendar as presented. The motion passed.

TBD-1760 R-UG-COOP-B.Sc. Geomatics co-op admission and continuation requirements (implementation of previous motion re regulation)
It was moved (H. Nemiroff, S. Maguire) that Senate approves the revisions to Regulations TBD-1760 R-UG-COOP-B.Sc. Geomatics co-op admission and continuation requirements effective for the 2022/23 Undergraduate Calendar as presented. The motion passed.

TBD-2093 R-ADM-Program-C.Science Policy (corresponding changes to admissions language resulting from changes to program below)
It was moved (H. Nemiroff, B. Campbell) that Senate approves the revisions to Regulations TBD-2093 R-ADM-Program-C.Science Policy effective for the 2022/23 Undergraduate Calendar as presented. The motion passed.

TBD-2036 Certificate in Science and Policy (program update to allow UG degrees as entry points)
It was moved (H. Nemiroff, J. Sinclair-Palm) that Senate approves the revisions to Regulations TBD-2036 Certificate in Science and Policy effective for the 2022/23 Undergraduate Calendar as presented. The motion passed.

TBD-R-GR-23 The Course Outline (adding language to Graduate Calendar re course outline; wording taken from UG Calendar)
It was moved (H. Nemiroff, P. Smith) that Senate approves the revisions to Regulations TBD-R-GR-23 The Course Outline effective for the 2022/23 Graduate Calendar as presented. The motion passed.

TBD-R-GR-24-Early Feedback Guideline (adding early feedback guidelines to Graduate Regulations to mimic language found in UG Calendar)
It was MOVED (H. Nemiroff, M. Lundy) that Senate approves the revisions to Regulations TBD-R-GR-24-Early Feedback Guideline effective for the 2022/23 Graduate Calendar as presented. The motion PASSED.

Items for Information:

- TBD-2002 R-UG-3.2.2 Three Attempts of a Course (Engineering)
- Minor Modifications for May 2022

b. Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair Dwight Deugo presented one major modification and one cyclical program review for Senate approval.

Major Modification: New Graduate Diplomas (Social Statistics, Data Analysis)
It was MOVED (D. Deugo, S. Sivathayalan) that Senate approve the Graduate Diplomas in Social Statistics and Data Analysis as presented, with effect from Fall 2023. The motion PASSED.

Cyclical Review: Joint Graduate Programs in Earth Sciences
It was MOVED (D. Deugo, M. DeRosa) that Senate approve the Final Assessment and Executive Summary arising from the Cyclical Review of the Joint Graduate programs in Earth Sciences. The motion PASSED.

c. Senate Academic Governance Committee (SAGC)

Committee Chair Elinor Sloan presented one motion to ratify Jonathan Malloy as a new member of the Senate Executive Committee.

It was MOVED (E. Sloan, M. Rooney) that Senate ratify the new Senate committee appointment, as presented. The motion PASSED.

d. Senate Review Committee

Committee Chair Donald Russell spoke to this item. The Senate Review Committee met on May 12th to review the proposed operating budget that was presented to Senate in April. The committee presented a number of questions to the Provost as a result of its review. A report containing the
questions and the responses from the Provost was circulated to Senators for information with the meeting binder. The Committee Chair summarized the process and provided context for some of the questions posed by the committee.

There were no further questions from Senators, and there was no discussion.

8. Draft Digital Strategy

The Chair provided a brief introduction to this item. He reminded Senators that digital technologies have emerged organically and gradually in the university over a period of 40 – 50 years, within various individual departments. A digital strategy is needed to identify gaps, establish a common vocabulary, and provide a holistic university-wide perspective on the use of digital technologies at Carleton. This project began over a year ago with an extensive consultation process. A draft of the digital strategy has been completed and was circulated in advance to Senators with the meeting materials. The goal is to finalize the strategy over the summer, seek the necessary approvals and begin work in the fall of 2022, for what will be a multi-year project.

Co-chairs of the Digital Strategy Advisory Committee – Nancy Arnold, Marc Dabros, and David Hornsby – presented a high-level overview of the draft to Senators. The first part of the presentation outlined the key milestones of the project and the progress made so far, beginning with the establishment of the advisory committee in Spring of 2021, the consultation phase in Fall of 2021, the drafting phase in Winter of 2022, and the current draft review process. The presentation next briefly reviewed the framework of the project, its aspiration statement and principles, and its four mission pillars: research, student experience, teaching & learning and organizational excellence.

The presentation next identified the three main contributions of the strategy:

- Establishment of a governance structure for decision-making that will strengthen existing IT committees and provide greater transparency and inclusivity.
- Establishment of a consistent process for digital renewal that is responsive to change, and that aligns with the Strategic Integrated Plan.
- Development of a university-wide perspective and approach to digital technologies with a dedicated focus on people-centered leadership of change and process improvement.
The next steps of the project include additional consultations over the summer, and a launch in the fall of 2022.

Senators thanked the co-chairs for the presentation and for the work on this important initiative. A Senator brought forward the following observations and suggestions, in comparing Carleton’s Digital Strategy with digital plans at other universities:

- The scope of Carleton’s plan could be more well-defined.
- Institutional strengths, concerns and opportunities could be more explicitly outlined.
- Concerns regarding digital hacks and misinformation, cybersecurity and IP should be included.
- A robust position on privacy, including questions of academic integrity and the misuse of digital tools, would be a useful and important addition.
- Concerns regarding “over-digital” educational experiences and the resulting mental health issues of students and faculty should also be addressed.

The Senator also questioned whether the idea that students should have access to services anywhere (as specified in section 3.2 of the plan under “student experience”) might not lead to the assumption that students should be able to learn from anywhere (“teaching & learning”). The Senator suggested that this section could be edited to clarify the language to acknowledge that in-person learning is important and cannot always be replaced by a digital version.

The Chair thanked the Senator for the detailed and thoughtful commentary and noted that a follow-up meeting with the co-chairs would be useful in unpacking these suggestions.

In response to another question from Senate, the co-chairs acknowledged that the plan still needs to address issues of climate change and sustainability.

Finally, in closing the discussion, the University Librarian acknowledged that the digital strategy supports the direction of the university library in continuing to provide digital access to resources and the delivery of more services online.

9. Academic Plan Consultation
Senators received an update on the latest edition of the Carleton Academic Plan (CAP) from Deputy Provost Catherine Khordoc and AVP Teaching & Learning David Hornsby.

