

**CONSENT AGENDA
to the Open Agenda of the 622nd Meeting of the Board of Governors**

**Tuesday, September 29th, 2020
Via videoconference**

4.1 ITEM(S) FOR APPROVAL

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

- a) Approval of the Open Session Minutes of the 621st meeting.

4.1.2 Board Award Criteria and Jury Selection

4.2 ITEM(S) FOR INFORMATION

4.2.1 Committee Minutes

- a) Advancement and University Relations Committee
 - April 22nd Meeting Minutes
- b) Building Program Committee
 - March 2nd Meeting Minutes
- c) Finance Committee
 - May 25th Meeting Minutes
- d) Joint Finance and Building Program Committee
 - April 16th Meeting Minutes

4.2.2 Update on 2020/21 Operating Budget

4.2.3 Update on 2020/21 Ancillary Budget

4.2.4 Replacement Parking Structure for P9

4.2.5 Project Closure Reports – ARISE and Health Sciences Building

4.2.6 Sustainability Plan – 2020-2025

4.2.7 Healthy Workplace and Mental Health at Work

4.2.8 Board Work Plan and Schedule of Meetings

4.2.9 Minutes from Senate



Canada's Capital University

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

**Minutes of the 621st Meeting of the
Board of Governors**

**Tuesday, June 2nd, 2020 at 3:00 p.m.
Via Videoconference**

PRESENT:	Mr. N. Nanos (Chair)	Mr. G. Farrell	Mr. O. Javanpour
	Ms. F. Afaq	Mr. K. von Finckenstein	Ms. N. Karhu
	Dr. B.A. Bacon	Mr. D. Fortin (Vice-Chair)	Dr. J. Malloy
	Mr. A. Alhaimi	Ms. J. Fullerton	Dr. B. Örmeci
	Ms. D. Alves	Ms. K. Furlong	Dr. E. Sloan
	Ms. T. Arnt	Ms. G. Garland	Dr. P. Smith
	Dr. C. Carruthers	Ms. C. Gold	Ms. J. Taber
	Ms. B. Creary	Mr. D. Greenberg	Ms. A. Tremblay
	Mr. P. Dion	Ms. L. Hayes	Mr. A. Ullett
	Mr. K. Evans	Ms. L. Honsberger	
REGRETS:	Ms. Y. Baltacioğlu	Mr. J. Durrell	Ms. B. O'Connor
STAFF:	Ms. S. Blanchard	Ms. A. Goth	Mr. M. Piché
	Ms. J. Conley	Dr. R. Goubran	Dr. J. Tomberlin
	Ms. R. Drodge (R. Secretary)	Mr. S. Levitt	
GUESTS:	Dr. B. Appel-Kuzmarov	Dr. L. Dyke	Ms. C. Taylor
	Dr. A. Chan	Ms. B. Reid	Dr. B. Vukovic
	Mr. M. Charles		

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 3:00 pm and welcomed all governors and attendees to Carleton University's virtual Board of Governors meeting. The Chair acknowledged and noted respect for the Algonquin First Nation and territory on which Carleton University is located.

The Chair recognized those affected and lost due to COVID-19. On behalf of the Board, he thanked all those practicing physical distancing, and front-line workers in all sectors who continue to work tirelessly to protect and support the community.

The Chair also acknowledged the tragic crash of a Canadian Forces Snowbird that occurred on May 17 in Kamloops, British Columbia. The Board of Governors extended their sincere condolences to the family and friends of Capt. Jenn Casey who lost her life in the crash, and to the family and friends of Capt. Richard MacDougall, the pilot of the aircraft, who was injured in the crash. Capt. Jenn Casey spent some time studying at Carleton University.

The Chair briefly reminded the members of the protocols for Microsoft Teams Board of Governor sessions.

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 proposed agenda was circulated in advance. It was noted by the University Secretary that one item for approval was added under Other Business for the meeting.

It was moved by Mr. Alhaimi and seconded by Ms. Hayes that the open agenda of the 621st 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: the minutes of the previous meeting and business arising from the minutes. The rest of the items were distributed for information: Cyclical Review Program Summary for 2019/20, minutes of the April 16 Finance Committee and minutes from Senate.

It was moved by Dr. Carruthers, and seconded by Ms. Garland, that the items in the open consent agenda be approved, as presented. The motion carried unanimously.

5. ITEMS FOR APPROVAL

5.1 Strategic Integrated Plan (SIP)

An executive summary and plan were circulated in advance.

The Chair outlined that the Executive Committee reviewed the document at their May 19 meeting and are recommending its approval to the Board. Senate also reviewed and approved the plan on May 29.

The President stated that the completion of the Strategic Integrated Plan (SIP) marks a milestone for the entire university and was one of the President's top goals for the year. He stated that the plan is powerful, and will serve Carleton well for the next five to ten years. A formal launch is planned for Fall.

The SIP process began in September 2019 following the Board of Governors Orientation featuring guest presenter Ken Steele. The open consultation phase focused on gathering ideas, input and feedback. Next, a themed consultation process concentrated on the common themes garnered from the open consultation phase. A speaker series was conducted simultaneously to help stimulate ideas for Carleton's future.

The initial drafting phase began in the Winter of 2020, and a draft was presented to the Executive Committee in January. A second version of the plan was reviewed by the Board on April 30, 2020. The final version of the SIP was approved by Senate on May 29.

The President thanked all four SIP co-chairs: Betina Appel-Kuzmarov, Cindy Taylor, Patrice Smith and Lorraine Dyke, the Provost, leadership team, and the entire SIP Task Force and support team. Both Senate and the Board of Governors were recognized for their guidance throughout the year-long process.

On behalf of the Board, the Chair thanked the President, the Provost, the four co-chairs and everyone involved in the development of the SIP.

On the recommendation of the Executive Committee, it was moved by Ms. Karhu and seconded by Mr. Alhaimi that the Board of Governors approve the Strategic Integrated Plan, as presented. The motion carried unanimously.

6. ITEMS FOR INFORMATION

6.1 Sexual Violence Task Force Report

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

The Board of Governors is mandated by the Ministry of College and Universities to review the Sexual Violence Prevention and Education Committee (SVPEC) report annually. The report outlines the sufficiency of Carleton's Sexual Violence policy, the effectiveness of current programs and services, and provides recommendations for the future.

The SVPEC was established in 2016 as part of the Sexual Violence Policy. The policy has since been revised and was approved again by the board in April 2019. The SVPEC relaunched as a Sexual Violence Task Force in August of 2019 to begin the work required for the report. The Carleton University Sexual Violence Prevention Strategy, *Honoring Each Other* was received by the Board in March 2020.

Mr. Michael Charles, Associate Vice-President and University Advisor (Equity and Inclusive Communities) and Chair of the SVPEC provided a presentation on the report.

Mr. Charles thanked Ms. Blanchard and her team for their incredible coordination and creativity. He noted that in drafting the report, the committee considered the sufficiency of the policy, the efficacy of the related programs and services offered, and any recommendations to make Carleton a safer campus.

With only two years of reporting under their belt, the committee was careful to not make any firm conclusions on trends. However, a number of directional and qualitative indicators appear to support the sufficiency of the policy structure and that the efforts are having a positive impact in terms of mitigating the risk of sexual violence on campus.

In regard to the findings on the effectiveness, the committee reviewed the data and feedback qualitatively on education and training being conducted on campus, the increased supports offered to survivors of sexual violence at EIC in the reporting year, and the communication surrounding the overall topic. There was an increase in the number of community members accessing these programs; exceeding 5200 people with an average score in the 9.5/10 range. Mr. Charles also noted the “Champions for Change” program, which received favorable national media coverage.

There was also an increase in supports provided for survivors, including: engagement with case assistants and accommodations such as the safe study spaces, peer support and the use of the quiet room and EIC co-working space. Both the additional supports and education and training was complimented by campus wide communications to help broadcast the new initiatives and reiterate Carleton’s dedication to this issue.

Last, the report addressed any further recommendations to increase a safe environment at Carleton. Mr. Charles noted the recent *Honouring Each Other* Strategy, derived from the feedback of over 100 faculty, staff and students who also participated in the consultations surrounding the revisions to the sexual violence policy, was also supplemented by work from the committee. The strategy contains five goals: creating a space for ongoing, responsive education, engaging the campus community to become “Consent Champions”, building individualized, intersectional support systems, systematic measurement and review of what works, and fostering a Consent Culture for Carleton. This final goal of fostering a Consent Culture goes beyond legal compliance and funding components, to the extent that Carleton can create these cultures and contribute to a sense of psychological safety on campus. Psychological safety aids in cognitive processing and performance which helps to drive Carleton’s academic mission.

The SVPEC has completed a work plan and is currently in the process of creating sub-committees, which will be formed in Fall of 2020. One of the most important subcommittees is the Measurement and Assessment Working Group, which will be looking at the evaluative frameworks.

Mr. Charles noted that the SVPEC consists of a group of 12 individuals with representation from faculty, staff and students. The group is looking to expand its representation from both the student and faculty areas.

The Chair thanked Mr. Charles, Ms. Reid and Ms. Blanchard for the great work on this report and process.

A member asked if there were plans to reach larger outreach numbers in the next year. If so, they wanted to know how it would be done, especially in light of COVID-19. Ms. Reid noted that EIC does hope to achieve larger outreach numbers with the launch of the “C³” (Carleton Consent Collective) Program. The goal of this program is to have “consent influencers” on campus talk to people in their communities. The role of EIC is to support the program, be responsive, and continual to hear what people need. The work plan is being looked at every 90 days, so continued feedback is being received on the prevention strategy to allow for smoother pivots. In light of COVID-19, EIC is currently in the process of looking to move the program online with webinars, etc., while also keeping in mind that there will be some conversations and support required in this area that cannot be done online – some will need to be held in-person.

Ms. Blanchard commented that the ultimate goal is for everyone to feel comfortable coming forward with disclosures. Although Carleton has seen that students are starting to have a greater sense of how to disclose, Carleton must continue its work to provide support for those who wish to receive it. Ms. Blanchard applauded the work done by Ms. Reid, as students appear to feel comfortable seeking out the resources she offers, which is part of the success. The Committee plans to increase the Carleton community’s involvement on campus, so that people feel that they are actively contributing. The *Honoring Each Other* Strategy on campus is designed to be a part of the community, so that people feel comfortable coming forward. Although there is still much to do, Ms. Blanchard noted that the groundwork exists and can be built upon.

Ms. Reid noted that EIC, from the front-line perspective, ensures to always center the experiences of survivors and trust that survivors are the experts in their own lives. All routes of coming forward to disclosing, be it informally or formally, are encouraged based on the survivor’s comfort level and desire. Surveys do show that there are survivors on campus who have not disclosed or have not received related support from the school. Although Carleton can strive to create comfortable and welcoming spaces for such disclosures and support, Ms. Reid noted that it is important to recognize that the choice to disclose or seek support is ultimately the survivors as they know best what they need.

6.2 Accessibility Strategy

An executive summary, presentation and report were circulated in advance. Ms. Blanchard introduced the item.

The Coordinated Accessibility Strategy started with an extensive consultation process in October of 2018. The development of the strategy was led by Dr. Boris Vukovic, the Director of Carleton’s READ Initiative and Dr. Adrian Chan, the Director of READ Innovation and a

professor within the Faculty of Engineering and Design and the Accessibility Strategy Steering Committee. Extensive feedback was received, and strong engagement took place throughout the consultation process, which resulted in a strategy that resonated with the community.

Dr. Chan noted that Carleton University has a long history in the area of accessibility and briefly highlighted the accessibility of the physical campus, coordination and leadership, education, research and student support services. The strategy serves as a framework for Carleton's ongoing commitment towards a campus that is accessible and inclusive to all students, staff, faculty and visitors. The strategy is not only designed to coordinate the accessibility services, programs, and initiatives that already exist, but to serve as a means for Carleton to continue to strive for a campus culture of accessibility and inclusion.

The Accessibility Strategy Steering Committee is a cross-functional group with representation from all areas of campus with the participation of faculty, staff and students. It consisted of eleven members, two co-chairs and two support individuals. Dr. Chan applauded the strong and dedicated participation of the student members: Ms. Tess Macmillan and Ms. Amanda St. Dennis. Additionally, the efforts of the two support staff individuals, Ms. Lakin Dagg and Mr. Greg Aulenback were thanked. It was noted that having a cross-functional committee was integral to the strategy.

The timeline of the strategy's development was reviewed. The process began in October 2018 with a Consultation Phase, followed by: A Listening Phase from November 2018 to March 2019, a Tactical Phase from March to April 2019, a Drafting Phase from April to November 2019, a Fine-Tuning Phase throughout December 2019, and a Finalization Phase throughout January 2020. Dr. Vukovic noted that consultation and listening phases yielded approximately 100 pages of feedback, which was collected in a variety of formats from across campus. This feedback was used to craft the language of the strategy, its objectives and recommendation for the community. As such, the co-chairs felt that the voices of the community have been heard and are represented in this strategy.

From the consultation process, seven areas of focus emerged: coordination and leadership, education and training, information and communication, physical campus, employment and employee support, student support services, and research and development. For every area of focus within the strategy, there are objectives and recommendations. The objectives represent the desired goal and the recommendations are intended to be the pathways Carleton could use to journey towards the objectives.

The co-chairs noted that the next step in the process is to embark on the implementation phase. The implementation will be coordinated through the READ Initiative. There will be an advisory committee with representation from the entire community, which will be co-chaired by the vice-presidents, who have been supportive of the strategy. Working groups will also be established, which will take on each of the seven areas of focus that emerged from the consultations.

The co-chairs noted that the committee will continue to engage the community throughout the implementation and evaluation processes of the Coordinated Accessibility Strategy. The process

will continue to engage people with disabilities as the input of those with lived experience is of great value. The co-chairs expressed their commitment to a transparent process, with opportunities for the community to provide input and to help guide the implementation.

The advisory committee will develop an evaluation process which will adhere to the principles of transparency and accountability. The strategy is intended to be seen as a living document. As situations change, adaptations will be made as required.

A member inquired into why the risk to reputation was categorized as high in the Risk Matrix, which was included in the memo circulated to members in advance. Dr. Vukovic noted that accessibility is one of the most important pillars within the community and is a huge strength of Carleton University in terms of its reputation. The high-risk evaluation is related to Carleton not using the strategy as an opportunity to advance in accessibility and overall reputation.

6.3 Report from the Chair

The Board of Governors Chair's Report 2019/2020 was circulated in advance.

The Chair noted that Carleton continues to move from strength to strength, displaying great resilience towards one of the toughest challenges faced in the sector and country in recent history.

The Chair applauded the Board for being focused on ensuring that Carleton delivers a world-class transformative experience for its students, and remains a welcoming, open and safe place for everyone.

He highlighted a number of reports and milestones that have been reviewed and/or received by the Board: the report from the Carleton University Strategic Indigenous Initiatives Committee, the Sexual Violence Policy and the Coordinated Accessibility Strategy. During his two-year term as Chair, he also participated in Sexual Violence Prevention and Response Training.

The past two years have been focused on renewal at Carleton. Carleton's renewed leadership team represents a formidable positive force for good. The Chair noted his honour in having had the opportunity to assist in the recruitment and installation of Carleton's 15th President, Benoit-Antoine Bacon, who is doing an exceptional job at leading Carleton and laying the foundation for an even stronger future ahead. In addition, he also had the honour of installing Carleton's 12th Chancellor, Yaprak Baltacioğlu, one of Canada's most distinguished public servants.

Over the past two years, the Board has improved its operations to help deliver critical oversight. The Board composition is more diverse and well-balanced, which has brought new strength to the Board's deliberations. In addition, the Board committee structure was recalibrated and streamlined, and new risk assessment protocols were developed that helped focus Board deliberations.

The Chair highlighted the diversity of voices and views of distinguished guests who were invited to address the Board, ranging from National Chief of the AFN, Perry Bellegarde to talk about reconciliation, to Morneau Shepell to speak on mental health issues.

The Board consistently served their community by providing input to the Senior Leadership Team led by President Bacon and by exercising oversight over the finances of the University. The Board's prudent oversight also allowed Carleton to build a new Health Sciences Building, a new home for the Sprott School of Business, and additional space for Engineering Students. The Chair noted that Carleton's financial stewardship also well-positioned the university to weather the impacts of COVID-19.

The Chair took a moment to thank the former President of Carleton, Roseann Runte, noting her exceptional leadership as President, guiding Carleton through difficult times, and crediting many of Carleton's great successes today to her leadership.

The Chair took a moment to extend his sincere thanks to the Past-Chair, Chris Carruthers for all of his great accomplishments, advice and contributions he has given to the Board. He thanked Dr. Carruthers for being a dear friend, a mentor, an outstanding leader and a dedicated Carleton community member.

The Chair noted his great pleasure in having had the opportunity to volunteer alongside the Board of Governors and to work with President Bacon. He extended his most sincere gratitude to the President, his team, and to all members of the Board for their continued dedication to Carleton, especially in the midst of a global pandemic.

The Chair expressed his belief that Carleton is in the best possible hands, and as such will be ready to face any challenges the future may bring. Under the exceptional leadership of Dan Fortin, a corporate and civic leader in Canada and (upon Board approval) the incoming Chair of the Board of Governors, he noted his excitement towards what the future holds.

The Chair acknowledged the great dedication of the seven governors who were retiring from the Board: Farima Afaq, Abdulwahab Al-Haimi, Jessica Fullerton, Taylor Arnt, Ken Evans, Oliver Javanpour and the Past-Chair, Chris Carruthers. He noted that together, these governors had 28 years of combined service to Carleton University.

The Chair expressed his deepest gratitude for having had the opportunity in serving as the Board Chair for the previous two years. He apologized for not being able to express his thoughts in person. He looks forward to serving the Board in his new role as Past-Chair.

6.4 Report from the President

The Carleton U President's Report 2020 and *Kinamagawin* Carleton University Strategic Indigenous Initiatives Committee Final Report were circulated in advance.

The Chair congratulated the President on the great design of the documents and accomplishments over the past year. He welcomed the President to address the Board.

The President extended a sincere thank you to the Chair for his leadership, personal mentorship, and for an incredible two years as Chair of the Board.

As Carleton intensely prepares for the next academic year, the President noted that it is important to not forget to celebrate the success that Carleton has enjoyed this year, noting the year should not be reduced in the collective memory to dealing with COVID-19. Much was accomplished, and pride should be taken in the successes.

A hard-copy of the Annual President's Report was mailed to each of the governors in advance, which highlights many of Carleton's great accomplishments throughout the year. He noted that page 30 of the report is fully dedicated to the Board of Governors.

The President briefly reviewed a few of the top highlights of the year including:

- A two-year compounded increase of 50% in research funding (\$81.7M in 2019/20);
- The launch of the holistic partnership initiative between Advancement and the Office of the Vice-President (Research and International);
- Progress and achievement in Health and Wellness (national prizes);
- Recognition as the second most sustainable campus in the country;
- Development and release of the *Kinamagawin* Report;
- Men's varsity basketball national champions for the 15th time within 18 years.

The President acknowledged the tough times and challenges faced at this time. He addressed the recent and horrific wave of anti-Black racism events in Canada and the U.S. He reminded the Board of the statement that he and Mr. Charles released the day prior, related to these events and acknowledged Carleton's support of the #BlackOutTuesday Movement. Carleton's thoughts are with the members of the Black community at Carleton and beyond. Carleton is offering support through Health and Counselling and Equity Inclusive Communities. He encourages everyone to show care and compassion to each other.

The President noted that Summer 2020 semester is underway and thanked all those teaching for the high-quality courses that are being offered online to students.

The President outlined the work of the Carleton University Scenario Planning Working Group (CUSP) which is reviewing plans for Fall 2020. After reviewing all possible scenarios for the Fall, CUSP has put forward ten recommendations which are now being implemented. The most notable recommendation was to have the majorly of instruction online Fall semester for both undergraduate and graduate students' courses.

Carleton has been considering reopening parts of campus for research. Carleton will move forward under the recommendations and guidelines of Public Health and the regulations from the Government of Ontario.

The President stated that Carleton is ensuring a great experience for all of those planning to attend Carleton in the Fall. This includes quality online courses, academic advising, mental health and counseling, peer-to-peer mentorship programs, virtual spaces and activities, and inclusive environment and library resources.

The President acknowledged the appointment of Amber Lannon as the University Librarian. Ms. Lannon has served as Interim University Librarian since January 1, 2020. She joined Carleton from McGill in 2014 and is a great addition to the Carleton team.

He commented on the postponement of the Spring Convocation ceremonies on campus. The leadership team remains hopeful that ceremonies can be held in-person in the near future. However, alternate celebrations will take place virtually with a number of Faculties and departments participating, upon approval of the graduates at the June 19 Senate meeting.

He extended his sincere thanks to the seven governors ending their term with the Board this year. He noted his gratitude for their work, commitment and advice to Carleton and to himself. The student governors were acknowledged for their dedication and he wished for them to remain connected with Carleton and the Board.

A member asked if the university has begun planning what Orientation will look like for incoming students. The President noted that the Student Services team has been exceptional in planning all student supports, including Orientation and noted that plans are underway. Ms. Blanchard reported that the team is working collaboratively with CUSA for Orientation, but highlighted that there are many different initiatives being worked through at this time. For Fall Orientation, online student success modules are being considered, in addition to a virtual Carleton Expo with Carleton's Clubs and Societies. Student will be able to engage online over the summer in a variety of ways and will have the opportunity learn about how to get involved. Ms. Blanchard stated the team are expecting a highly engaging Summer and orientation period in the Fall.

7. OPEN-OTHER BUSINESS

An executive summary was provided in advance.

The Provost noted that there was a request made by the Institute of Cognitive Science to undergo a change in name, as it caused confusion amongst the university. The wish is to change the name to the Department of Cognitive Science.

An error within the executive summary was noted, under Item 7 as it pertains to the Risk, Legal and Compliance Assessment. He stated that there is a crucial “no” that is missing as the sentence should state, “there are no risk or legal ramifications related to the name change”.

On the recommendation of Senate, it was moved by Mr. Ullett and seconded by Dr. Smith that the Board of Governors approve the change of academic unit name from the Institute of

Cognitive Science to the Department of Cognitive Science to take effect upon approval, as presented. The motion carried unanimously.

8. OPEN-QUESTION PERIOD

No additional questions were brought forward.

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

There being no further business, it was moved by Mr. Ullett and seconded by Ms. Tremblay to adjourn the Open Session of the Board of Governors at approximately 4:15 p.m. The motion carried unanimously.

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 10 September 2020
From:	University Secretary	Date of Meeting: 29 September 2020
Subject:	Board Award Criteria Review and Jury Selection	
Responsible	University Secretary	
Portfolio:		

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

On the recommendation of the Advancement and University Relations Committee move to approve the criteria for the 2020/21 Board of Governors Award for Outstanding Community Achievement, proposed timeline and jury composition.

3.0 EXECUTIVE SUMMARY

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

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

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

4.0 INPUT FROM OTHER SOURCES

Annually the A&UR Committee approves the Board Award Criteria, Jury and timeline. Attached the committee can find proposed revisions for 2019/20 as well as a draft timeline.

The following members are recommended for the Jury for the Board Award Selection Committee for the 20/21 year:

Chair or Vice-Chair or designate of the Board as Chair of the Jury:	Patrick Dion
Chair or Vice-Chair or designate of the CR&A Committee:	Elinor Sloan
Faculty:	Jonathan Malloy
Staff:	Nina Karhu
Undergraduate Student:	Nathaniel Black
Graduate Student:	Frohan Foroutan

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

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

6.0 FINANCIAL IMPLICATIONS

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

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

None identified.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Proposed advertising timeline attached.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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



2020/19/210 Carleton University Board of Governors Award for Outstanding Community Achievement

The Board of Governors has established an annual award entitled "*The Carleton University Board of Governors Award for Outstanding Community Achievement*". This award recognizes the spirit of student volunteerism and substantial community contribution while at Carleton University.

The Award

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

Individuals may be nominated for this award by:

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

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

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

Qualification Criteria

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

1. leadership in and substantial contributions to the Carleton University community while balancing the demands of student life;
2. academic excellence and potential for future personal and professional growth and achievement;
3. exemplary service to Carleton University, fellow students and/or the community-at-large;
4. a spirit of volunteerism and community service demonstrated through active, unpaid involvement in and contributions to the community, while as a student at Carleton University;
5. a record of exceptional commitment and leadership at Carleton University that inspires others to engage in volunteer service;
6. the recipient must be expecting to graduate in the academic year 2020/19/210.
7. the recipient cannot be a current board member.

All nominations/applications must include:

1. A statement of no more than 250 words, written by the nominee, describing how their involvement has made a significant difference to social, environmental or philanthropic aspects of the Carleton University community.
2. A resume, no longer than 2 pages in length, that is focused specifically on volunteer experience;
3. Two letters of reference, one of which should be from a supervisor of one of their volunteer activities;
4. The student's full name, student number, mailing and/or email address, and telephone number.

All nominations/applications **must be submitted by email (amanda.goth@carleton.ca) or in person to the University Secretariat, Room 607 Robertson Hall, no later than 4:30pm on February 22nd, 2021~~19~~**. The presentation of the award will take place at Convocation.

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Composition of the Board Award Jury

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



The Carleton University Board of Governors Award for Outstanding Community Achievement

- September 21, 2020** Advancement and University Relations Committee appoints the jury.
- November 30, 2020** Board Office issues a Call for Nominations through various internal media, student websites (CUSA, GSA, CSG, RRRA) and distribution of printed posters. The Board Office will partner with other departments who deal with student awards.
- February 22, 2021** Deadline for receipt of nominations.
- March 2021** Jury to review applicants and identify a successful nominee.
(subject to availability)
- April 21, 2021** Advancement and University Relations Committee receives the Jury's recommendation.
- April 29, 2020** Board of Governors receives a report from Advancement and University Relations Committee on the recommended recipient.
- June/November** Presentation of Award –Spring/Fall Convocation



Carleton
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Canada's Capital University

**Minutes of the 112th Meeting of the
Advancement and University Relations Committee**

**Wednesday, April 22nd, 2020
Via Videoconference**

Present:

Mr. D. Fortin (Chair)	Ms. N. Karhu
Dr. B.A. Bacon	Mr. N. Nanos
Mr. P. Dion	Dr. E. Sloan (Vice-Chair)
Ms. K. Furlong	Ms. J. Taber
Ms. G. Garland	Ms. J. Teron

Staff:

Ms. S. Blanchard	Ms. A. Goth
Ms. J. Chandler	Ms. B. Gorham
Ms. J. Conley	Mr. R. Goubran
Ms. R. Drodge (Recording Secretary)	Mr. S. Levitt

Regrets: Ms. F. Afaq

1. CALL TO ORDER AND VICE - CHAIR'S REMARKS

The meeting was called to order at 1:02 p.m. The Chair noted that the university is managing well, given the current public health crisis. The Chair reviewed the protocol for participating in a Videoconference meeting.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF THE AGENDA

The agenda was circulated prior to the meeting. It was moved by Ms. Karhu and seconded by Dr. Sloan that the Advancement and University Relations Committee approve the agenda of the 112th meeting, as presented. The motion carried unanimously.

4. APPROVAL OF MINUTES & BUSINESS ARISING

Minutes of the previous meeting were circulated in advance. It was moved by Ms. Garland and seconded by Ms. Furlong that the Advancement and University Relations Committee approve the minutes of the 111th meeting, as presented. The motion carried unanimously.

There was no business arising from the previous minutes.

5. ITEMS(S) FOR APPROVAL

5.1 Board Award Jury Recommendation (Dr. E. Sloan)

An executive summary was circulated in advance.

The Chair recalled that the Board of Governors Award for Outstanding Community Achievement is awarded annually to someone in the graduating class, usually at convocation. This year, the award will be presented at the rescheduled convocation.

The chair applauded Dr. Sloan's efforts in chairing the jury, which included Nina Karhu, Patrick Dion, Farima Afaq, and Abdulwahab Alhaimi in addition to himself. The jury reviewed all 22 award applicant submissions individually, and came to a unanimous decision by the end of the meeting as to the recipient of the award. The chair noted the phenomenal and inspiring work that all applicants displayed in their applications, both for the Carleton community and the community-at-large. The Chair invited Dr. Sloan, Chair of the Board Award Jury, to further speak on this item.

Dr. Sloan outlined that a week prior to this meeting, the Board Award Jury met to review and discuss all Board Award applications. Dr. Sloan noted that the pool of applicants was strong, and that jury coalesced around five applicants immediately. After a lengthy discussion the committee came to a unanimous decision of recommending Francesca Tsimiklis as the recipient. Francesca will graduate in June 2020 with a Master's degree in Mechanical Engineering. As Francesca also completed her undergraduate degree at Carleton, she has been with Carleton since 2012.

Dr. Sloan noted that the recipient's early and consistent volunteer activities throughout her time at Carleton stood out. The jury looked for sustained, long-term commitment to volunteering as a main attribute of this year's award recipient. Francesca held a variety of volunteer roles with various groups on campus, some of which include Carleton's Engineering Mentorship Program, CU Women in Science and Engineering and significant community service with groups such as the Glebe's Senior Residence's in their Music and Memory Program. A letter of recommendation noted her compassion, empathy and highlighted her ability to work in highly challenging environments. Francesca has maintained an extremely high, almost perfect CGPA in one of Carleton's most demanding programs.

On the recommendation of the Board Award Jury, it was moved by Mr. Dion and seconded by Ms. Garland that the Board approve Francesca Tsimiklis as a recipient of the Board of Governors Award for outstanding community achievement for the 2019/2020 academic year, as presented. The motion carried unanimously.

6. ITEMS(S) FOR INFORMATION

6.1 Update from Advancement

In light of the current pandemic, the Chair noted the endowed 2020 Student Emergency Fund, founded to give students financial assistance during this time of crisis. He encouraged those in attendance to build awareness round this fund and to find ways in which they might be able to support it. The Chair welcomed Ms. Jennifer Conley and noted Carleton's great fortune of having her as part of the University. He applauded Ms. Conley's leadership within Advancement and on campus as well. Ms. Conley noted that her update will consist of five points: an update on three new mandates Advancement received on May 1st of 2019, in addition to updates regarding the current mandates of Fundraising and Engagement.

The first item of information was the start of a new Integrated Holistic Partnership Model, in concert with the Vice-President (Research and International), Rafik Goubran. The two portfolios have developed an integrated team, developed and tested collateral, and have had their first proof points. The integration is a first in Canadian higher education, and shows how to present an array of opportunities in concert with Research, Philanthropy and Sponsorship. Ms. Colony highlighted that Dr. Goubran, herself and her team are actively pursuing existing opportunities within the industry. New and emerging industries, health-tech and 5G, are examples of partners the team is pursuing and in conversation with.

The second item for information was the new mandate of Community Engagement. The *Hub for Good*, Carleton's first digital front door was created in concert with Deputy Provost, Lorraine Dyke. This digital engagement strategy was predicated on the *Future Funder* model, where shopping for opportunities and engagement in various areas of impact. The Phase 1 of the Hub is currently active, and presents a repository of opportunities for engagement with Carleton. Phase 2 is set to launch around May 1st, which will assist Carleton and Advancement well during this time of disruption.

The third item of information was Sponsorship., The team is focused on developing the infrastructure, policy, procedures and protocols for Advancement to be the sole point of contact for sponsorship relationships throughout Carleton. An official policy on sponsorship was approved by the Senior Management Committee and completed the hiring process for the first Sponsorship Senior Development Officer. This role will lead the charge for sponsorship, develop an assets inventory, and work on evaluations for some of the existing sponsors on campus.