The project began approximately one year ago with a series of consultations and working sessions with the Provost’s Advisory Group (PAG), the Deans, University Librarian, and Vice-President’s Academic and Research Committee (VPARC). Major themes from these consultations included the importance of continuing to provide experiential learning and community engagement opportunities, the need to increase research funding and opportunities, and the promotion of transversal skills to develop students into “citizen scholars.”

The Academic Plan is framed around the three cornerstones of Carleton’s academic culture – inquiry, innovation and community – and includes both research and teaching missions of the university. Feedback received so far has stressed the addition of cross-Faculty initiatives, developing a plan that is tangible and achievable and the use of metrics to ensure that the goals of the plan are being met.

The presenters posed a series of questions to guide the consultation with Senate:

- What can be done to improve student success?
- What can we do to increase our research activities, impact and funding?
- How can we build upon our strengths using interdisciplinarity and collaboration?

A Senator asked if students developing soft skills through co-curricular activities and workshops could have these recognized and captured in their student profiles, since these skills are also important to student success. In response, the VPSE noted that the co-curricular credit system and transcript has become increasingly popular with students and is growing and adapting to include credit for more workshops and experiences. Graduate Studies also is planning to develop its own co-curricular credit system beginning in the fall of 2022.

A Senator inquired about more flexibility in electives, particularly for international students, and funding for entrepreneurial projects at the graduate level. The presenters agreed that electives can contribute to interdisciplinarity which is a goal within the academic plan, but that elective availability and choice is dependent upon the program. The presenters also agreed that funding for entrepreneurial projects could provide a different approach to applied research, and should be explored further. The presenters asked the Senator to send more information via email for a continued off-line discussion.
A Senator noted a number of challenges that contract instructors routinely face in being able to design courses effectively. For example, contract instructors are not involved in the cyclical review process and do not have access to documentation that could help them design courses that are aligned with the vision for the program and department. In addition, contract instructors often receive their course assignments late, which does not allow enough time to develop a well-designed course. TA assignments and supports are not always known and/or guaranteed for courses, which can critically impact the success of course design. The Senator noted that contract instructors need the stability of support to properly design courses assigned to them. The presenters thanked the Senator for bringing these concerns forward.

A Senator commented on the “Shape the Future” aspect of the academic plan, noting in particular recent changes in the labour force and job markets that will impact the university sector moving forward. For example, research from the Burning Glass Institute in the United States has shown that some companies are moving away from degree requirements towards skills-based hiring. In addition, companies like Google, IBM and others are offering educational certificates and opportunities that potentially complete with university degree programs. The pace of this change has accelerated dramatically in recent years. The Senator asked how the Academic Plan is addressing these trends. The presenters acknowledged the importance of this observation. Because knowledge and information are changing so rapidly, skills are increasingly becoming an important aspect of degree programs within universities. Sprott’s Employability Passport is one example of how these skills can be integrated into a degree program. Transverse skills such as cultural awareness, ethical leadership and critical thinking, have been integrated into many of Carleton’s degree programs, and are examples of how Carleton can address and respond to these trends to provide graduates with the capacity they need to adapt to changes in the job markets.

The Chair thanked the presenters and Senators for the fruitful discussion. Next steps for this project include further consultation and incorporation of feedback over the summer, and presentation of a draft plan at VPARC and Senate in the fall for approval. Senators were encouraged to submit any further thoughts or suggestions via email to the Deputy Provost’s office.

10. Reports for Information
   a. Senate Executive Minutes (April 12, 2022)
b. **Kinàmàgawin Progress Report**

Kinàmàgawin co-chair Kahente Horn-Miller spoke briefly to the progress report, noting that Carleton is emerging as a leader in this work in the university sector. The Chair congratulated Kahente and all others involved in this project on the impressive style and substance of the report.

11. **Other Business**

There was no other business.

12. **Adjournment**

The meeting was adjourned (S. Maguire, M. Rooney) at 4:01 pm.
Carleton University acknowledges and respects the Algonquin people, traditional custodian of the land on which the Carleton University campus is situated.

Carleton University Senate
Meeting of September 23, 2022 at 2:00 pm
Room 3020 Nicol Building + Zoom videoconference

Minutes

Regrets: K. Al Hammuri, P. Andrée, F. Goffi, B. MacLeod, J. Ramnarine
Absent: S. Gulati
Recording Secretary: K. McKinley

1. Welcome & Approval of Agenda

The meeting began at 2:00 pm. The Chair welcomed all Senators to the first Senate meeting of the 2022/23 academic year, and the first in-person Senate meeting since February of 2020. He extended a warm welcome to 24 new Senators, whose names have been posted on the Senate website.
The Chair began the meeting by acknowledging the recent passing on September 8th of Her Majesty Queen Elizabeth II. Queen Elizabeth’s reign lasted over 70 years, the longest of any British monarch to date.

For the benefit of new Senators and because several Senators were joining the meeting remotely via Zoom, the Chair briefly reviewed Senate hybrid meeting protocols before proceeding to the agenda.

It was **MOVED** (M. Haines, S. Sadaf) that Senate approve the open agenda for the meeting of Senate on September 23, 2022, as presented.

The motion **PASSED**.

2. **Minutes:** June 3, 2022 (open session)

   It was **MOVED** (K. Moss, L. Dyke) that Senate approve the minutes of the open session of the Senate meeting on June 3, 2022 as presented.

   The motion **PASSED**.

3. **Matters Arising**
   There were none.

4. **Chair’s Remarks**
   The Chair began with a review of campus events and news items of interest since the last Senate meeting in June.

   - **Super Convocation**, a two-week in-person celebration, was held from June 13 to 24. A total of 40 ceremonies were scheduled to celebrate Carleton graduates from 2022 as well as thousands of returning graduates from 2020 and 2021. The Chair thanked all who organized and participated in this important celebration.
   - Throughout June, Carleton celebrated **Pride Month**, to show respect and support for all members of the 2SLGBTQIA+ community, plus **National Indigenous History Month**, which provided an opportunity for all Canadians to recognize and reflect on the rich history, heritage and diversity of First Nations, Inuit and Métis Peoples of Canada.
   - Four **new appointments** were made to further enhance Carleton’s collective capacity to lead in human rights, EDI, Black Inclusion and Black flourishing:
     - Noël Badiou has been appointed as Carleton’s Assistant Vice-President, Equity and Inclusive Communities.
o Ikram Jama has been appointed as Carleton’s inaugural Director of Human Rights and Equity.

o Professors Audra Diptée (History) and Nduka Otiono (African Studies) were appointed as Faculty Advisors on Anti-Black Racism and Black Inclusion. These appointments reflect Carleton’s commitment to implementing the Scarborough Charter and supporting faculty-specific initiatives.

• Carleton hosted its first in-person community breakfasts since 2019 on August 23-24, with over 800 people in attendance.

• Fall 2022 marks the start of Carleton’s 80th anniversary, an opportunity to reflect on our history and future directions. Carleton has grown from its modest beginnings in 1942 as Carleton College to a large impactful institution with over 30,000 students and cutting-edge research across all Faculties, funded by almost $100M annually.

• Carleton has returned to in-person classes for the fall semester. As of now, vaccine mandates and mask mandates remain on pause, though they may be brought back at a later time. Any changes to these mandates will be made in consultation with public health. The Chair thanked everyone for their patience and understanding as we continue to emerge from the pandemic.

• Strategic Integrated Plan – This year Carleton will build momentum in implementing the goals, strategies and directions of the plan. A brief update will be provided later in today’s meeting.

The Chair noted the following additional highlights:

• Carleton University PhD Candidate Cihan Erdal, who was held in a Turkish prison for 262 days, has finally returned to Canada. A proud member of the international Scholars at Risk network, Carleton is pleased to welcome Cihan back home and to wish him the best of luck with his continued studies.

• Carleton University’s Steven Cooke, Jesse Stewart and Rowan Thomson have been elected to the Royal Society of Canada in recognition of the high level of excellence and potential demonstrated during their careers.

• Carleton University has been recognized as a top performer in the 2022 Sustainable Campus Index, achieving a top 10 ranking in the impact areas of Water, and Wellbeing & Work. This recognition follows Carleton’s Gold AASHE STARS assessment, achieved earlier this year.

• Throwback 2022, Carleton’s annual homecoming celebration, is currently underway (Sept 17 – 24), and features a number of social events including a football game against Windsor. Details can be found on the website.

• September 30 is Orange Shirt Day. Carleton will be flying the “Every Child
Matters” flag, and everyone is encouraged to wear orange shirts on Friday September 30 to show support. Events will be held on campus to further enhance our reflection and action. More information will be communicated to the Carleton community early next week.

5. Question Period
Questions were submitted in advance by Senators Sean Maguire, Morgan Rooney and Hande Uz Ozcan.

Questions from S. Maguire:
All students click on a “Continue” button every semester in Carleton Central acknowledging the following statement: “All academic programs at Carleton University are reviewed cyclically under the mandate of the Ontario Universities Council on Quality Assurance. Several programs at Carleton University are also accredited by professional bodies and must undergo review for continuing accreditation. Student records and student work such as portfolios, exams, assignments, and theses may be used in the review and evaluation of academic programs. Appropriate steps will be taken to ensure that information and material used in the evaluation of a program is kept confidential and that the processes comply with applicable privacy regulations. These reviews may involve bodies external to the University, for example, in complying with reviews required by the government or professional accreditation bodies.”

I have some questions:
1) Are professors required to acknowledge a similar statement applying to their works?

2) Can Senate receive a summary of some of the specific steps taken to maintain confidentiality of these student works, and steps taken to comply with privacy regulations?

3) How does copyright enter into this discussion? Assuming that students retain copyright to their portfolios, exams, assignments, and especially theses, does the sharing of these materials with external bodies not engage with or violate the student’s ownership of their copyrighted materials?

Responses: Dwight Deugo, Vice-Provost and Associate Vice-President Academic, noted that student records and specific examples of student work are not included in the documentation sent to external reviewers for program assessments that go through the Senate Quality Assurance and Planning Committee.
The Provost added that faculty work submitted would include the individual’s CV, course outlines, and published articles.

The Deans of the Faculty of Engineering and Design and Sprott School of Business, two Faculties with accredited programs, noted that student assessments are used in the review of their programs, but the student work is anonymized before it is circulated to reviewers, who must also sign confidentiality agreements.

**Questions from M. Rooney**

**Mandates:**
While the Province of Ontario has decided that COVID-19 no longer requires a public health response, it is clear that the pandemic continues to be a disruptive force in our lives. In Ottawa, more people died of COVID-19 in 2022 by July of this year than in all of 2021 (CBC, July 27, 2022). Less than one week before the new term started, Dr. Vera Etches reported that “COVID levels remain high in the city and will be increasing” (CBC, August 30, 2022). New studies also continue to show the damaging impacts of “long COVID”: one recent study suggests that 1 and 8 adults who contract the disease suffer from long COVID (Global News, August 14, 2022), while another found that “cardiac symptoms are increasingly recognized as late complications of severe acute [COVID] infection in previously well individuals with mild initial illness” (Nature, September 15, 2022).

In response to such realities, other Ontario universities—including Western University, the University of Windsor, Wilfred Laurier University, Ontario Tech University, and OCAD University—have taken steps to protect their students, staff, and visitors alike. That is, these institutions followed the science, which has shown us that mask and vaccine mandates can almost entirely prevent in-class transmission (K. Kuhfeldt et al., August 2022). Given our commitment to safety, to equity and accessibility for all regardless of personal circumstances, and to science and truth regardless of political or other agendas, will Carleton commit to the restoration of its mask mandate, in the hopes that such action will help our students, instructors, and staff to remain safe and healthy, so that in-person operations can continue in the coming months with the least disruption and needless physical suffering possible?

Response from VP Students & Enrolment and University Registrar Suzanne Blanchard: In line with current public health guidelines, Carleton University strongly encourages students, faculty and staff to protect themselves and others by masking, staying at home when sick, washing hands frequently and receiving vaccinations. Faculty and staff are able to obtain masks for personal use, free of
charge, through e-shop. Three-layer cloth masks were also included in this year’s student orientation gifts.

Carleton also is following and implementing the core recommendations established by the American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE) Epidemic Task Force. For example, the main handling systems in all buildings on campus have been fitted with MERV13 high efficiency air filters, as recommended by ASHRAE. In addition, main handling systems are flushed at least 2 hours before occupancy and 2 hours after occupancy, and are continuously monitored throughout the day by FMP and operations staff. Carleton will continue to follow public health guidelines and will adjust plans as required to ensure the health and safety of our community members.