Ms. Conley then provided updates on fundraising. Advancement is on pace to meet its commitment of a five-year rolling average of a \$25 million raised per year. Ms. Conley thanked the Chair for noting the Student Emergency Fund and noted that just over \$20,000 has been raised so far by over 100 donors for the fund. She noted that the average donation

size for this is a good indicator of participation. Advancement is working to continue to advance this fund through both social media and print advertising. Advancement is committed to focusing on continuing good fundraising relationships, and are doing so by continuing to conduct wellness calls with their top 25 prospects, for example. Advancement is focused on bringing donors forward at this time, while also being respectful of the challenging times. There has been an interest by donors in supporting more basic needs, by actions such as supporting the Food Bank, the Ottawa Mission, etc. Ms. Conley noted that Advancement works with donors and prospects to spread a message of responsible philanthropy and student support as a good way to support and serve society.

The final update provided by Ms. Conley was regarding the mandate of engagement. Now that Carleton's only method of contact with Carleton's various stakeholders is virtual, she noted that Advancement is very well equipped to interact with these individuals and groups online compared to other charities. Advancement's engagement platform, the *Hub for Good*, is equipped to become the central hub for all engagement activities and is migrating all engagement opportunities to the *Hub for Good*. Ms. Conley reminded the members of Advancement's mission statement and engagement efforts are to share kindness. All engagement opportunities offered online by Advancement, will have this underlying ethos and mission to share kindness, and to focus on the good the community can co-create. The next iteration of the *Hub for Good* will come around May 1st with online offerings.

The Chair applauded the efforts made by Ms. Conley and the President to integrate many aspects of Advancement into the five mandates, as presented. The Chair commented on the partnership between Research and Engagement with Advancement and applauded bringing research and engagement together in this partnership.

A question was asked if Ms. Conley was satisfied with the *Hub for Good* being the central point for the integration of engagement. Ms. Conley advised that there is great potential for philanthropy through the *Hub for Good*, especially during this time of disruption where traditional philanthropy is at risk. Having the Hub functional before the disruption, allowed Advancement to continue do business and serve Carleton and the community.

A member asked if the integration under the *Hub for Good*, is resonating with the student body. Ms. Conley stated that, thus far, that the new process has shown to resonate well with the student body. If anything, Ms. Conley noted that Advancement has and will continue to assist students in their sponsorship activities and opportunities.

The Chair thanked Ms. Conley for her presentation.

6.2 Strategic Planning Relations and Branding Update from the President (B. A. Bacon)

The Chair congratulated the President, his team, and Carleton's communications group for the phenomenal communication to the community throughout the pandemic. He noted that Carleton's leadership in communication has been recognized externally, and that communication from the President himself has been well received, being noted as real, authentic, and empathetic. The Chair thanked the President for his leadership and continued efforts.

The President thanked the Chair for his comments and noted that he will convey them to the team. The President noted the great change that has occurred since the last Board meeting, due to the current public health crisis. Over the span of a five-day period, all operations and courses were safely and successfully moved online to save the Winter 2020 term and to transition into the Winter 2020 final exam period. The President noted that all learning objectives were being met throughout this transition, and that students are still being supported.

The President noted that there is a strong plan for Summer with over 1,000 courses offered online and registration is on track. The President reassured the committee that the safety of the community has been and will continue to be prioritized throughout all planning in these unprecedented times. Flexibility and compassion have also been the focus in the process of supporting the students, faculty and staff.

The President reported that 28 substantive messages were sent since March 11, 2020, which displayed the real-time communication and decision making by the institution. The real-time communication has and continues to foster a sense of community and hope during these difficult times.

In regards to Fall 2020, the President stated that the plan will continue to be evaluated as the situation progresses. Carleton will closely monitor all recommendations made by Public Health Officials and the government. Real-time decisions will continue to be made towards a successful Fall 2020 semester.

The President noted that the long-term Strategic Integrated Planning (SIP), reputation and brand building efforts are still underway. He reminded the committee of the important market research completed by the Strategic Counsel which confirmed that Carleton is a low-profile institution nationally but has been perceived generally positively. The president noted that the data also outlined a number of opportunities for reputation building including better leveraging Carleton's location in Ottawa, the convergence of public policy and the tech sector, Carleton's sense of community and caring on campus, and the perceived momentum that the university has. All that information and data has been helpful throughout the engagement of the SIP thus far.

In regards to the SIP, the President highlighted the extensive consultation of over 50 groups, the SIP Speaker Series, as well as the SIP website requesting further engagement and feedback on the process itself. The President noted that almost 2,000 people participated in the early planning process. As a result, the SIP planning team accumulated a wealth of ideas and information, which was then distilled into a powerful first draft that the Board reviewed in March 2020. The President noted that the draft is still being refined, and will be presented to the Executive Committee at their April 22 meeting. He noted that the second draft will be presented to the Board in June 2020 for review and approval. The President was confident that the university will have a powerful, sharp and beautifully written plan. He reminded the committee that this plan is a reputational one, presenting the chance to tell Carleton's story, to be explicit about the plan for Carleton's future direction, and being clear what Carleton's aspirations are.

The President noted that a Request for Proposal (RFP) was completed to retain a branding and marketing firm to assist with Carleton's storytelling, visual identity and to ultimately help provide a reputational plan to begin in Fall 2020.

The President announced three positive accomplishments in closing:

1. The first President's Report, released in 2019. He emailed this report to about 500 elected officials and opinion leaders. It has been extremely well received. The second edition is underway.
2. of the Winter 2020 edition of the *Raven Magazine*, a new showcase for the important and impactful work of Carleton faculty, students, staff, alumni and the university's external partners. The magazine was emailed to about 1,500 people.
3. The hiring of a Director of Government Relations. The announcement of this new hire will follow in the coming weeks.

The President reminded the committee of Carleton's focused efforts in preparation for short-term success with both the Summer and Fall terms, as well as success in the long-term with SIP, branding and reputation building efforts.

A member commented on the current success in Summer Term registration within their respective department. This, they believe, speaks to the positive desire for the student body to continue learning and be in class over the summer. The President congratulated this member and their team on their efforts and success with this achievement.

The Chair thanked the President for his update.

7. OTHER BUSINESS

No additional business was raised.

8. IN-CAMERA SESSION

An in-camera session was not held.

9. ADJOURNMENT

It was moved by Mr. Nanos and seconded by Ms. Furlong to adjourn the meeting at approximately 1:40 p.m. The motion carried.

**Minutes of the 160th Meeting of the Building Program Committee
Monday, March 2nd, 2020 at 11:00 am.
Richcraft Hall 2440R**

MINUTES

Present:	Mr. G. Farrell (Chair)	Mr. D. Greenberg
	Mr. J. Durrell (Phone)	Mr. N. Nanos (Phone)
	Dr. B.A. Bacon	Dr. B. Örmeci
	Mr. D. Fortin	Ms. A. Tremblay
	Ms. J. Fullerton	Mr. A. Ullett
Staff:	Ms. S. Blanchard	Mr. S. Levitt
	Ms. J. Chandler (Recording Secretary)	Mr. G. Nower
	Ms. A. Goth	Mr. M. Piché
	Dr. R. Goubran	Dr. J. Tomberlin
Guests:	Mr. S. MacDonald	

1. CALL TO ORDER AND CHAIRMAN'S REMARKS

The chair called the meeting to order at 11:00 am and welcomed all committee members and staff to the meeting, including Gary Nower, Assistant Vice-President, Facilities Management and Planning, and Scott Macdonald, Director, Energy and Sustainability Services.

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. There were none declared.

3. APPROVAL OF THE AGENDA

It was moved by Ms. Tremblay and seconded by Mr. Ullett that the agenda of the 160th Building Program meeting be approved, as presented. The motion carried.

4. APPROVAL OF THE MINUTES AND BUSINESS ARISING

The minutes of the 159th meeting were circulated in advance.

It was moved by Mr. Fortin and seconded by Dr. Örmeci to approve that the minutes for the 159th Building Program Committee meeting, as presented. The motion carried.

5. ITEMS FOR INFORMATION

5.1 Energy and Sustainability

An executive summary and presentation were circulated in advance. Scott Macdonald, Director, Energy and Sustainability Services, provided an update on energy and sustainability on campus. Carleton University is ranked by UI Green Metrics: first in Ontario, second in Canada, and 35th worldwide. Key statistics from the presentation included:

- There are two zero-waste centers on campus (90% waste diversion)
- 61% of the Carleton community travels by transit (this is the highest percentage of all other institutions in the area) *
- 10% of the community walks or cycles to campus *
- One quarter of dining services products are designated local, humane, or ecological
- Carleton has seen a 35% reduction in carbon emissions intensity since 2005.

* excludes students living in residence

In February 2019, Facilities Management and Planning reviewed historic emissions of the university. Carleton is on track to reduce the amount of carbon emissions (GHG) by 50% by 2030, and be completely carbon neutral by 2050. Under the Carbon Tax, Carleton is subject to paying a carbon tax of \$20/ton increasing to \$50/ton by 2022.

Carleton is currently upgrading the campuses long-term energy plan for a completion date of May 2020. Despite the campus increase in size, the amount of carbon Carleton produced has successfully decreased. The reduction is mostly due to decline of coal burning plants as legislated by the Provincial Government, and Carleton's continued investment in deferred maintenance to help older buildings to become more energy efficient.

It was noted that the cogeneration building will increase the university's greenhouse gas emissions moving forward. Carleton has a 10-year commitment with Hydro Ottawa. When this commitment has completed, the university will only run this cogeneration building when needed, which will assist in Carleton being a more resilient and self-sufficient campus. For example, in the event of an Ottawa wide power outage, Carleton would have the capabilities to remain open and power certain areas of campus.

Currently, Carleton's largest greenhouse gas emitter is the central steam heating system. If the system were replaced with a hot water system, the amount of carbon produced would significantly decrease (by approximately 40%). The Facilities Management and Planning (FMP) team is exploring possible conversion. However, there is not a firm timeline in place at this time, and the project would require a multi-million dollar investment and commitment.

Carleton will be embedding the following initiatives into the sustainability plan:

- New buildings will incorporate high performance building envelope while improving the sustainability standards of older buildings.
- Upgrade existing facilities with improved mechanical and HVAC systems, lighting and building automation systems.
- Incorporate renewable energy (both photovoltaics and solar thermal) as a source for the campus.

- Wider strategies and plans were mentioned such as the sustainability plan, transportation master plan, outdoor space master plan and campus master plan.
- Embed continuous environmental and sustainable improvement into operations and finding innovative ways to demonstrate leadership in research, teaching and learning.
- Changing modes of transportation to and from campus but decreasing single occupancy trips to campus.

Committee members asked the representatives from FMP questions regarding single use plastics on campus. Mr. Macdonald stated that the university is currently discussing with Dining Services the elimination of single use plastics on campus. Additionally, residences with an in-room kitchen are being workshopped to hopefully become zero-waste in the near future.

Finally, it was asked if Carleton's 2050 goal could be accelerated. FMP stated currently an earlier end-date is not within Carleton's reach, but this date could be moved up as new technologies emerge.

Mr. Macdonald was thanked for his insightful presentation and left the meeting.

5.2 Update on Transportation and Parking Strategy

Mr. Gary Nower, Assistant Vice- President (Facilities Management and Planning) provided a verbal report. Carleton is meeting with OTranspo regularly to plan for the May 2020 O-Train shutdown. The R2 bus will be put in place to replace the O-Train to assist in transportation to and from campus. When in place, there will be approximately 180 busses on campus a day. In an effort to offset some of the bus traffic on campus, Ravens Road will be connected to Bronson Ave as a bus only entrance to campus.

To meet the increased parking demand, the university is seeking to rent out the NCC parking lot on Colonel By Drive (Approx. 70 spots), expand P7, and eventually create a new parking structure on P3 to replace P9.

Traffic to campus will also be effected by the continued closure of Swing Bridge, and the future closure of the fixed bridge on Hogs Back. To help mitigate these traffic concerns, there has been discussions are taking place with the NCC and the City of Ottawa regarding a second exit to Colonel By from campus and the creation of a double left turn lane from University Ave. to Bronson Ave.

5.3 Asset Management Plan – System Model Audit

An Executive Summary was circulated in advance. Mr. Gary Nower, Assistant Vice-President, Facilities Management and Planning, provided an update.

As instructed by the Council of Ontario Universities, a detailed System Model audit was conducted in 2019 to replace the previous Cost Model audit. The audit resulted in a Facility Condition Index of 28% vs. 13% under the cost-based method. Estimates show a deferred maintenance backlog of \$406M compared to \$176M in the previous model. The revised deferred maintenance backlog is still manageable under the current funding commitments.

Utilizing a new risk matrix FMP has reviewed the current Capital Renewal Strategy and refined the plan to address high-risk requirements thus allowing for better alignment with Carleton's strategic goals.

In 2014, the Board committed to \$14M annually toward Capital Renewal on campus until 2024. An extension of this annual commitment will need to be considered in the future. Carleton also receives grant money from the Ontario government for deferred maintenance annually. The university also spends \$1 million annually to update washrooms, and \$2 million for upgrades to classroom and ad-hoc student learning spaces.

6. OTHER BUSINESS

No additional business was raised.

7. IN-CAMERA SESSION

An in-camera session was held.

8. ADJOURNMENT

There being no further business it was moved by Mr. Fortin and seconded by Mr. Ullett to adjourn the meeting at approximately 11:50 a.m.



Carleton
UNIVERSITY

Canada's Capital University

Minutes of the 302nd Finance Committee
Monday, May 25th 2020 at 3:30 p.m.
Via Videoconference

Present: Ms. D. Alves (Chair) Ms. L. Honsberger
 Mr. A. Alhaimi Ms. N. Karhu
 Dr. B.A. Bacon Dr. J. Malloy
 Mr. K. von Finckenstein Mr. N. Nanos
 Ms. C. Gold

Regrets: Mr. D. Fortin

Staff: Ms. S. Blanchard Mr. S. Levitt
 Ms. R. Drodge (Recording Secretary) Ms. A. Marcotte
 Dr. L. Dyke Ms. K. McKinley
 Ms. A. Goth Mr. M. Piché
 Dr. R. Goubran Mr. T. Sullivan
 Mr. T. Lackey Dr. J. Tomberlin

1. CALL TO ORDER AND CHAIR'S REMARKS

The meeting was called to order at 3:29 p.m. The Chair welcomed all committee members and Carleton's executive and financial team to the special meeting. A brief reminder was provided to the members of the videoconferencing protocols for meetings on MS Teams.

The Chair noted the purpose of the special meeting was to discuss the Financial Impact Assessment due to COVID-19 which includes various scenarios. The assessment is being provided so that the Finance Committee, on behalf of the Board, can assess Carleton's financial resilience and ability to weather the impacts of various scenarios.

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. No conflicts were declared.

3. APPROVAL OF AGENDA

On the recommendation of the Finance Committee, it was moved by Ms. Honsberger and seconded by Mr. Nanos to approve the agenda for the 302nd 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 301st meeting of the Finance Committee and the minutes of the April 16th joint meeting of the Finance and Building Program Committee were circulated in advance.

The University Secretary noted one error in the minutes of the April 16th meeting Joint meeting of the Finance and Building Program Committee, under agenda item 5.1 regarding the Project Implementation Report for the Engineering Student Design Centre. The last paragraph should read *“It was also noted, in response to a final question, that the team will revisit the design to ensure that gender-neutral washrooms are included on several floors.”* There was also a question regarding the office floor design on the fourth floor.

It was moved by Ms. Karhu and seconded by Dr. Malloy that the minutes of the 301st meeting of the Finance Committee be approved, as presented and that the minutes of the April 16th joint meeting of the Finance and Building Program Committee be approved, as amended. The motion carried unanimously.

5. ITEM(S) FOR INFORMATION

5.1 Financial Impact Assessment due to COVID-19

An executive summary was circulated in advance.

The Chair thanked the Finance Committee and management for their patience and hard work to support the community throughout the public health crisis. The heroic efforts throughout the entire Carleton community were acknowledged. The Chair reminded the members that the request for more frequent updates on Carleton’s financial situation is to support the institution.

Michel Piché, Vice-President (Finance and Administration) provided a presentation.

The update highlighted ongoing COVID-19 expenses to-date, and forecast for the coming months. Up to April 30, 2020, Carleton had spent \$998,000 on COVID-19 related expenses. Of this amount, \$371,000 related to student support, \$321,000 for technology support and the remaining amount to cover other operating expenses.

For the period of May to August of 2020, management projects COVID-19 related expenses to reach \$3.9 million. Approximately \$2.7 million of these expenses will support Teaching and Learning Services, and \$460,000 to assist faculties with the conversion of online course-delivery

in the Fall. Carleton has also announced plans to continue its support of students during this transition, with additional funding of \$400,000. Other COVID-19 related operating expenses are projected to be approximately \$300,000, covering health and safety initiatives. In summary, additional pandemic expenses are projected to be about \$4.9 million.

As Carleton continues its review of the potential financial impacts of the pandemic, a number of scenarios (best to worst cases) have been developed. The importance of tuition revenue for Carleton was highlighted. Out of the total 2020/21 operating revenue budget of \$502.0 million, approximately \$302.0 million is attributed to tuition revenue.

Projected enrollment levels under each scenario was a key factor for the assessment, influenced by new first-year and returning students from both the domestic and international locations. The assessment considered a number of contributing factors to enrollment projections such as: increased demand for courses as a result of limited job opportunities, financial government assistance to students (such as CERB, CESB), international students still in Canada, continued international travel restrictions, competition for online students, students choosing to attend a university closer to home (e.g. GTA market), etc. Undergraduate first-year student tuition revenue was deemed to be most at-risk. Better spring/summer registrations will help offset fall registrations.

Four different enrollment scenarios were presented for the Fall and Winter 2020-21, along with their projected revenue shortfall. The revenue shortfalls ranged from -\$12.9 million under the optimistic case scenario to -\$95.6 million for the worst-case scenario. It was noted that the worst-case scenario would not be sustainable in the long-term.

A Financial Stress Test was also completed to assess the potential impacts to revenue shortfalls on Carleton ongoing financial sustainability. The pro-forma model developed showed that the university would be able to manage a revenue reduction of 21%, or \$41.0 million over a five-year period without creating an ongoing structural deficit. However, this level of revenue shortfall would affect the availability of discretionary funding to cover one-time investments, deferred maintenance, term positions, and contingencies.

Ancillary Operations were also reviewed as part of the assessment as reduced enrollment and physical distancing requirements have an immediate and a direct impact on ancillary services and revenues. Starting with the winter 2020 term, ancillary services were affected by having to reimburse students for housing, food services, etc. Lower revenues are expected to continue throughout 2020-21, based on the number of students on campus and in residences. For planning purposes, the following assumptions were made for the financial projections: ancillary facilities closure throughout Summer 2020 and reduced activity in the Fall 2020, on-campus student residence reduced to single-occupancy for 2020/21, no meetings and events until January 2021, and a gradual return of employees to campus.

The ancillary services projections for 2020-21 indicated a revenue shortfall of \$29.8 million and an operating deficit of \$20.5 million, as compared to a budgeted surplus of 1.2 million. The deficit came mostly from: Housing, Dining and Conference Services (\$10.3 million), Athletics (\$7.2 million), and Parking (\$3.4 million). It was noted that the total ancillaries have

accumulated surpluses of \$41.6 million, most of which are committed to deferred maintenance or capital projects.

A review of Carleton's financial resources available, to cover COVID-19 revenue shortfalls and additional expenses were outlined. As of April 20, 2020, there was approximately \$335.0 million that could be made available to cover COVID-19 financial disruption. They included:

- \$ 24.0M from Budget 2020-21 discretionary allocations (presently on hold)
- \$ 10.0M from Budget 2020-21 strategic contingencies
- \$ 15.0M from the expected 2019-20 operating surplus
- \$ 40.0M from the investment stabilization fund
- \$ 30.0M from uncommitted capital reserves
- \$ 69.0M from the pension liability reserve
- \$105.0M from general appropriations
- \$ 42.0M from ancillaries accumulated surplus

An analysis of comparative key financial metrics of Carleton relative to the Ontario universities average was provided. It was noted that Carleton was well above the Ontario sector average with regards to a number of strong financial metrics such as: Net Income/Loss Ratio of 13.6% (Ontario average 5.4%); Primary Reserve Ratio of 293 days (Ontario average 115 days); Viability Ratio of 676.1% (Ontario average 115%); Interest Burden Ratio of 0.7% (Ontario average of 2.2%); and, Net Operating Revenues Ratio of 19.2% (Ontario average 8.3%).

Mr. Piché noted that these metrics confirm Carleton's financial ability to address financial impacts of the pandemic disruption, at least in the medium-term.

A committee member requested that in the next COVID-19 Financial update that management report how Carleton is trending in these key metrics so that the members have a clearer idea of where Carleton will sit financially in the coming months. This request was acknowledged by both Mr. Piché and the President, with the explanation that the metrics are reported annually based on the university's audited Financial Statements, and will be available from the Council of Ontario Universities the following spring.

A member asked Mr. Piché to describe how the break-even analysis is different from the pessimistic scenario, as they appear to both have a similar decline in revenues for the first year. Mr. Piché agreed that they are similar but that the two analysis were done on a different basis and serve to confirm the university's financial resilience.

In follow-up, it was asked if the pessimistic case projections were for one year. They noted that the break-even looked to take place over a greater time period. Mr. Piché noted that the break-even was calculated over a five-year period but assumes that the revenue shortfall would happen during fiscal-year 2020-21, and stay constant for the remaining four years.

A member inquired into the percentage of international students who have remained in Canada. Ms. Blanchard and Dr. Dyke noted that approximately 85% international students appear to have remained in Canada. This number is based on the students' IP addresses during the Winter 2020 final exam period.

A member asked if Carleton expects additional expenses related to COVID-19 to be incurred after August, as the presentation noted the projected expenses to the end of August. Mr. Piché noted that Carleton's projected expenses as a result of COVID-19, may not be completely incurred by the end of August 2020. Much of the expenses relate to improving Carleton's online course delivery capabilities, which may not be fully completed by the end of August. The Chair noted that many of the expenses of the estimated \$3.4-Million relate to teaching, technology and upgrading Carleton online system for online course-delivery, and can be viewed as valuable investments rather than expenses.

A committee member asked if the carry-over amounts within Faculty budgets are referenced anywhere in the outlined resources available. Mr. Piché noted that the funding mentioned by the member has been appropriated to each of the faculties and is part of the \$105.0 million outlined in the list of resources that could be available. These funds are committed to the Faculties for future projects and investments.

A member asked if there will be any the shortfalls experienced in the upcoming years, in addition to the 2020/21. Mr. Piché clarified that the projected a 21% enrollment revenue reduction to be seen for 2020/21 is considered a one-time reduction. The member asked if additional permanent reductions could be seen in the coming years. Mr. Piché noted that additional permanent reductions are possible but highly unlikely in part due to the expected growth in the first-year domestic students demographic.

The Chair thanked Mr. Piché and team for a thorough and well-done analysis and presentation. It was noted that Carleton's financial planning efforts help to prepare for and mitigate the impacts and provide a great deal of comfort and awareness to how Carleton could be financially impacted. While the reserves and contingencies provide some financial cushion for Carleton, the Chair noted the spending of these funds should be done in a conservative fashion.

The President thanked the Chair and the Finance Committee members for the meeting and for their support. He thanked Mr. Piché and his team for their efforts and work in providing the update to the members. After comparing the outlined costs to Carleton's Operating Budget of \$500.0 million, it was noted that they remain relatively small at this time. Carleton is focused on the possibility of forgoing certain expenses; however, this possibility is linked to enrollment. The President personally is monitoring progress and tracking of enrolment daily. He highlighted that the deadline for students to commit is June 1st, so greater clarity on Fall 2020 enrollment will be achieved shortly. The President noted that an update on enrollment numbers will be provided during June to the Board and that Carleton will do everything possible to minimize enrollment impacts for the Fall.

The Chair thanked the Finance Committee members and the management team for their commitment and dedication throughout the entire year and highlighted that member attendance and engagement has been strong. The Chair acknowledged the impact that all members have made to the committee.

6. OTHER BUSINESS

No additional business was raised.

7. IN-CAMERA SESSION

An in-camera session was held.

8. ADJOURNMENT

It was moved by Dr. Malloy and seconded by Mr. Alhaimi to adjourn the meeting at approximately 4:19 p.m. The motion carried unanimously.

**Minutes of the Joint Meeting of the Finance and Building Program Committee
Thursday, April 16th, 2020 at 11:00 a.m.
Via Videoconference**

MINUTES

Present:	Mr. G. Farrell (Chair)	Mr. D. Greenberg
	Ms. D. Alves (Chair)	Ms. L. Honsberger
	Dr. B.A. Bacon	Ms. N. Karhu
	Mr. D. Fortin	Dr. J. Malloy
	Ms. J. Fullerton	Mr. N. NanOS (Phone)
	Mr. K. von Finckenstein (Phone)	Dr. B. Örmeci
	Ms. C. Gold	Ms. A. Tremblay
		Mr. A. Ullett
Regrets:	Mr. A. Alhaimi	Mr. J. Durrell
Staff:	Ms. S. Blanchard	Mr. S. Levitt
	Ms. J. Chandler	Ms. K. McKinley (Recording Secretary)
	Ms. A. Goth	Mr. G. Nower
	Dr. R. Goubran	Mr. M. Piché
	Mr. T. Lackey	Dr. J. Tomberlin

1. CALL TO ORDER AND CO-CHAIR'S REMARKS

The meeting was called to order at 11:00 am. Co-Chair Greg Farrell welcomed all committee members and staff to the meeting, and acknowledged as well the presence of Suzanne Blanchard, Rafik Goubran, Michel Piché and Jerry Tomberlin from Senior Management, Gary Nower, Assistant Vice-President, Facilities Management and Planning, Larry Kostiuik, Dean of the Faculty of Engineering and Design and Tony Lackey, Director of Risk and Insurance. The meeting began with a review of videoconference meeting protocols.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked if anyone on the committee felt the need to declare a conflict of interest regarding any of the items on the agenda. There were none declared.

3. APPROVAL OF THE AGENDA

It was moved by Mr. Nanos and seconded by Ms. Karhu that the agenda of the Joint meeting of the Finance and Building Program Committees be approved, as presented. The motion carried unanimously.

4. APPROVAL OF THE MINUTES AND BUSINESS ARISING

The minutes from the previous meeting of the joint Finance and Building Program Committees on March 2, 2020 were circulated in advance.

It was moved by Ms. Fullerton and seconded by Ms. Tremblay that the minutes from the meeting of the joint Finance and Building Program Committee on March 2, 2020 be approved, as presented. The motion carried.

The minutes from the 160th meeting of the Building Program Committee on March 2, 2020 were circulated in advance.

It was moved by Dr. Örmeci and seconded by Ms. Tremblay that the minutes from the 160th meeting of the Building Program Committee be approved, as presented. The motion carried. It was noted that the members of the Finance Committee abstained from the vote.

5. ITEMS FOR APPROVAL

5.1 Project Implementation Report – Engineering Student Design Centre

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

A design for the Engineering Student Design Centre was presented to and approved by the Board of Governors in 2019 for a total project cost of \$11M. The project was originally designed to provide 15,000 square feet of workspace for FED student capstone projects, but because of growth in the Faculty, additional space is also required for offices, labs and research. To accommodate this, the Faculty is requesting an increase in the project budget of \$5.9M to a total budget of \$16.9M. It was noted that the Faculty of Engineering and Design is providing all funding for this project from reserves.

Dean Larry Kostiuk provided background on the rationale for the changes to this project. He noted that a pause in the original project provided an opportunity to re-evaluate its scope in light of needs developing in the Faculty, specifically the need to increase faculty hires. One of the major stresses in the Faculty of Engineering and Design has been the over-allocation of faculty members to students; in four of the Faculty's departments the ratio of undergraduate students to faculty members is double the national average, which negatively impacts the capacity for research and elevated training, particularly of graduate students. The Faculty is planning a series of new hires to address this strategic need.

It was suggested that the EDC project could be revised to provide academic space for some of these new hires. The expanded space would be dedicated to collaborative offices and meeting spaces for faculty and graduate students. The new space would enhance the normal communications and collaborations that would be encouraged between different streams of engineering, for example, between electrical, mechanical and civil engineering teams for building research and projects. As a result, the new revised project could meet two key strategic needs of the Faculty, providing space for student capstone projects, and collaborative academic space to accommodate new faculty.

Mr. Michel Piché, Vice-President (Finance and Administration) spoke briefly to the implementation report and the rationale for the budget increase.

Mr. Gary Nower, Assistant Vice-President (Facilities, Management and Planning) provided a presentation outlining details of the revised scope and design of the project. He noted that several options were considered for expanding on the original design, including infilling the courtyard, using residence space, and adding more height to the existing planned structure. The project committee recommended infilling the courtyard next to the parking lot as the best option. The proposed design would provide 8,500 – 9,000 square feet of new space for offices and other collaborative spaces. Several slides of the presentation showcased the design and renderings of the proposed revised project.

Key features of the new design:

- Innovative collaborative/shared office spaces will be located on the perimeter, and main office spaces for new faculty will be in the core of the space.
- The atrium and gathering space from the original design.
- 10 Studio Bays from original design.
- 4 Design Rooms and 4 Breakout Spaces from original design.

The revised budget estimate proposed was \$16.9M. This was based on an addition of \$5.9M to the original budget of \$11M.

Members asked if scheduling and budgetary contingencies to this project had been included in the plan, given the ongoing disruptions caused by the COVID-19 pandemic. It was noted that the project is still in the design and permitting stage. If the construction ban is lifted in the summer, the plan would be to tender in July, and be in the ground by August.

It was noted that funding for \$11M has already been approved and committed for this project, and the additional \$5.9M will come from the Faculty's carry-forward balance. It was noted that the Faculty of Engineering and Design also has sufficient funds in their carry forward to accommodate any overages in the budget. The Dean of the Faculty has developed a multi-year and detailed strategic plan for FED.

A member asked if physical distancing requirements might impact the design for this building and others, after the pandemic. In response it was noted that these issues will be considered, moving forward.

A question was raised regarding change orders and contracts due to the pandemic that may cause project delays and if there is appropriate contingency plans in place. It was noted in response that because of the project's team-based approach, using construction management as a delivery method, hiring a cost consultant to assist with costing of design, and obtaining real-time cost estimates, management is confident in pricing and total project cost estimates, and do not expect any surprises in the bidding process. Mitigation measures have been undertaken to address the risk.

It was asked why enclosed offices were proposed and whether an activity based, collaborative design was considered.

It was also noted, in response to a final question, that the team will revisit the design of the washrooms to ensure they are inclusive and are included on several floors.

It was moved by Mr. Ullett and seconded by Dr. Örmeci that the Finance and Building Program Committees recommend that the Board of Governors approve the Engineering Student Design Centre Project Implementation Plan with a modified design and total project cost not to exceed \$16.9M, as presented. The motion carried unanimously.

Dr. Kostiuk left the meeting.

6. ITEMS FOR INFORMATION

6.1 Student Residence Update

A verbal report was provided by President Bacon and Mr. Nower for this item.

At the Board's meeting on March 2, 2020, a revised version of the implementation plan and design for the new student residence was approved with an updated budget of \$73.5M. As the date for tendering packages drew near, however, the provincial government modified its essential services order to include restrictions on construction. While these restrictions remain, the team will not issue packages for tender, but will continue to refine the drawings and develop the design until the time is right to move forward.

6.2 Major Capital Projects Status Report

An executive summary was circulated to members in advance.

Mr. Nower provided an update for this item. Capital Projects totaling \$238M are underway, and as of March 31, 2020 completed work totals just under \$175M. The order from the provincial government restricting construction in Ontario has impacted all projects listed on the circulated report, and as a result all major capital projects are on hold. A limited number of critical maintenance projects are continuing to move forward. The team is staying in close contact with all contractors, particularly those working on the Nicol Building, to discuss impacts to project schedules.