A Senator asked for more information on how the situation on campus is being monitored. VPSE Blanchard replied that students, staff and faculty coming onto campus are being asked to report if they have symptoms and are told to stay at home if ill, residences are being monitored, and waste water for campus and the city is being monitored as well. In response to a follow-up question, it was noted that the monitoring data is not reported on the Carleton website, but wastewater data from the City of Ottawa is available. VPSE Blanchard also confirmed that FMP is continuously monitoring air quality of buildings while they are in use.

**Senate membership changes:**

Three years ago, Senators began inquiring about the need to add additional Senators from under-represented university constituencies, specifically contract instructors and Indigenous graduate students. Since that time, however, there has been little by way of concrete action taken on this front. (For reference, see Senate minutes, Sept. 20, 2019, pp. 3-4, Senate minutes, Jan. 31, 2020, pp. 4, Senate minutes, Oct. 30, 2020, pp. 7, and Senate minutes, Sept. 24, 2021, pp.6.) So, I ask again: what progress has been made on this item, and when can we expect to see a resolution? When will Senate’s membership be expanded to include representation more in alignment with the actual constituencies that make up the university?

Response from Clerk of Senate (and Chair of Senate Academic Governance Committee) Elinor Sloan: The Senate Academic Governance Committee will be considering Senate membership questions this year. The CI membership question is on the agenda for meetings this fall, and the Indigenous representation question is on the agenda for winter 2023.
Questions from Hande Uz Ozcan:

Thesis defense procedure feedback:
As graduate student representatives, we would like to know if it would be possible for students to have the option to fill out a feedback form about the fairness of the thesis defence procedure after defending their thesis.

Response from Dean of FGPA Patrice Smith: FGPA is discussing this issue with the Graduate Students Association and will work collaboratively with students on a solution.

International Students – IDTB/S:
As student representatives, some of the international Ph.D. students reached out to us and shared their experiences with Carleton’s decisions. As we all know, students can only get their IDTB/S (International Doctoral Tuition Support/Bursary) for the first five years of their studies, yet, during the pandemic, because the research labs were closed, some students could not finish their Ph.D. in their first five years since they could not have the opportunity to finalize their research. University gave them a Covid-19 extension but not an IDTB/S extension. Whereas we would like to note that the closure of the labs because of the pandemic is not the student’s fault, and we would like to ask if the related students can get an IDTB/S extension or a similar solution related to this.

Response from FGPA Dean Patrice Smith: FGPA is currently working with the Provost to address this issue, and will provide an update later this fall.

6. Administration

a. Senate Membership Ratifications
The Clerk presented a motion to ratify 5 new Senate appointments.

It was MOVED (P. Wolff, J. Armstrong) that Senate ratify the new Senate appointments, as presented.
The motion PASSED.

b. Senate Survey - Summary of Results
The Clerk presented a high-level summary of the results of the most recent Senate Survey, which was completed by Senators in May of 2022. The full report on the survey was circulated to Senators for information in the meeting binder.
c. **Senate Committee Reports - new Reporting Schedule**

The Clerk noted a new reporting schedule of July 1 – June 30 for committees that submit annual reports to Senate. This new schedule was requested by several of the appeals committees for better alignment with their workload cycle. As a result, moving forward, committee annual reports will be completed over the summer and submitted for the September meeting of Senate.

d. **Report on Senate Executive Committee Empowering Motion**

The Clerk reported that the Senate Executive Committee participated in an e-poll on August 15th to ratify new members of the Senate Quality Assurance and Planning Committee. This action was required in order to provide the committee with enough members to meet and conduct urgent business in late August and early September. The Senate Executive Committee is empowered via Article 7.1 of the Academic Governance of the University (AGU) to act on Senate’s behalf during the summer months on urgent items of regular business.

7. **Reports:**

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

   Committee Chair Howard Nemiroff presented five items for approval and six items for information.

   **Items for approval:**

   **Senate Policy on Accommodation for Student Activities**

   It was **MOVED** (H. Nemiroff, K. Hellemans) that Senate approves the revisions to the Senate Policy on Accommodation for Student Activities as presented.

   A Senator asked why the section of the policy requiring the student to notify the instructor of an absence in a timely manner had been removed, and suggested that it be reinstated. The committee Chair agreed to this amendment.

   Committee Chair Nemiroff also requested that the next mandatory revision date on the policy be changed to September 23, 2029, in keeping with the 7-year review period established for Senate policies.
With these friendly amendments to the policy, the motion **PASSED**.

**Policy on Academic Program and Course Modifications**

It was **MOVED** (H. Nemiroff, M. Rooney) that Senate approves the revisions to the Policy on Academic Program and Course Modifications – Late Modifications Policy as presented. The motion **PASSED**.

The Chair noted that the policy was reviewed, but no revisions were made.

The Chair combined the next three motions into one Omnibus motion:

It was **MOVED** (H. Nemiroff, D. Brown) that Senate approves the revisions to Regulation TBD-1869: R-UG-3.2.1, TBD-1940: R-UG-3.2.7, and TBD-2155: R-UG-3.2.7 effective for the 2022/23 Undergraduate Calendar as presented.

These motions all relate to new ACE regulations for the Bachelor of Media Production and Design (BMPD), which is an honors program. A Senator asked for clarification on what would happen to a student who has attained 15.5 credits in the BMPD program, but does not have the required 6.0 GPA minimum to continue. The committee Chair responded that through the ACE process, that student would be removed from the program for a semester or two to allow them to increase their GPA and then could potentially be readmitted, if they were able to maintain a higher GPA. Since the Bachelor of Media Production and Design degree does not have a 15-credit option, if the student could not maintain a 6.0 GPA, they would need to transfer to another degree or program.

The motion **PASSED**.

**Individual Motions:**

- **R-UG-3.2.1 Academic Continuation Evaluation**

  **MOTION**: that Senate approves the revisions to Regulation TBD-1869: R-UG-3.2.1 Academic Continuation Evaluation effective for the 2022/23
Undergraduate Calendar as presented.

- **R-UG-3.2.7 Additional Information Concerning Academic Continuation Evaluation for Some Degrees**

  **MOTION:** that Senate approves the revisions to Regulation TBD-1948: R-UG-3.2.7 Additional Information Concerning Academic Continuation Evaluation for Some Degrees effective for the 2022/23 Undergraduate Calendar as presented.