A Board member mentioned the recent Globe & Mail article regarding possible government funding for infrastructure projects and asked if Carleton has any shovel-ready projects that could qualify for this funding. In response it was noted that the Wellness Hub project could be good candidate, as sports and wellness facilities were mentioned in the brief. This project has three phases: Aquatic Centre and Wellness Hub, Academic and Research space around the Athletics Facility and Renovation of the University Centre. The Engineering & Sustainability Energy Conservation Building, currently in the design phase, also could meet the qualifications for infrastructure funding. The new residence building however, probably would not qualify, as in the past only athletic and academic buildings have been eligible for this type of stimulus spending.

A member asked about design implications for the new residence building due to COVID-19, specifically, whether or not the design would need to be modified to include more single rooms. In response, it was noted that because the new residence is not scheduled to open for two years, there are no plans to alter the design at this time. In the meantime, double rooms in existing residences easily can be converted into single rooms.

Finally, a question was raised regarding the financial impact of construction delays on time-sensitive elements, and on the availability of labour once the construction ban is lifted. In response it was noted that communication with the trades is ongoing, and these impacts are being discussed and considered. If stimulus spending is implemented in the fall, prices will increase, and labour availability issues may arise. To mitigate the risk, bid packages will include a 90-day price guarantee. Securing pricing for 90 days should enable Carleton to secure competitive rates, but there are additional risks if COVID-19 disruptions continue in the Fall.

7. OTHER BUSINESS

No additional business was raised.

8. ADJOURNMENT

There being no further business it was moved by Mr. Ullett and seconded by Ms. Karhu to adjourn the meeting at approximately 12:00 p.m. The motion carried unanimously.

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 09/01/2020
From:	Finance Committee	Date of Meeting: 09/29/2020
Subject:	Operating Budget Update - 2020-21	
Responsible Portfolio:	Provost Office & Finance and Administration	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

No motion required at this time

3.0 EXECUTIVE SUMMARY

As part of the 2020-21 budget approved by the Board of Governors, Carleton committed to provide the Finance Committee with updated operating and ancillary budgets. Last May, the University also presented the Finance Committee with an assessment of the financial impact of COVID-19 for both the operations and ancillary services. Based on that assessment, the University was confident that it would be able to manage the COVID-19 disruption within available resources.

This presentation provides the Finance Committee with an updated operating budget that reflects the latest enrolment data (critical to meeting budget targets) and expenditure commitments. It also provides an update on discretionary allocations that have been released since April 2020. A separate budget update for Ancillary Services will be provided to the Committee.

Latest Fall enrollment numbers for Carleton (as of August 28, 2020) indicated total projected Fall registrations of 31,450, a small reduction from the 2020-21 target. The fall registration mix comprise lower new first year enrollment of 8.5%, offset by higher overall returning students of 3.8%. These numbers are in addition to the record 2020 increased summer course credit enrolment of 32% over 2019, which generated additional tuition revenues of \$6.9M. While we still need to confirm final paid registrations (expected by the end of September), and confirm winter enrolment numbers, the University remains confident that it will be able to generate revenues well within the optimistic scenario presented to the Finance Committee in May.

We also expect provincial government operating grants to be stable in 2020-21 as the University is still well within its funding corridor and the activation of performance-based funding from the Strategic Mandate Agreement (SMA 3) has been delayed until 2022-23. On the expenditures side, the University has paused spending on certain discretionary expenditures worth \$23 million, with exceptions approved by the Provost Budget Working Group (PBWG). In addition, the University has set aside a COVID-19 contingency fund of \$27 million to cover additional expenditures required to mitigate the financial costs of the pandemic and to strengthen online course delivery, research, and student support.

4.0 INPUT FROM OTHER SOURCES

The Provost Budget Working Group, the Office of Institutional Resources Planning, Financial Services, the Office of the Deputy Provost and Resources Planning Committees (RPC) provided input to the 2020-21 budget review. The Finance Services Department continues to monitor the University's financial performance and expenditures related to COVID-19.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

See attached presentation

6.0 FINANCIAL IMPLICATIONS

See attached presentation

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The rapid actions taken by the University to deal with the COVID-19 disruption created a safe environment for students, faculties, and staff, and provided for an effective shift to online delivery of courses, research, and students support. Moving to an online learning model presents new pedagogy and enrolment risks. We have not seen a material impact on overall registrations, but first year's enrollment has been negatively affected by approximately 10%, which will have a lingering impact on future tuition revenues. This is in addition to the ongoing impact of the 10% domestic tuition fees reduction and subsequent tuition fees freeze introduced by the provincial government during the 2019-20 academic year. Final registration numbers, to be confirmed in late October, will provide the University a clearer picture of the financial impact of fall enrollment. Winter enrollment remains a risk, particularly if course delivery continues to be online. This risk will be somewhat mitigated by the common approach taken by the sector. International recruitment remains a significant financial risk, and the University has set-up \$4.0 million on additional bursaries and scholarship to support international students. Additionally, the University is investing over \$3.0 million to strengthen online course delivery and learning. Despite the remaining uncertainty, the University is comfortable that it has sufficient resources to meet its commitments in 2020-21.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The inability to provide quality courses and research opportunities could have significant impact on the University's reputation and ability to attract students, researchers, faculty, and donations. The University was able to react quickly and effectively to the COVID-19 disruption and has in place business continuity plans that will help mitigate reputational consequences. Ongoing communications with both internal and external stakeholders provide the assurance that the University is managing the disruption with professional care.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	MINOR	MODERATE	SERIOUS	VERY SERIOUS
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

2020-21 Operating Budget Update

Finance Committee
September 15, 2020



Operating Budget Update - 2020-21

- ❑ Projected Fall registrations of 31,450 (well within optimistic scenario)
 - Lower new 1st year of 8.5%, offset by higher returning students of 3.8%.
- ❑ Record 2020 summer courses (32% over 2019) worth \$6.9M in additional tuition revenues
- ❑ Temporary pause on \$23M of discretionary spending
- ❑ Set-up COVID Contingency Fund of \$27M
- ❑ Lower operating spending (e.g. travel) but higher student support
- ❑ Strong Cash Balances and reserves



2020-21 Operating Budget Update

\$Million	2019-2020 Actual Results	2020-2021 Approved Budget	2020-2021 Budget Update	Variance to Approved Budget
Government Grant	176	172	174	2
Tuition Fee	294	302	299	(3)
Investment Income	7	8	8	-
Other Income	26	20	19	(1)
Total Revenue	503	502	500	(2)
Total Expenses	487	502	504	2
Operating Results, before new appropriations	16	-	(4)	(4)

Notes 2020-2021 Update vs. 2020-2021 Approved Budget:

1. Government Grant - Target grants received for student support and initiatives
2. Tuition Fees - +32% summer enrolment (+\$6.9M); Domestic New down 7.6%; International New down 22.7%
3. Other Income – reduced late registration & deferral fees
4. Expenses – Additional costs linked to targeted grants

Applicants/Targets – Fall 2020

Ontario University Application Centre Systems Data – First Year Undergraduate

	2019	2020	% +/-
Applicants	151,326	147,195	-2.7%
Confirmations	104,635	107,001	2.3%
Applicants (H.S. – ‘OUAC 101s’)	91,761	89,120	-2.9%

Carleton University First Year Undergraduate

	2019	2020	% +/-
Applicants	24,373	24,303	-0.3%
Approved	17,766	17,560	-1.2%
Confirmed	6,193	6,090	-1.7%

Carleton University (Fall, Nov. 1, 2019 Actual and 2020 Projected)

	2019	2020	% +/-
First Year (Full-time)	6,273	5,620	-10.4%
First Year (New Full-time)	5,402	4,944	-8.5%
Undergraduate (Full-time)	21,788	21,409	-1.7%
Total Enrolment (All Students)	31,413	31,454	0.1%

OUAC data as at Aug. 5, 2020; Carleton data as Sep. 8, 2020 (with matched dates in 2019)



Enrolment Scenarios & Revenue Shortfall

ENROLLMENT SCENARIOS

Fall/Winter 2020-21

	CURRENT		OPTIMISTIC		MODERATE		PESSIMISTIC		WORST CASE	
	Enrl.	Net Tuition	Enrl.	Net Tuition	Enrl.	Net Tuition	Enrl.	Net Tuition	Enrl.	Net Tuition
	%	\$M	%	\$M	%	\$M	%	\$M	%	\$M
Domestic New	-6.9%	-\$4.2	-10%	-\$2.9	-15%	-\$3.9	-25%	-\$6.4	-50%	-\$13.7
Domestic Returning	+3.1%	\$2.2	0%	\$0	-5%	-\$4.9	-10%	-\$9.7	-20%	-\$19.4
International New	-19.6%	-\$4.1	-20%	-\$6.5	-50%	-\$16.2	-75%	-\$24.3	-85%	-\$27.5
International Returning	+5.5%	\$3.2	-5%	-\$3.5	-10%	-\$7.0	-20%	-\$14.0	-50%	-\$35.0
TOTAL NET REVENUE	-.1%	-\$2.9		-\$12.9		-\$32.0		-\$54.4		-\$95.6

Note: Summer 2020 increase in net tuition over 2019 = \$6.7M; Current Fall Enrolment projection as at Sept. 8

COVID-19 Contingency Fund

Balance available comprised of:

2019-20 Operating Surplus	\$16.4M
Base Pension Contingency not required in 2020-21	\$ 7.0M
Fiscal portion of new faculty hire allocation for 2021-22	<u>\$ 3.5M</u>
Funds available for pandemic related costs/losses	\$26.9M

COVID-19 Related Commitments and Expenses

(\$000)	Approved Funding	Spent to Date	Balance	
Teaching & Learning Services	3,000	793	2,207	Equipment, supplies, software
FMP Cleaning & positions	3,100	28	3,072	
PPE & RTW Supplies	471	233	238	
Student Travel	132	110	22	
Emergency Student Funding	1,092	595	497	
Scholarship Fund	4,000	-	4,000	
Co-op placements on campus	400	300	100	
Add'l PER costs	<u>340</u>	<u>340</u>	<u>-</u>	
Subtotal	12,535	2,399	10,136	
Other Covid-related expenses		<u>948</u>		Other dep't equipment, supplies
Total as of July 31, 2020		3,347		

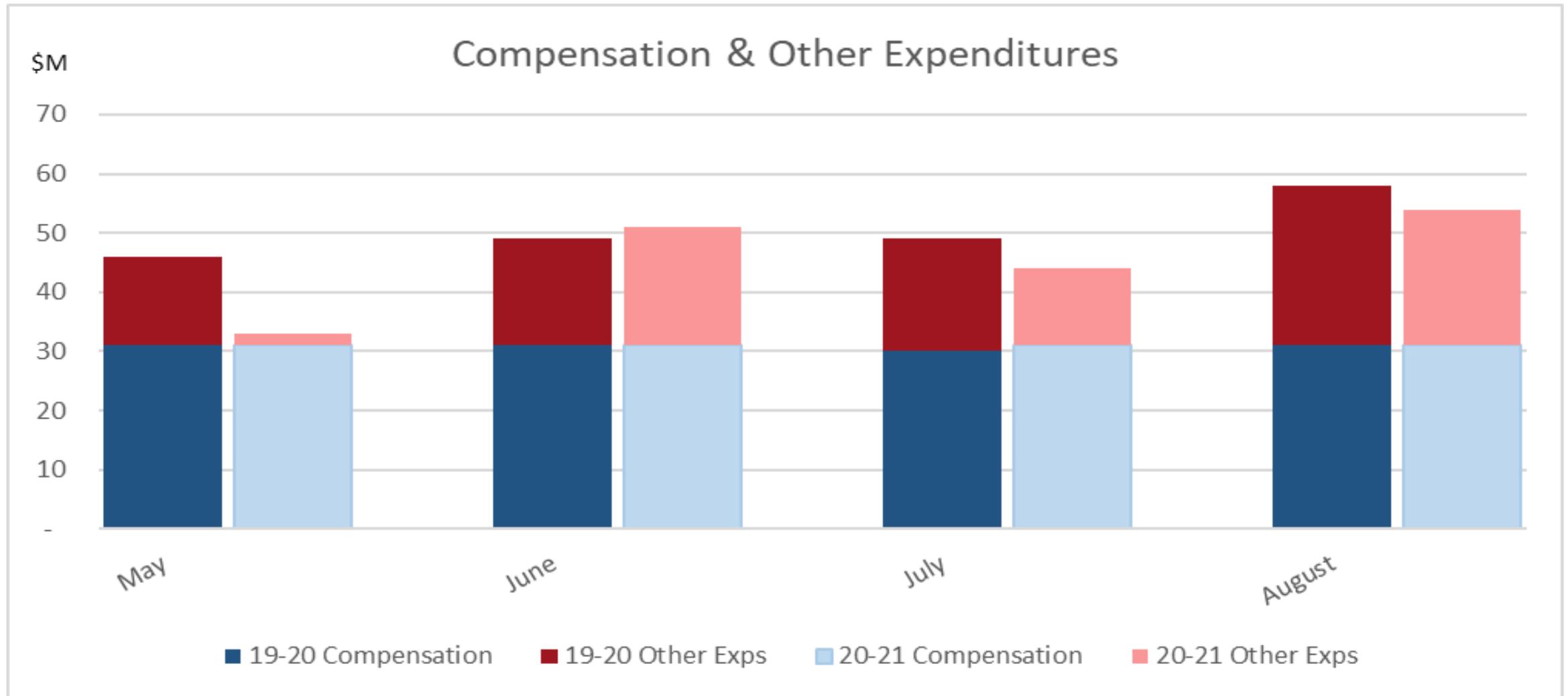
Discretionary Spending on Hold

In April 2020, Carleton placed a hold on discretionary fiscal allocations along with a hold on hiring into new professional service staff positions identified during the 2020-21 budget cycle.

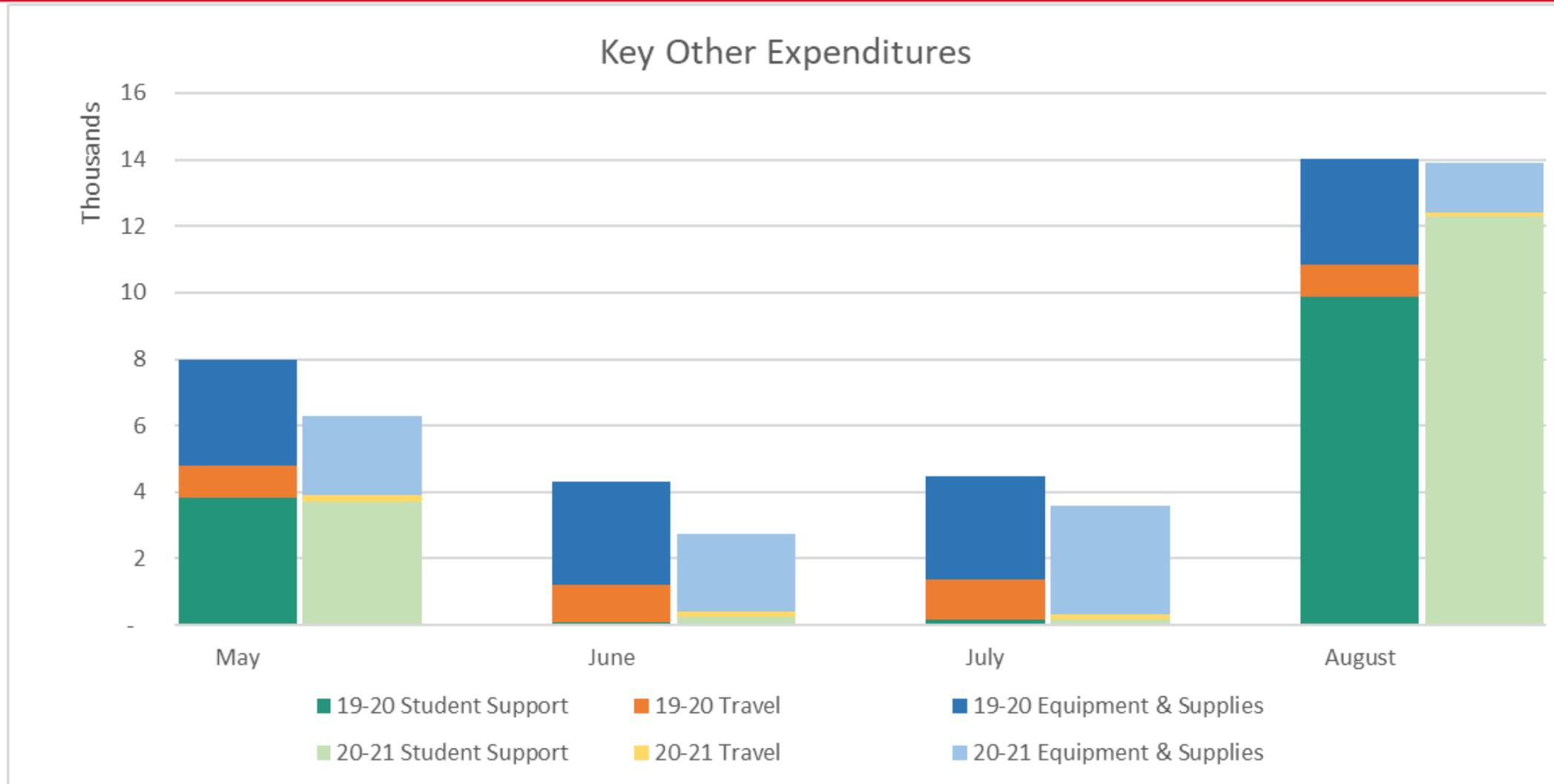
	On-hold	Released	Comment
TOTAL	\$23 M	\$0.6 M	
Discretionary budget allocations	\$11.9 M	\$0.6 M	Released funds in support of TLS transition to online (\$0.4M) and intellectual property technology transfer (\$0.2M)
2019-20 fiscal ELBA	\$6.8 M	\$0.4 M	Research facilitators, lab technicians (5 positions)
2020-21 fiscal ELBA	\$4.7 M	\$0.0 M	
# of professional staff positions	35	10	Academic labour relations, research facilitators, technology transfer, health and safety, student success

Carleton will continue to maintain its hold on new discretionary spending until more clarity on the fiscal impact of the current public health crisis is achieved. This is expected in mid to late-Fall.

Monthly Expenditure Comparison



Expenditure Comparison – con't

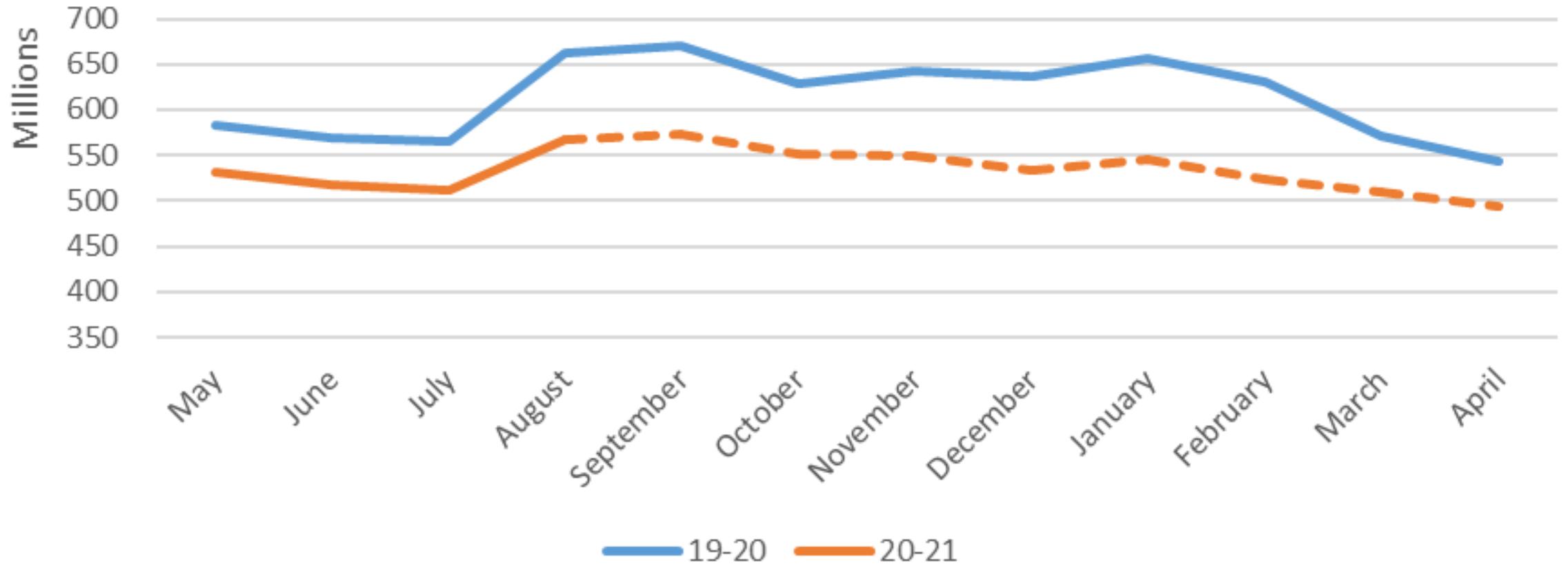


Internally Restricted Assets (\$M)

\$Million	2015-16	2016-17	2017-18	2018-19	2019-20 Final
General Appropriations	89	117	103	120	125
Capital Reserves	124	121	92	104	86
Investment Income Equalization	-	21	25	41	40
Pension Liability Reserve	92	104	129	129	69
Ancillary Reserve Fund	20	25	33	38	40
Research Initiatives	24	27	39	42	47
Other	16	30	27	33	42
Total	365	445	448	507	449

Cash Balances (\$M)

Cash Forecast Balances





Thank You

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report:
		1 September 2020
From:	Finance Committee	Date of Meeting:
		29 September 2020
Subject:	Update on 2020/21 Ancillary Budget	
Responsible	Vice-President (Finance and Administration)	
Portfolio:		

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

No motion required at this time.

3.0 EXECUTIVE SUMMARY

As a result of the COVID-19 pandemic, the majority of ancillary operations have been adversely impacted and revenue generating activities have been significantly reduced. In addition, fixed costs such as facility maintenance, contractual arrangements, debt-servicing costs, full-time labour, and planned major renovations remain significant. Variable costs related to usage and casual labour have decreased accordingly, but not enough to offset the decrease in revenue.

The Ancillary Services Budget approved by the Board in March no longer reflects expected financial results for this year. The budgeted surplus of \$1.7M is now projected to become a deficit of \$33.8M, unprecedented in Carleton's history. The main contributors to the projected deficit are Housing, Dining, & Conference (\$20.8M), Physical Recreation & Athletics (\$6.5M), and Parking Services (\$4.4M).

Carleton's Ancillary Services are an essential part of the student experience while at Carleton, and support the campus community with a wide range of activities. The financial impact of the COVID-19 disruption on ancillaries has been immediate and material. In order to maintain sustainable operations in years to come, ancillaries will require financial support from the University, particularly in areas of infrastructure renewal and new capital projects.

4.0 INPUT FROM OTHER SOURCES

Ancillary business unit senior managers met in June to review the impact of the pandemic disruption on their operations and possible mitigating measures. Management continued to assess options and financial results during the summer. The updated financial projections assume minimal on-campus physical presence for the entirety of 2020-21. Planning assumptions are highly dependent on the university's enrolment expectations about both students and staff return to campus. Ancillary services are also working closely with community leaders to ensure that activities are provided in a coordinated manner when appropriate, and follow government health and safety regulations.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

Ancillary units conducted a comprehensive review to assess the impact of the pandemic disruption on their activities and financial results. Various mitigating measures were adopted to manage costs and plan for the safe resumption of operations.

The updated projections assume that on-campus physical presence will be minimal through to the end of 2020-21. Future students' enrolment and timing of resumption of campus activities, including in person instruction, will determine the extent of ancillaries' financial results and ability to meet ongoing and future commitments.

Based on existing assumptions, ancillary services are projecting operating losses of \$8.6M in 2020-21, compared to a surplus of \$24.9M in the approved budget. This level of operating losses will not provide sufficient liquidities to cover ancillary's debt repayment, deferred maintenance, and capital projects, worth \$25.2M, leaving ancillary services with a net deficit of \$33.8M.

Although Ancillary Services had accumulated surpluses of \$40.8M at the end of April 2020, these funds are required to cover a backlog of deferred maintenance projects estimated at \$124.0M, along with capital investments to cover down payments for a new residence, a new parking structure, and a potential Wellness Centre.

The following highlights the effects of the pandemic on each ancillary service with additional details provided in the document provided with this briefing note:

- **Housing, Conference & Dining:** projected loss of \$20.8M as compared to budgeted surplus of \$0.3M. Due to the significant decrease in demand for residence accommodations in fall 2020 and winter 2021, revenues are projected to be significantly lower than budgeted. The decrease in residence accommodations has a direct impact on projected meal plan commissions for Dining Services as well. Expenses have been reduced where possible; however, the majority of expenses are fixed costs. Further, almost one-third of expenses relates to major renovations of facilities. Renovation projects were already contracted at the beginning of the pandemic, and therefore could not be deferred to a future date. In addition, renovation costs have increased since the budget was prepared due to necessary replacement of the lock systems in residence. This project had been planned for a future period but as the current system is at end-of-life, the timeline has escalated. The projected unprecedented \$20.8M loss is projected to deplete the \$12.7M in accumulated reserves, and could leave an accumulated deficit of \$8.1M. These reserves had been earmarked for the reinvestment in the construction of a new residence building and addressing the significant deferred maintenance needs of both Housing and Dining Services.
- **Physical Recreation and Athletics:** projected loss of \$6.5M as compared to budgeted surplus of \$0.1M. With services offered by Athletics being primarily in person, the pandemic has had a significant impact on the ability for Athletics to offer services and generate revenue. The Student Athletics Fee was not charged in the summer, and projections anticipate the fee will be charged at 50% in the fall and winter. While Athletics has worked diligently to generate new sources of revenue and keep operating costs to a minimum since the onset of the pandemic, Athletics is still anticipating losses of \$6.5M. This loss will considerably reduce the accumulated surplus that Athletics has worked diligently to build for over a decade. The strategic initiatives set by Athletics are adversely impacted by this reduction in accumulated surplus. Notably, the reduction in accumulated surplus will substantially reduce the contribution Athletics will be able to make towards a potential new Wellness Hub, which would address the capacity issues of the Fitness Centre, as well as provide alternative swimming facilities, as the pool is at the end of its life cycle. The reduction of the accumulated surplus will also present financial challenges in addressing the estimated \$21M in deferred maintenance.
- **Parking Services:** projected loss of \$4.4M as compared to budgeted loss of \$0.4M. As a result of the campus facility closures and remote working initiatives, Parking Services has had a significant decline in revenues. Students were refunded for parking permits from March 15, 2020 onward, while staff parking permits paid through payroll deductions were suspended as of April 1, 2020. With almost all costs being fixed, including rent, labour and fixed contracts, Parking Services has had minimal opportunity for reducing costs. As a result, Parking is projecting a loss which will fully deplete the surplus that has been accumulated to date. This surplus had been earmarked for a down payment on the new parking garage (P3) to replace the necessary decommissioning of the P9 garage. In addition to the new parking structure, the accumulated surplus was held in reserve to address an estimated \$14M in outstanding deferred maintenance.
- **Health and Counselling Services (HCS):** projected loss of \$66K as compared to budgeted loss of \$21K. In response to the pandemic, the HCS clinic moved operations to primarily virtual effective mid-March. While physician visits

have experienced a decline since March, counselling services continues to be in high demand. As a result, HCS plans to continue charging the Student Health Fee through 2020-21 in order to generate sufficient resources to continue providing these important services to the Carleton Community. HCS generally operates under a tight budget, and while expenses have been reduced where possible, HCS is anticipating a small loss for the year. This will reduce the modest accumulated reserves, which are earmarked for reinvestment in facilities and equipment.

- **The Print Shop:** projected loss of \$0.9M as compared to budgeted surplus of \$3K. The Print Shop has experienced a significant decline in demand for many of its services as a result of the shift to online instruction combined with the overall reduction in activity on campus. The Print Shop has supported return to work by creating and installing COVID-19 awareness and directional signage across campus. The Print Shop continues provide its services through e-commerce and contactless pick-up of print items, however the overall demand for services remains reduced. As a result, the Print Shop has taken a conservative approach in projecting revenues for 2020-21. Campus Card operations falls under the Print Shop, and also expects reduced revenue as a result of the reduction of activity on campus. Plans for safe distribution of campus cards and student transit passes have been implemented. Overall, the projected loss will reduce the Print Shop's ability to reinvest in aging equipment and develop new services, such as the expansion of wide-format printing services.
- **The Bookstore:** projected loss of \$150K as compared to budgeted surplus of \$10K. The Bookstore has continued to provide services through its e-commerce platform since the onset of the pandemic, and reopened to the public in August 2020. Regardless of such efforts, sales have experienced a significant decrease since the onset of the pandemic. As the Bookstore is managed by Follet of Canada, the majority of the risk associated with Bookstore operations are borne by Follet.
- **Carleton Dominion-Chalmers Centre (CDCC):** projected loss of \$90K as compared to budgeted surplus of \$2K. Revenue has been adversely impacted due to the cancellation of space rentals as a result of the pandemic. Despite efforts to encourage clients to reschedule events to a later date where possible, as well as with the investment in live streaming and recording equipment to support virtual events, CDCC is anticipating a significant decrease in revenue. Expenses have been reduced where possible to help offset lost revenue.
- **The University Centre:** projected loss of \$1M as compared to a break-even budget. The University Centre operates on a cost-recovery basis. The loss can be attributed to the roof replacement project, which has carried forward from 2018-19.
- **NWRC Building:** projected to break-even; consistent with budget. The National Wildlife and Research Centre (NWRC) building is leased to Environment Canada on a cost-recovery basis.
- **Ancillary Capital Fund (ACF):** projected surplus of \$168K as compared to budgeted surplus of \$1.7M. Revenue is derived from external commissions, sponsorships and rentals, as well as internal contributions from other Ancillary Units. Commissions are projected to be lower than budget as a result of the pandemic. Internal contributions of \$1.1M from other Ancillary Units have been eliminated due to significant losses being experienced. The ACF has been established to support future capital projects for Ancillary Units, and is projected to accumulate reserves totaling \$5.5M by the end of 2020-21.

6.0 FINANCIAL IMPLICATIONS

Ancillary units are expected to generate sufficient revenue to cover the total costs of providing services, including appropriate reserves to cover capital renewal (deferred maintenance). Carleton's approved 2020-21 Ancillary Services Budget called for revenues of \$71.6M, operating expenses of \$46.7M, and \$23.2M earmarked for renovations/debt reductions, leaving a surplus of \$1.7M. The accumulated surplus at the end of 2020-21 was projected to reach \$42.5M to fund ancillary capital expenditures and deferred maintenance projects.