- **R-UG-3.2.7 Bachelor of Media Production and Design**

  **MOTION:** that Senate approves the revisions to Regulation TBD-2155: R-UG-3.2.7 Bachelor of Media Production and Design effective for the 2022/23 Undergraduate Calendar as presented.

**Items for Information:**

- TBD-1842: R-UG-2.2.5 Transfer of Credit Subsequent to Admission - eligible to continue replaces good standing.
- TBD-1892: R-UG-5.4 Grading System - re first year grading policy
- Glossary - Good Academic Standing: Term GPA
- R-UG-Academic Year Fall 2022
- R-UG-Academic Year Winter 2023
- UG-G-2122_MinorMods_for_SCCASP_August 16

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

Committee Chair Dwight Deugo presented three cyclical program reviews for Senate approval in an omnibus motion.

**Omnibus Motion:**

It was **MOVED** (D. Deugo, S. Sadaf) that Senate approve the Final Assessment Reports and Executive Summaries arising from the Cyclical Review of the Programs. The motion **PASSED.**
Individual Motions:

- **MOTION:** That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the BIT program in Optical Systems and Sensors.
- **MOTION:** That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the Bachelor of Public Affairs and Policy Management program.
- **MOTION:** That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the Graduate Programs in Health: Science, Technology and Policy.

c. Senate Academic Governance Committee (SAGC)

The Clerk presented a memo to ratify 8 new committee members in 5 Senate committees.

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

The Clerk presented a second memo requesting Senate approval of changes and updates made to the Academic Governance of the University (AGU) Joint Policy. These updates are the result of a comprehensive review of the AGU undertaken over the past 16 months by the Senate Academic Governance Committee. The proposed changes, mostly corrections and updates with a few additions, were outlined in a track-changes document with comments, that was distributed to Senators in advance.

It was **MOVED** (E. Sloan, D. Russell) that Senate approve the changes to the Academic Governance of the University (AGU), as presented, and recommend these changes to the Board of Governors for approval.

Discussion:

A Senator noted that the Faculty of Graduate and Postdoctoral Affairs (FGPA) is incorrectly named as the Faculty of Graduate Studies and
Research on page 16 of the document. The Clerk agreed to make this correction.

A Senator noted that the term “undergraduate Faculty Boards” in Article 11.4 is not defined in the document, and is not appropriate, since Faculty Boards also deal with graduate issues. The Clerk agreed to remove “undergraduate” from the term in this section, and instead to list all Faculty Boards with the exception of FGPA.

The Senator also asked how the General Faculty Board approves its minutes, given that it meets so infrequently. The Clerk agreed to consider the question and bring a response back to the next meeting. Another Senator noted that the General Faculty Board meetings have no decision-making authority, and as a result there would be no outstanding business arising from those meetings.

A Senator asked if Contract Instructor membership could be updated in light of the request to add more Contract Instructors to Senate. The Clerk noted that no changes to Senate membership have occurred, so changes will not be made to this section of the AGU at this time.

Another Senator asked for clarification of changes made to Article 7 (Senate Executive Committee). The Senator asked why the details of the empowering motion have been omitted. The Clerk noted that the AGU does state, in the revision, that the Senate Executive Committee may be empowered to act on behalf of Senate, but the specific details of how and when the committee is empowered will be specified through one or more motions to Senate. Senate already has passed one empowering motion to deal with graduation-related changes between closed sessions of Senate. The second empowering motion, for urgent matters of regular business during the summer months, should, similarly, be passed by Senate as an empowering motion, instead of residing in the AGU. In response to a follow-up question, the Clerk noted that the full Terms of Reference for the Senate Executive Committee are provided on the Senate website, but have been removed from the AGU.

A Senator asked for additional clarification within the document for the term “academic unit” as used in Article 12. It was decided that the definition can be clarified by referring to column 2 of the table in Article 11.1. The Clerk agreed to make this change in the document.

With these three friendly amendments, the motion PASSED.
8. Strategic Integrated Plan Implementation Report

The Chair provided Senators with a progress report on the implementation of the 2020 - 2025 Strategic Integrated Plan (SIP) in its second year. The presentation provided a list of collective accomplishments under the three strategic directions of the plan. Highlights of the report include the following points:

Share Knowledge, Shape the Future

- **Student Success**: First-year retention rate has increased to 90% and second-year retention rate has increased to 86%. These new heights are expected to foreshadow a rise in graduation rates over time.
- **Research**: Research funding has increased by 79% over the past 4 years and is just short of $100M.
- **Interdisciplinarity**: Recent achievements include the expansion of the Institute for Data Research and the establishment of the Innovation Hub as well as the creation of multidisciplinary research clusters across campus.
- **Teaching and Pedagogy**: Examples of innovation in this area include the Indigenous Learning Bundles, Future Learning Lab, and the Students as Partners project, which resulted in the redesign of over 500 courses.
- **Organizational Excellence**: Evidenced through long-term financial stability and fiscal responsibility of the institution. Also highlighted were the 2021 Order of Excellence recipient for Health Workplace and Platinum award for Mental Health at Work.

Serve Ottawa, Serve the World

- **Carleton**: Now has over 5,000 international students from 165 different countries.
- **Community Engagement**: Examples include the Hub for Good, Carleton Dominion-Chalmers Centre, Carleton Hub350 in Kanata North, the launch of Community Engagement Centre in October 2021 and the development of the inaugural community engagement strategic plan (SP4CE).
- **Partnerships**: Have more than quadrupled since 2019; new major partners include Ericsson, IBM, BlackBerry, CAE, Bruyere Research Institute, and TVO.
- **International Engagement**: Growing through the implementation of the International Strategic Plan 2020 – 2025. The Scholars at Risk program was also highlighted.
Strive for Wellness, Strive for Sustainability

- Major upcoming infrastructure projects include Wellness Hub and Sustainability Research Centre
- Refreshed Student Mental Health Framework 2022-26, with 30 recommendations to improve support for students
- Sustainability: Achieved GOLD Stars rating from AASHE in April 2022 plus top UI Green metrics rankings (Most Sustainable in Ontario)
- Reconciliation – strong movement towards reconciliation through implementation of Kinàmàgawin’s 41 Calls to Action, as detailed in the recently published Kinàmàgawin progress report.
- Implementation of Coordinated Accessibility Strategy plus incredible growth of the Carleton-led Canadian Accessibility Network (CAN) to over 50 members
- Ongoing implementation of the Equity Diversity and Inclusion Action Plan, signing of the Scarborough Charter on Anti-Black racism, and the establishment of Black Entrepreneurship Knowledge Hub led by the Sprott School of Business.