Because of the disruption caused by the pandemic, we expect to see a net deficit of \$33.8M for the year due to revenues being \$42.4M less than budget, offset by a reduction in operating expenses of \$8.8M. Funding of capital projects and debt repayments will be close to budget, as most projects were previously contracted for and are needed to maintain existing facilities. Debt repayment follows a set repayment schedule. The effect of the higher deficit would use-up a significant portion of the accumulated surplus, putting future deferred maintenance and capital projects at risk.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Through prudent fiscal management, Ancillary Services have been able to generate surpluses for many years. These accumulated surpluses allowed the university to maintain and renew aging infrastructure and accommodate the changing needs of students. The current pandemic disruption will significantly weaken the ancillary services financial position and increase operational, financial, and reputational risks. The inability to replace aging infrastructure and provide students with modern facilities could have a significant impact and is a risk to the university’s ability to recruit and retain students. In addition, failure to replace aging infrastructure increases the potential risk of property loss and damage claims.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Ancillary services support the academic and research mission of the University, and directly affect the student campus experience. They are an important factor in students’ satisfaction. The university must continuously strive to provide cost-effective services that are sustainable and competitive with other institutions. Failure to do so could have an impact on the University’s reputation and recruitment. Communication and marketing of ancillary services is an integral part of the work of the various units.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

2020-21 Budget Update: Ancillary Operations

September 15, 2020



Impact of Pandemic on Ancillaries



- Ancillary services face significant financial pressures as a result of COVID pandemic
- Majority of ancillary services offered in person
- Physical restrictions reduce ability to offer services and impacts experience
- Each ancillary is nuanced, and impact of pandemic is not uniform

Revised 2021 Projections



	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	Variance (\$000's)
Revenue	71,575	29,205	(42,370)
Expenses	46,673	37,830	8,843
Operating surplus (deficit)	24,902	(8,625)	(33,527)
Renovations & capital debt	23,188	25,165	(1,677)
Year-end surplus (deficit)	1,714	(33,790)	(35,504)
Accumulated surplus	42,480	6,976	

- Most significant anticipated losses in 2020-21 are in Housing, Dining, & Conference (\$23.2M); Athletics (\$6.5M); and Parking (\$4.4M)
- Majority of ancillaries must draw down reserves to cover year-end deficit
- Challenge to reduce expenses as majority relate to fixed costs

Housing, Conference & Dining



Operational Impact of COVID Pandemic

- Significant decrease in demand for student accommodations; 1,300 students vs 3,600 students
- All summer accommodations and events were suspended
- Conference Services has developed plans to return events to campus
- Dining Services has implemented plans to safely operate the residence dining hall and a limited number of retail locations across campus

Housing, Conference & Dining



	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	Variance (\$000's)
Student fees	24,698	9,947	(14,751)
Other income	10,159	965	(9,194)
Total revenue	34,857	10,912	(23,945)
Fixed expenses	14,949	13,343	1,606
Variable expenses	4,583	1,964	2,619
Renovations	8,000	10,100	(2,100)
Capital debt	7,018	6,343	675
Total expenses	34,550	31,750	2,800
Year-end surplus (deficit)	307	(20,838)	(21,145)
Opening fund balance	12,711	12,711	
Closing fund balance	13,018	(8,127)	

Physical Recreation & Athletics



Operational Impact of COVID Pandemic

- Athletics closed all its facilities and cancelled on-going programs and rentals
- No spring & limited summer revenue
- Gradual return to activities with limited camps and rentals
- Anticipated reduction in sport leagues and varsity sports for the fall and winter

Physical Recreation & Athletics



	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	Variance (\$000's)
Student fees	5,988	2,154	(3,834)
Internal & other income	9,324	3,507	(5,817)
Total revenue	15,312	5,661	(9,651)
Fixed expenses	7,238	6,678	560
Variable expenses	5,633	3,462	2,171
Renovations	1,539	1,234	305
Capital debt	764	764	-
Total expenses	15,174	12,138	3,036
Year-end surplus (deficit)	138	(6,477)	(6,615)
Opening fund balance	13,171	13,171	
Closing fund balance	13,309	6,694	

Parking Services



Operational Impact of COVID Pandemic

- Significant decline in revenues as a result of on-line learning and remote working initiatives
- Return to work plans will be supported by reduced staff parking fees as of September 1
- Continuing to implement transportation master plan
- Planning phase of new parking structure

Parking Services



	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	Variance (\$000's)
Parking charges	5,759	2,034	(3,725)
Other income	348	73	(275)
Total revenue	6,107	2,107	(4,000)
Fixed expenses	2,843	2,843	-
Transfers	89	32	57
Renovations	2,380	2,380	-
Capital debt	1,236	1,236	-
Total expenses	6,548	6,491	57
Year-end surplus (deficit)	(441)	(4,384)	(4,825)
Opening fund balance	4,108	4,108	
Closing fund balance	3,667	(276)	

Health & Counselling Services



Operational Impact of COVID Pandemic

- Effective mid-March clinic services offered primarily virtually
- Physician visits have declined significantly since the campus closure
- Counselling services continues to be in high demand
- Student Health Fee continues to be charged

Health & Counselling Services



	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	Variance (\$000's)
Student Fees	2,075	1,964	(111)
Insurance & other revenue	2,357	1,663	(694)
Total revenue	4,432	3,627	(805)
Fixed expenses	3,084	3,007	77
Variable expenses	1,876	1,149	727
Transfers	(557)	(513)	(44)
Renovations	50	50	-
Total expenses	4,453	3,693	760
Year-end surplus (deficit)	(21)	(66)	(45)
Opening fund balance	328	328	
Closing fund balance	307	262	

The Print Shop & Campus Card



Operational Impact of COVID Pandemic

- Significant decline in demand for print services
 - Created signage for health & safety and return-to-work
 - E-commerce and curbside pick-up
- Campus Card continues to support users remotely
 - Card Issuance
 - U-Pass renewal and distribution
 - Information Carleton
 - Support of Dining Services technology

The Print Shop & Campus Card



	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	Variance (\$000's)
Internal sales	2,314	823	(1,491)
External & other income	797	344	(453)
Less: cost of goods sold	(469)	(113)	356
Total revenue	2,642	1,054	(1,588)
Fixed expenses	1,940	1,781	159
Variable expenses	510	180	330
Renovations	189	34	155
Total expenses	2,639	1,995	644
Year-end surplus (deficit)	3	(941)	(944)
Opening fund balance	572	572	
Closing fund balance	575	(369)	

The Bookstore



Operational Impact of COVID Pandemic

- The Bookstore was closed in March 2020
- Re-opened to the public in August 2020
- Majority of sales will continue to be e-commerce
- Marketing & communications focus
 - Timely instructor textbooks adoptions
 - Students' awareness of how to obtain educational resources

The Bookstore



	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	Variance (\$000's)
Commission income	652	492	(160)
Total revenue	652	492	(160)
Fixed expenses	480	480	-
Variable expenses	162	162	-
Total expenses	642	642	-
Year-End surplus (deficit)	10	(150)	(160)
Opening fund balance	307	307	
Closing fund balance	317	157	

Carleton Dominion-Chalmers Centre



Operational Impact of COVID Pandemic

- Events and gatherings at CDCC were cancelled effective mid-March
- 70% of revenue earned between May to August and in December
- Rebooking events where possible
- Investment to support virtual events

Carleton Dominion-Chalmers Centre



	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	Variance (\$000's)
External revenue	397	108	(289)
Internal revenue & transfers	328	300	(28)
Total revenue	725	408	(317)
Fixed expenses	380	380	-
Variable expenses	343	118	225
Total expenses	723	498	225
Year-end surplus (deficit)	2	(90)	(92)
Opening fund balance	176	176	
Closing fund balance	178	86	

Remaining Ancillary Units



University Centre:

- Long-term reduction in physical presence on campus could adversely impact tenants, which could result in loss of space rented by tenants.
- Operating costs remain relatively fixed

NWRC Building:

- Leased to the Government of Canada
- Fully cost recoverable minimal impact on net operations of this ancillary.

Ancillary Capital Fund



	2020-21 Budget (\$000's)	2020-21 Projection (\$000's)	Variance (\$000's)
External contributions	1,132	806	(326)
Internal contributions	1,294	72	(1,222)
Total revenue	2,426	878	(1,548)
Transfers	710	710	-
Total expenses	710	710	-
Year-end surplus (deficit)	1,716	168	(1,548)
Opening fund balance	5,323	5,323	
Closing fund balance	7,039	5,491	

Ancillary Capital Fund



Long-Term Strategic Impact

- The mandate of the ACF is to support capital projects that may be required for Ancillary Units
- 2020-21 contributions to the ACF from Ancillary Units are eliminated due to losses incurred
- ACF accumulated surplus is insufficient to replace the losses incurred by Ancillary units

Long-Term Strategic Impact



- Accumulated surplus has taken years to establish
- Support reinvestment & address deferred maintenance
 - Significant deferred maintenance (\$124M)
 - Down-payment for new residence, parking garage, and potential Wellness Centre
- Challenged to repay debt
 - Reduce funding available for reinvestment
 - Smaller ancillaries have tighter budgets



Questions



Carleton
UNIVERSITY

2020-21 Budget Update: Ancillary Operations

2020-21 OPERATING PLAN & PROJECTIONS - ANALYSIS OF
THE IMPACT OF COVID-19

September 2020

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Overview

Ancillaries are expected to generate sufficient revenue from user fees and external sources to cover the cost of providing services to the University community. Ancillaries are also expected to generate sufficient annual operating surpluses to be held in reserve for future capital expenditures, service expansion, and addressing any deferred maintenance requirements.

As a result of the COVID-19 pandemic, the majority of ancillary operations have been adversely impacted and revenue generating activities have been significantly reduced. In addition, fixed costs such as facility maintenance, contractual arrangements such as leases and rental payments, debt-servicing costs, full-time labour, and planned major renovations remain significant. Variable costs related to usage and casual labour have decreased accordingly, but not enough to offset the decrease in revenue.

This report outlines the original planned budget for 2020-21 based on normal operating conditions, as compared to projections for the year, whereby all semesters are primarily online, with minimal on-campus physical presence up to the end of 2020-21.

Overall, the projected impact of the pandemic on ancillary results is summarized as follows:

	2020-21 Original Budget (\$000's)	2020-21 Projections (\$000's)
Revenue	71,575	29,205
Expenses and transfers	46,673	37,830
Surplus (deficit) from operating activity	24,902	(8,625)
Renovations and capital debt	23,188	25,165
Surplus (deficit) for the year	1,714	(33,790)

The change in the overall accumulated surplus balances are as follows:

Budgeted Balance at Apr 2021 (\$000's)	Projected Balance at Apr 2021 (\$000's)
42,480	6,976

Overall, the ancillary portfolio will experience a drastic financial downturn as a result of the pandemic. Many ancillaries will need to draw on their reserves to offset the financial implications of these unforeseen circumstances. This will impact ancillary units' ability to reinvest in their services and maintain their capital requirements. In addition, some ancillaries will not have adequate reserves to offset their losses and will need financial support from the University to cover the cost of their operations and financial obligations.

Housing, Conference and Dining

The budget as compared to projections for Housing & Residence Life, Conference Services, and Dining Services to reflect the impact of the COVID-19 pandemic is summarized as follows:

	2020-21 Original Budget (\$000's)	2020-21 Projections (\$000's)
<u>Revenue</u>		
Residence fees	24,698	9,947
Conference operations	2,773	-
Commission income	7,251	910
Other income	135	55
	<hr/> 34,857	<hr/> 10,912
<u>Expenses and transfers</u>		
Fixed expenses	14,949	13,343
Variable expenses	3,453	1,964
Contribution to Ancillary Capital Fund	1,130	-
	<hr/> 19,532	<hr/> 15,307
Surplus (deficit) from operating activity	15,325	(4,395)
<u>Renovations and capital debt</u>		
Renovations and alterations	8,000	10,100
Capital debt	7,018	6,343
	<hr/> 15,018	<hr/> 16,443
Surplus (deficit) for the year	<hr/> 307	<hr/> (20,838)
Opening fund balance	12,711	12,711
Closing fund balance (deficit)	13,018	(8,127)

Overview

During a typical academic year, Housing & Residence Life provides on-campus accommodations for approximately 3,600 full-time undergraduate and graduate students. During the summer months, Conference Services generates ancillary revenue by providing residence accommodations to participants of events held on campus and visiting tourists. Dining Services provides meals to students living in residence, operates 16 retail dining concepts on campus, and provides catering services for meetings and events.

Operational Impact of COVID-19 Pandemic

- Housing & Residence Life has seen a significant decrease in demand for student accommodations on campus for fall 2020. It is expected that only 1,300 students will require accommodations this fall, a decrease of 64% in revenues. During the summer of 2020, Housing has provided accommodations for approximately 300 students, which has helped partially offset this revenue shortfall.
- All summer accommodations and events were proactively suspended to support physical distancing and rescheduled to a future period where possible. Conference Services has developed plans to return events to campus that incorporate current physical distancing protocol and is able to support events in a hybrid model (i.e. limited attendees on campus supported by on-line broadcasting of events).
- In accordance with Ottawa Public Health guidelines and university policies, Dining Services has implemented plans to safely operate the residence dining hall and a limited number of

retail locations across campus. Dining Services is also able to support limited catering across campus.

- Students living in residence will be able to access the dining hall and select retail locations across campus. Richcraft Tim Horton's, Starbucks in the University Centre, and a reduced Food Court will be open to support staff and any students on campus.
- Dining Services will also be deploying new concepts such as mobile ordering for retail locations, turnstiles in the dining hall for effective capacity monitoring, and a food truck to further support the community's needs in a safe and innovative manner.

2020-21 Projections

- Due to the overall decrease in demand for residence accommodations, accommodations revenues are significantly lower than budgeted. This has also had a related impact on expected meal plan commissions for Dining Services.
- The suspension of summer business and events has eliminated the majority of revenue generated by Conference Services. Should demand for meetings and events increase, some incremental revenue will be generated but it will be insufficient to replace revenues earned in the summer period.
- Housing, Conference, and Dining have reduced expenses where possible however the majority of expenses are fixed.
- Almost one third of expenses relate to major renovations of facilities. These costs have not been deferred as renovation projects were already contracted at the beginning of the pandemic. In addition, the timeline for replacement of locks in residence, planned for next year, has been escalated as the existing system is at end of life.
- As the majority of facilities will be in operation and must continue to be maintained, there is minimal opportunity for cost savings related to facility operating costs.
- Excess principal payments on outstanding debt have been deferred however, overall debt servicing costs are still significant.
- The majority of labour costs relate to full-time staffing, as casual staffing has been reduced or eliminated where possible, including the reduction of staffing to support the summer accommodations programs. Although most Dining Services operations were closed during the summer and there will be reduced operations during the academic year, labour costs are incurred by the Dining Services contractor and the University will not realize any cost savings as a result of these closures.

Long-term Strategic Impact

The revenue shortfall within Housing, Conference, and Dining has eliminated the department's accumulated surplus and will leave the department with a significant deficit. Through diligent financial planning, the department had successfully accumulated a surplus of \$13 million; a surplus that had been earmarked for reinvestment in the construction of a new residence building and addressing the significant deferred maintenance needs of both Housing and Dining Services. Without a surplus to use as a down payment, the carrying costs of a proposed residence will increase significantly. In addition, the accumulated deficit incurred will increase the department's existing debt load further reducing annual operating surpluses. Both Housing and Dining Services have done an excellent job addressing deferred maintenance within their facilities. This reinvestment in facilities has been a key contributor to Carleton University Dining Services being ranked second and Housing being ranked third by Maclean's magazine amongst their respective peer institutions. An inability to reinvest in facilities due to increased debt payments will jeopardize the significant progress the department has made to elevate the reputation of and to attract students to Carleton University. As noted in the 2020-21 Projections, more than one-third of the department's expenditures are related to major renovations; these renovations are directly addressing deferred maintenance in residence buildings and dining facilities. Without financial support from the university, these liabilities will continue to accumulate as facilities age and dining concepts require reinvestment as a result of licensing arrangements.

Physical Recreation and Athletics (excludes Football)

The budget as compared to projections for the Department of Recreation and Athletics (Athletics) to reflect the impact of the COVID-19 pandemic is summarized as follows:

	2020-21 Original Budget (\$000's)	2020-21 Projections (\$000's)
<u>Revenue</u>		
Athletic Student Fees	5,988	2,154
Other income	7,976	2,665
Internal revenue	1,348	842
	<u>15,312</u>	<u>5,661</u>
<u>Expenses and transfers</u>		
Fixed expenses	7,648	6,678
Variable expenses	5,223	3,462
	<u>12,871</u>	<u>10,140</u>
Surplus (deficit) from operating activity	2,441	(4,479)
<u>Renovations and capital debt</u>		
Renovations and alterations	1,539	1,234
Capital debt	764	764
	<u>2,303</u>	<u>1,998</u>
Surplus (deficit) for the year	<u>138</u>	<u>(6,477)</u>
Opening fund balance	13,171	13,171
Closing fund balance	13,309	6,694

Overview

The Department of Physical Recreation and Athletics' (Athletics) mission is to enhance the life, health, and spirit of the Carleton University community by providing quality sport, physical activity, and instruction. A balance of programs is offered for all skills and competitive levels, including freelance recreation, instructional programs, intramural leagues, 15 varsity teams, and 21 competitive club teams. Athletics generates revenue from the mandatory Student Athletics Fee, programs and membership fees, facility rentals, sponsorships, fundraising and miscellaneous sources.