Next steps:

- Finalize Digital Strategy and Community Engagement Strategy
- Campus Master Plan renewal, and development of Academic Plan
- Continuation of brand campaign
- Infrastructure development (Wellness Hub, Sustainability Research Centre)
- $100M in annual research funding
- Planning for the next Fundraising campaign

Discussion:

A Senator asked about the choice of language in the third strategic direction “Strive for Wellness.” The Chair noted that “Strive for Wellness” indicates that we are committed to continual improvement in this area, while the “we will” statements within the plan provide concrete goals and objectives to achieve that improvement.

A Senator asked for more information on the improved retention data, and for insights as to what is driving that trend. The Chair noted that retention rates are typically quite difficult to move. Advising, recruitment, policies, student experience, inclusion and mental health supports can all contribute to improvements in this area. The Provost and the Registrar added that changes in student assessment through the compassionate grading policy and the First Year Grading Policy have contributed to student retention. Coming out of the pandemic, a slight downwards correction in the current retention rate is possible,
but overall we will continue to have better retention rates than prior to the pandemic.

A Senator asked if more information, consultations or presentations would be coming to Senate regarding the proposed Wellness Hub. The Chair noted that some consultations have already occurred, and when funding is in place more information on the project will be shared with the community.

Finally, a Senator asked what methodology was used for the research publication data in the presentation. The VP Research and International, Rafik Goubran, noted that Carleton uses SciVal, an assessment tool that analyzes data from the Scopus database of over 30 million publications from 1996 to the present.

The Chair thanked Senators for the feedback and discussion on the report.

9. **Reports for Information**
   a. **Senate Executive Minutes**
      i. May 24, 2022
      ii. E-poll August 15, 2022
   b. **Senate Committee Annual Reports**
      i. Senate Library Committee
      ii. Senate Student Academic Integrity Appeals Committee (SAIAC)
      iii. Senate Undergraduate Studies Committee (SUSC)
      iv. Senate Committee on Undergraduate Student Awards

The Chair drew Senators’ attention to the four Senate committee annual reports that were included as reports for information. He addressed each report individually, indicating that the Chair of the specific committee was in attendance to answer any questions. There were no questions on any of the reports. The Chair thanked the Chairs of the committees for attending.

10. **Other Business**
    There was no other business.

11. **Adjournment**
    The meeting was adjoumed (L. Kostiuk, D. Brown) at 3:51 pm.
Carleton University acknowledges and respects the Algonquin people, traditional custodian of the land on which the Carleton University campus is situated.

Carleton University Senate
Meeting of October 21, 2022 at 2:00 pm
Room 3020 Nicol Building + Zoom videoconference

OPEN SESSION

Minutes

Regrets: P. Andrée, M. Barbeau J. Kovalio, C. Laurendeau, L. Moffitt, M. Pearson, J. Rammarine, R. Teather,
Absent: J. Dawson, F. Goffi, A. Lettieri, P. Mkandawire, K. Taylor,
Recording Secretary: K. McKinley

1. Welcome & Approval of Agenda
   The meeting was called to order at 2:02 pm. The Chair began the meeting by thanking all those who organized and participated in Orange Shirt Day on September 30th. The Chair noted that the meeting would begin with a Closed Session, and that Senators would be approving a total of 1,271 graduating
students, including 764 undergraduates and 507 graduate students, with 51 PhDs. Senators were reminded that Fall Convocation is scheduled for Saturday November 12th. Faculty members wishing to participate in the faculty procession must register by end of day on October 21 if ordering regalia.

It was **MOVED** (S. Maguire, M. Haines) that Senate move into the Closed Session of the meeting.
The motion **PASSED**

(Closed Session minutes have been recorded separately.)

**Open Session:**
It was **MOVED** (L Kostiuk, K. Moss) that Senate approve the open agenda for the meeting of Senate on October 21, 2022, as presented.
The motion **PASSED**.

2. **Minutes:** September 23, 2022

It was **MOVED** (M. Haines, K. Hellemans) that Senate approve the minutes of the Senate meeting on September 23, 2022 as presented.
The motion **PASSED**.

3. **Matters Arising**
The Chair identified two matters arising from the previous Senate meeting.

   a) A Senator had asked how General Faculty Board (GFB) minutes are approved, seeing as the GFB meets so rarely. The Clerk responded that an account of the proceedings of the General Faculty Board are transmitted as a report and are appended to the minutes of the next Senate meeting.

   b) FGPA Dean Patrice Smith provided a follow-up response to a question from the September 23rd Senate meeting. In September, a Senator had asked if the International Doctoral Tuition Support Bursary could be extended, given that, due to the pandemic, some international students were unable to finalize their research in the allotted time. Dean Patrice Smith noted that FGPA is working with the Provost’s Office on a mechanism to extend this support.

4. **Chair’s Remarks**
The Chair began his remarks by noting the approaching Fall Break which signals the midpoint of the semester. The Chair thanked Senators for their part in making
the return to campus this semester a success, then highlighted the following events of interest over the past month:

- Orange Shirt Day on September 30
- Pride Festival the week of October 3
- World Mental Health Day October 10
- Fourth annual Inclusion week - October 17 – 21

The Chair thanked organizers, contributors and those who participated in or attended these events for their support.

The Chair highlighted the following recent achievements in research at Carleton.

- On September 28th the new Ericsson-Carleton Mobile Wireless Lab in the ARISE Building was officially opened. This private stand-alone R&D 5G Lab is the first of its kind, where researchers and graduate students will develop, test and optimize state-of-the-art 5G applications.

- MPs Yasir Naqvi and Jenna Sudds announced almost $1 million in funding from the Public Health Agency of Canada for the work of Health Sciences Professor Dr. Francine Darroch in her support of survivors of gender-based family violence. The project will implement and test trauma and violence-informed physical activity programs for women and children who have experienced violence.

The Chair reminded Senators of the impressive growth of Carleton’s research funding. According to the most recent data, Carleton’s external research funding totaled $97.4M in 2020-21, an increase of about 80% since 2018.

In anticipation of the upcoming municipal election, Carleton, in partnership with United Way East Ontario, Ottawa Board of Trade and Ottawa and District Labour Council, hosted a mayoral debate at Carleton’s Dominion Chalmers Center on October 20. The event, entitled “Common Ground,” featured candidates Mark Sutcliffe and Catherine McKenney, and was televised and moderated by CTV Ottawa.

Looking ahead to the second half of the Fall term, the Chair noted that vaccine and mask mandates remain on pause, and that all decisions on mandates moving forward will be made in consultation with public health organizations. The Chair noted the following upcoming events:
• Carleton is celebrating its first Community Engagement Month this October, hosted by the Centre for Community Engagement. Community Engagement Month highlights Carleton’s community engagement practices, opportunities and experiences culminating in the launch of the inaugural Strategic Plan for Community Engagement. The launch will take place on October 28 at the Carleton Dominion Chalmers Centre. A draft of the plan was circulated to Senators in advance.

• Carleton’s Fall Open House is scheduled for Saturday October 22nd. The Chair thanked all who will be on hand to welcome prospective students.

• Remembrance Day will be celebrated with a ceremony on campus on November 11, organized by Campus Safety.

• Fall Convocation will be held in person on Saturday November 12, 2022.

• Carleton’s annual United Way Campaign begins October 25 and extends to November 14th. The Chair confirmed that he, along with former Carleton Senator Chantal Dion, will be continuing the tradition of the Polar Bear Dip in the Ottawa River. Senators were encouraged to become involved and to donate.

In closing, the Chair noted that Carleton once again ranked as one of Canada’s Top 5 best comprehensive universities in the Maclean’s University Rankings for 2023. Several strengths were noted in the areas of student and faculty awards, scholarships, bursaries, and research in the science and medical fields, and Carleton received a #1 ranking in the Social Sciences and Humanities Research Council of Canada category. The Chair encouraged Senators to review the entire Maclean’s report for more details.

5. Question Period

No questions were submitted in advance from Senators.

6. Administration

a. Report of Senate Committee Chair and Secretary meeting.

In the spirit of good governance, the Clerk and Assistant University Secretary held a meeting on September 28th with the Chairs and Secretaries of the Senate standing committees to discuss best practices and to review the results of the 2022 Senate Committee Survey. The meeting included a review of the duties of a committee Chair and Secretary, best practices for record keeping, and a discussion of meeting
practices and protocols for the 2022/23 academic year.

7. Reports:
   a. Senate Committee on Curriculum, Admissions and Studies Policy (SCCASP)
      Committee Chair Howard Nemiroff presented five items for approval and two items for information.

      Items for approval:

      R-ADM-Program-B.Com (re: modification to regulations around advanced standing for the B. Com)
      It was MOVED (H. Nemiroff, F. Brouard) that Senate approves the revisions to Regulation TBD-1363 R-ADM-Program-B.Com. effective for the 2022/23 Undergraduate Calendar, as presented. The motion PASSED.

      Academic Continuation Evaluation Omnibus Motion (Math & ACE)
      It was MOVED (H. Nemiroff, M. Murphy) that Senate approves the revisions to Regulations TBD-1869 R-UG-3.2.1, TBD-1948 R-GU-3.2.7 and TBD-1956 R-UG-3.2.7 effective for the 2022/23 undergraduate calendar, as presented. The motion PASSED.

      Individual Motions:

      • R-UG-3.2.1 Academic Continuation Evaluation
        MOTION: that Senate approves the revisions to Regulation TBD-1869: R-UG-3.2.1 Academic Continuation Evaluation effective for the 2022/23 Undergraduate Calendar as presented.

      • R-UG-3.2.7 Additional Information Concerning Academic Continuation Evaluation for Some Degrees
        MOTION: that Senate approves the revisions to Regulation TBD-1948: R-UG-3.2.7 Additional Information Concerning Academic Continuation Evaluation for Some Degrees effective for the 2022/23 Undergraduate Calendar as presented.

      • R-UG-3.2.7 Bachelor of Mathematics
MOTION: That that Senate approves the revisions to Regulation TBD-1956: R-UG-3.2.7 Bachelor of Mathematics effective for the 2022/23 Undergraduate Calendar as presented.

R-UG-3.2.7 Bachelor of Music (ACE alignment)

It was MOVED (H. Nemiroff, P. Rankin) that Senate approves the revisions to regulation TBD-1957 R-UG-3.2.7 Bachelor of Music, effective for the 2022/23 Undergraduate Calendar as presented.
The motion PASSED.

**Items for Information:**
- Glossary – modification of Stream definition; change of term “concentration” to “focus”
- Minor Modifications for Sept 20 and October 4.

b. Senate Quality Assurance and Planning Committee (SQAPC)

Committee Chair Dwight Deugo presented one major modification, five cyclical review reports and one new program for Senate approval.

**Major Modification:** (removal of language requirement in MA in Canadian Studies + the MA in Canadian Studies with Collaborative Specialization in Digital Humanities)

It was noted that there was a concern at Graduate Faculty Board regarding the removal of the French language requirement, and the vote to approve the change was very close.

It was MOVED (D. Deugo, D. Siddiqi) that Senate approve the major modification to the MA in Canadian Studies and the MA in Canadian Studies with Collaborative Specialization in Digital Humanities, as presented with effect from Fall 2023.
The motion PASSED.

**Cyclical Reviews:**

MINUTES – OCTOBER 21, 2022
The committee Chair requested the removal of the third motion (UG programs in Electrical Engineering) from the Omnibus grouping due to an error in documentation.

**Omnibus Motion for FARES (Cyclical Reviews):**

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

The motion **PASSED**.

**Individual Motions included in the Omnibus motion:**

- **MOTION:** That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate and graduate programs in English.
- **MOTION:** That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the graduate programs in Chemistry.
- **MOTION:** That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in Civil Engineering, Environmental Engineering, and Architectural Conservation and Sustainability Engineering.
- **MOTION:** That Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in Mechanical Engineering, Aerospace Engineering and Biomedical and Mechanical Engineering.

**New Program Approval:** (M. Eng. In Engineering Practice)

It was **MOVED** (D. Deugo, L. Kostiuk) that Senate approve the MENG in Engineering Practice, as presented with effect from the term following Quality Council approval, estimated to be Fall 2023.

**Discussion:**

In response to a question from the floor, the Dean of the Faculty of Engineering & Design noted that the Master of Engineering in Engineering Practice is 90% subscribed by international students, and as a result is a full cost-recovery program.

A Senator asked how the new program differs from the regular Master of Engineering program. The Dean responded that the regular Master of Engineering program is centered around 10 technical courses, whereas the new program combines technical courses with mandatory complimentary studies in communications, program management,
entrepreneurship and data science, with room for electives such as policy. The goal of the new program is to position graduates well for employment through this broader range of attributes.

In response to another question, the Dean confirmed that the course offerings for this program will be taught by a combination of regular faculty members, Instructors and Contract Instructors, similar to the allocations for existing programs in Engineering at Carleton.

The Dean confirmed that demand for the Master of Engineering program has been consistently very high, and in some streams there are 6 times more applicants than those admitted to the program. In order to meet demand, the new Master of Engineering in Engineering Practice has been created and is tailored towards a non-research pathway.

In response to a final question, the Dean clarified that the Masters level program does not contribute to the ability to obtain professional certification. Engineering Canada’s academic requirement for certification is a Bachelor of Engineering degree from a Canadian Engineering Accredited undergraduate program. Engineering Canada also recognizes 22 other countries around the world whose undergraduate programs are part of the Washington Accord. The technical content in a Masters level program does not impact the ability to obtain professional certification.

The Chair thanked Senators for their questions and the Dean for his clarifications.

The motion PASSED.

c. Senate Academic Governance Committee (SAGC)
   The Clerk presented a memo to ratify 3 new committee members in 2 Senate committees.

   It was MOVED (D. Deugo, P. Wolff) that Senate ratify the nominees for Senate committees as presented, for service beginning immediately upon approval.
   The motion PASSED.
The Clerk presented a second memo requesting Senate approval of changes and updates made to the Senate Graduate Student Appeal Committee Terms of Reference. The Terms of Reference were updated to include new responsibilities for hearing appeals based on compassionate grounds, to address section 21.1 of the Graduate Calendar General Regulations. The membership was also increased to include a member of the graduate registrar’s office as a non-voting Secretary.

Before reading the motion, the Clerk requested an editorial change to the second main bullet point of the TOR, under “Responsibilities.”

“To consider appeals from graduate students, on compassionate grounds, for relief from the consequences of the application of a regulation in the graduate calendar” [requested addition in italics]

It was MOVED (E. Sloan, M. Murphy) that Senate approve the changes to the Terms of Reference for the Senate Graduate Student Appeal Committee, as amended.

The motion PASSED.

8. Draft Community Engagement Strategic Plan
Deputy Provost Catherine Khordoc presented Senators with a progress report on the development of the Strategic Plan for Community Engagement (SP4CE). Carleton’s history of community engagement dates back to its beginnings as a post-secondary institution 80 years ago. Community engagement remains a core value today, and is a strong presence in Carleton’s latest Strategic Integrated Plan (SIP), specifically, in the strategic direction “Serve Ottawa, Serve the World.”

Recently, Carleton has participated in the Canadian pilot of the Carnegie Classification, a leading US framework to evaluate community engagement in higher education. The resulting report from the Carnegie Foundation identified a number of Carleton’s strengths in engagement, but also included the recommendation to develop a clearer definition of community engagement, and to found a center to support and strengthen our collective efforts and provide a holistic view of their impact. The Centre for Community Engagement was launched in October 2021 in response to these recommendations.
The Community Engagement Steering Committee began their work by developing a working definition of community engagement. Their definition emphasizes the importance of reciprocal relationships and engagement through all sectors of society, locally, nationally and globally.

A hub-and-spoke model was then developed to map out the variety and diversity of Carleton’s engagement practices across the campus and to set out a path to working collectively to strengthen our approach to community engagement. The goal of the Centre for Community Engagement is to support and build on this existing structure, through institutional support and the sharing of best practices. As an example, the Centre is working with the Centre for Indigenous Support and Community Engagement at Carleton, to develop foundational principles around community engagement and outreach with Indigenous communities.

The initial four goals of the Centre for Community Engagement included developing a model of governance, partnership development, measurement and communication around community engagement. The Centre then embarked on an extensive series of internal and external consultations to help to identify key values and define the main goals of the project moving forward.

Internal consultations begin in Spring of 2022 and included 600 respondents from across the university via online feedback and tailored sessions. External consultations in the Summer of 2022 included 41 community members with 14 open sessions attended by representatives from the education sector, public service, industry and NGOs.

Through the consultation process, five strategic goals were identified as key directions for the new plan:

- Foster and maintain existing relationships, while building new ones for positive impact
- Develop systems and services to support our relationships
- Focus on creative and innovative community engagement that is sustainable
- Improve communications across communities to support connection
- Provide greater recognition of collective efforts that exemplify community engagement.

Next steps include the launch of the Strategic Plan for Community Engagement on October 28th at the Carleton Dominion Chalmers Centre, followed by the implementation of the plan in Winter 2023.
Discussion:
In response to a question, the Deputy Provost noted that it is not the role of the Centre for Community Engagement to alter or shift whatever faculty community engagement practices are already underway, but to support faculty members in their engaged community research and teaching.

A Senator noted that Carleton alumni and retirees are not featured in the workplan for this project and represent a large untapped resource for engagement. The Deputy Provost thanked the Senator for the comment and suggestion.

A Senator asked if there is a plan to expand support staff numbers in the Centre to assist faculty directly with advising, consultation and implementation. It was noted that at present the Centre includes only one administrator and one faculty member borrowed from the School for Industrial Design, so it does not have the capacity to provide that kind of support. However, if the demand for more support increases, it could become a budget priority.

The Chair thanked the Deputy Provost for the update and Senators for their input into this important project.

9. Reports for Information
   a. Senate Executive Minutes - September 13, 2022
   b. Report from the COU Academic Colleague
   c. Annual Report from the Graduate Student Appeal Committee

The Chair congratulated the COU Academic College on becoming co-chair of the Council of Ontario University Academic Colleagues for the 2022-23 academic year.

The Chair also drew attention to the annual report from the Graduate Student Appeal Committee and noted that the Chair of the committee, Ian Lee, was in attendance online. There were no questions.

10. Other Business
    There was no other business.

11. Adjournment
    The meeting was adjourned (S. Maguire, B. O’Neill) at 3:42 p.m.