As a program that is funded largely by external sources, the football operations are not reflected in the Physical Recreation and Athletics financial summary.

Operational Impact of COVID-19 Pandemic

- In response to the physical distancing measures implemented in March, Athletics closed all its facilities and cancelled on-going programs and rentals.
- The services offered by Athletics are primarily in-person, and therefore the pandemic has had a significant impact on the ability for Athletics to offer services and generate revenue. Athletics has worked diligently to generate new revenue sources, including utilizing digital platforms to offer live and on-demand fitness classes, courses, E-sport leagues, and camps.
- Athletics has been following the University guidelines, protocols and criteria for a phased in, safe, thoughtful approach to re-opening which has been guided by public health and government legislation.
- Athletics will also follow new industry standards and guidelines for fitness, recreation and competitive sport based on public health, province, and sport medicine recommendations.

2020-21 Projections

- Athletics is anticipating substantial losses, which can be attributed to the fact that revenue generation for Athletics is directly tied to on-campus physical presence.
- The Student Athletic Fee was not charged during the summer semester. Athletics has projected the fall and winter Student Athletics Fee will be charged at 50%.
- Summer camps were delivered in 2020 with a limited number of campers attending half-day camps. Revenue generated from camps amounted to 20% of revenue as compared to the previous year, while the cost per camper was higher due to protocols put in place as a result of the pandemic, including lower staff-to-camper ratios and increased sanitation and cleaning costs.
- Community leagues and rental revenues are projected to be 60% lower than budgeted due to limited capacity and uncertainty on demand.
- Varsity sports be substantially reduced, and associated revenue and expenses have been adjusted accordingly.
- A substantial decrease in salary and benefits has been projected due to the reduction of part-time salaries as a result of significantly reduced activity. There is also a small decrease in full-time salaries due to the delay in new hires.
- Savings from other expenses have been projected as well, including meals from summer camps, travel due to the reduction in varsity sports, the reduction of apparel purchases for varsity teams and the substantial reduction in assistant coaches.
- Fixed costs include full-time employee compensation, subcontracted services, utilities, and other operational expenditures related to the facilities. Expenditure savings are anticipated but have not been included in these projections since estimates could not be reliably made at the time these projections were prepared. This includes utility savings due to the closure of facilities, including the pool and Ice House. Such savings are offset by cleaning and sanitization costs, which are expected to increase significantly.
- \$0.3 million in capital projects originally planned for 2020-21 have been deferred in the revised budget.
- Capital debt relates to the principal payments made on the internally financed loans of the Ice House and the Alumni Hall expansion. Athletics receives an inter-fund transfer from the Ancillary Capital Fund to cover the cost of the Alumni Hall finance payment (\$0.2 million), which is included in fixed expenses.

Long-term Strategic Impact

The accumulated surplus that Athletics has worked diligently for over a decade to accumulate will be considerably reduced as a result of the pandemic. The strategic initiatives set by the department, which directly support the academic mission of the university, are adversely impacted by this reduction in accumulated surplus. Plans have been underway for a new Wellness Hub, with the objective of becoming a gateway hub for the community that combines learning, wellness, sport and research in one location. The Wellness Hub would address the capacity issues of the Fitness Centre, as well as provide alternative swimming facilities as the current pool is at the end of its life cycle. The reduction of Athletics' surplus has resulted in the inability to contribute \$10 million for this project from accumulated reserves. Further, the reduction in accumulated reserves will also present challenges for Athletics in dealing with the estimated \$21 million in estimated deferred maintenance, excluding the pool.

Parking Services

The budget as compared to projections for Parking Services to reflect the impact of the COVID-19 pandemic is summarized as follows:

	2020-21 Original Budget (\$000's)	2020-21 Projections (\$000's)
<u>Revenue</u>		
Parking charges	5,759	2,034
Other income	348	73
	<u>6,107</u>	<u>2,107</u>
<u>Expenses and transfers</u>		
Fixed expenses	2,843	2,843
Transfers (indirect expense contribution)	89	32
	<u>2,932</u>	<u>2,875</u>
Surplus (deficit) from operating activity	3,175	(768)
<u>Renovations and capital debt</u>		
Renovations and alterations	2,380	2,380
Capital debt	1,236	1,236
	<u>3,616</u>	<u>3,616</u>
Surplus (deficit) for the year	<u>(441)</u>	<u>(4,384)</u>
Opening fund balance	4,108	4,108
Closing fund balance (deficit)	3,667	(276)

Overview

Parking Services manages all aspects related to parking on campus including traffic demand management, parking lot maintenance, permit issuance, service of parking equipment and parking revenue collection systems, secure bicycle storage facilities, and parking enforcement on campus. In addition, the unit also co-ordinates the locker rental and repair program for the University.

Parking capacity on campus remains a significant challenge for Parking Services. Prior to the pandemic, parking capacity exceeded the “functional capacity” as per industry standards. Parking infrastructure on campus will be further stressed over the next several years because of a number of anticipated challenges, including the Hog’s Back Bridge closure, the LRT shutdown, the loss and temporary displacement of ground parking lot spaces due to anticipated campus construction projects, and the upcoming decommissioning of the P9 Parking Garage. The P9 Parking Garage currently houses 651 parking spaces and will need to be replaced with the construction of a new parking garage. The new parking garage (P3 garage) is currently in the early planning stages.

Operational Impact of COVID-19 Pandemic

- As a result of University facility closures and remote working initiatives, Parking Services has had a significant decline in revenues. Students were refunded for parking permits from March 15, 2020 onward, while staff parking permits paid through payroll deductions were suspended as of April 1, 2020. Payroll deductions for staff permits are anticipated to resume at a reduced amount effective September 2020.
- Parking Services was expecting a capacity issue in the fall semester due to reduced alternative transportation options resulting from the two-year O-Train shutdown. In response, the top priority had been improvements in and expansion of Lot 7 to provide additional capacity. In addition, plans are in place to lease the NCC lot North of Lot 7 (110

additional spaces). Anticipated reduction in on-campus student presence in the fall and winter semesters will temporarily reduce capacity concerns. Lot 7 expansion will occur incrementally over the next few years.

- Parking Services will continue to offer full capacity and amenities over the next year with a view to shifting permit parking to the periphery of campus and providing enhanced accessibility where it is needed, in close proximity to campus buildings.

2020-21 Projections

- Parking revenue has been adjusted to account for the anticipated reduction in on-campus physical presence for 2020-21.
- The majority of annual expenses for Parking Services are fixed costs, including the snow removal contract, space rental expenses, full-time labour costs, and fixed annual transfers to the Operating Fund. The only variable costs are related to the indirect expense contribution made to the University, which is calculated based on parking revenue. While minimal cost savings have been included in the updated projections, opportunities for cost savings will continue to be explored, including the potential savings for snow clearing and removal.
- Renovations and debt payments account for over half of budgeted expenses. Renovation projects were already planned and contracted prior to the pandemic and it would not have been advisable to cancel these projects.
- Parking Services is anticipating significant operating losses, which will require the accumulated surplus to be drawn down.

Long-term Strategic Impact

The pandemic has resulted in the majority of the reserves that Parking Services has built up over a number of years to be depleted. This will create a financial challenge for Parking Services as this surplus was earmarked for a down payment on the new parking garage (P3) to replace the necessary decommissioning of the P9 garage. In addition to the new parking structure, Parking Services accumulated surplus was held in reserve to address an estimated \$14 million in outstanding deferred maintenance.

Health and Counselling Services

The budget as compared to projections for Health and Counselling Services (HCS) to reflect the impact of the COVID-19 pandemic is summarized as follows:

	2020-21 Original Budget (\$000's)	2020-21 Projections (\$000's)
<u>Revenue</u>		
Health Services Student Fee	2,075	1,964
Insurance recoveries/other	2,057	1,334
Internal revenue	300	329
	<hr/> 4,432	<hr/> 3,627
<u>Expenses and transfers</u>		
Fixed expenses	3,084	3,007
Variable expenses	1,876	1,149
Transfers	(557)	(513)
	<hr/> 4,403	<hr/> 3,643
Surplus (deficit) from operating activity	29	(16)
Renovations and alterations	50	50
	<hr/>	<hr/>
Surplus (deficit) for the year	(21)	(66)
Opening fund balance	328	328
Closing fund balance	307	262

Overview

Health and Counselling Services (HCS) is a multidisciplinary healthcare facility that provides medical services, counselling services, and a health promotion program to Carleton University students, faculty and staff. HCS plays an integral role in supporting the University's commitment to be the most accessible campus in Canada by providing a caring and supportive environment, which enhances the educational process and influences student success and retention by modifying or removing health related barriers to learning. HCS directly supports the 2020-21 University budget priorities by directly promoting Student wellness.

Operational Impact of COVID-19 Pandemic

- In response to the recommendations by the Ontario Medical Association and to follow practices being adopted by primary care physicians across Ontario, the Health and Counselling Services (HCS) clinic moved operations to primarily virtual effective mid-March. Urgent walk-in care continues to be triaged by telephone in order to determine the safest way to provide care.
- While physician visits have decreased significantly since the closure of campus, counselling continues to be in high demand. In anticipation of the fall and winter semesters, HCS intends to continue charging the Health Services Student Fee in order to have adequate resources available to continue providing services to the Carleton Community. A hybrid of virtual and in-person visits will continue to be offered.

2020-21 Projections

- The projections presented anticipate that the Health Services Student Fee will continue to be charged in full throughout the 2020-21 academic year. The Health Services Student Fee generates resources required for HCS to provide counselling services, a service which is not reimbursable through insurance (OHIP or otherwise). Counselling services have remained in high demand since the onset of the pandemic.
- HCS operates on a fee for service model employing physicians as independent contractors who work on a part-time basis. Insurance recovery revenue is projected to be less than originally budgeted. This can be attributed to the decline in Physician visits as a result of the decrease in on-campus physical presence.
- Variable expenses are comprised of professional fees for Physicians, part-time staff labour costs and medical supplies. Fewer anticipated visits will correspond to savings in all variable expense categories. That being said, the cost of medical supplies have drastically increased as a result of the pandemic, therefore an increase in visits will result in higher than normal variable costs related to medical supplies.
- Physicians have been relieved from paying overhead to HCS since the onset of the pandemic due to the majority of the visits being conducted virtually, as well as an incentive for Physicians to remain at Carleton despite the decrease in visits. This has resulted in additional losses for HCS. It has been projected that overhead will not be charged to physicians throughout the 2020-21 year.
- Additional renovation and alteration costs will be incurred prior to reopening the clinic to the community to ensure appropriate safety measures are in place, such as plexiglass dividers.
- HCS is anticipating a deficit for the year, which will require HCS to draw down on their modest accumulated surplus.

Long-term Strategic Impact

HCS generally operates under a tight budget, which is reflected in the modest accumulated reserves. Historically, these reserves have been used to reinvest in facilities and equipment; the reduction of these reserves will create challenges to reinvest in health and counselling services. Prior to the current pandemic, the demand for health and counselling services was continuing to grow for some time and is likely to be exacerbated by the pandemic.

The Print Shop

The budget as compared to projections for The Print Shop to reflect the impact of the COVID-19 pandemic is summarized as follows:

	2020-21 Original Budget (\$000's)	2020-21 Projections (\$000's)
<u>Revenue</u>		
External sales	514	151
Internal sales	2,314	823
Other income	283	193
	<hr/> 3,111	<hr/> 1,167
Less: cost of goods sold	469	113
	<hr/> 2,642	<hr/> 1,054
<u>Expenses and transfers</u>		
Fixed expenses	1,940	1,781
Variable expenses	418	180
Contribution to the Ancillary Capital Fund	92	-
	<hr/> 2,450	<hr/> 1,961
Surplus (deficit) from operating activity	192	(907)
Renovations and alterations	189	34
	<hr/> 3	<hr/> (941)
Opening fund balance	572	572
Closing fund balance (deficit)	575	(369)

Overview

The Print Shop provides offset, digital, and wide-format printing to the Carleton community. Located in Robertson Hall, The Print Shop produces promotional items and academic publications for the University, as well as provides print services to external customers. The department is also responsible for 190 multi-functional devices throughout campus for both internal and external users. Campus Card is also included in The Print Shop's operations. Located in the University Centre, the Campus Card office provides students, staff, and faculty with a comprehensive ID card that can be used to make purchases across campus, access services, and gain entry to buildings. Campus Card is also responsible for distributing the UPass transit pass to students.

Operational Impact of COVID-19 Pandemic

- As a result of online instruction and the overall reduction of activity on campus, the Print Shop has seen a significant decline for many of its services such as exam and event printing and usage of multi-functional device printing.
- The Print Shop team has played a key role in the University's return to work planning by producing and installing wide-format signage across campus. The Print Shop continues to provide signage for specific departments as they implement their return to work plans.
- The Print Shop has also implemented contactless pick-up of digital and offset print items requested by the community.
- An approved return to work plan will allow the Campus Card office to fulfill its goal of distributing Campus Cards and U-Passes to students and staff as required. Due to

University's continued use of online instruction for all classes, it is expected that this distribution will be significantly lower than in past years.

- The Campus Card Office has also made critical contributions to the University's return to work plans by supporting the implementation of Dining Services technology implementations of mobile ordering and turnstiles in the residence dining hall. The Campus Card office also leads the implementation of a virtual queuing solution to support the Bookstore, Print Shop, and the distribution of Campus Cards and U-Passes.

2020-21 Projections

- The reduction in overall activity on campus has had a significant impact on overall Print Shop revenues and is expected to continue for the all or part of the academic year. While it is difficult to estimate the continued impact of this unprecedented pandemic, The Print Shop has taken a conservative approach in estimating revenues for 2020-21.
- Campus Card revenue is derived from funding received from the Dining Services program, commission earned from on-campus sales, and funds generated from lost cards and balance recoveries. While Dining Services will continue to fund the Campus Card program, these other forms of revenue are expected to decrease during 2020-21.
- The Print Shop is projecting expenses to be nearly 30% less than originally budget. This reduction reflects the overall anticipated reduction in activities while balancing the Print Shop's ability to continue to offer required print services to the campus community.
- As a result of a reduction in temporary labour and not filling currently vacant positions, labour costs have been reduced by 16%.
- Fixed expenses include equipment leases, software agreements, and internal rent charges which are not variable based on activity and cannot be reduced or eliminated.
- Planned investment in print finishing equipment has been deferred at this time; however, the Campus Card operation has made an investment in a virtual queuing solution to support physical distancing within several university operations.

Long-term Strategic Impact

The Print Shop has consistently generated operating surpluses and eliminated any internal debt that resulted from capital acquisitions. These surpluses have been used to reinvest in the existing operation by purchasing new digital production equipment and investing in new technologies that allow for wide-format printing and reduce the cost of offset production. By moving away from leasing equipment, and focusing on procurement of equipment, overall operating costs have been reduced and useful life of equipment has been extended. As a result of the pandemic, surpluses that have been carefully managed have been eliminated and likely will cause the Print Shop to take on debt. Without university capital support, the Print Shop will not be in a position to reinvest in its operation and will be challenged to manage deferred maintenance of its existing equipment. It is important to note that the equipment used to support return to work signage across campus was procured with Print Shop surpluses as an existing effort to reinvest and diversify the Print Shop's services. Reinvestment in technology has also been a key operating mandate of the Campus Card office. Over the last year alone, the Campus Card has invested in a new Point-Of-Sale system to support its service offering for Dining Services and new card printing technology.

The Bookstore

The budget as compared to projections for The Bookstore to reflect the impact of the COVID-19 pandemic is summarized as follows:

	2020-21 Original Budget (\$000's)	2020-21 Projections (\$000's)
<u>Revenue</u>		
Commissions and Reimbursements	652	492
<u>Expenses</u>		
Fixed expenses	480	480
Variable expenses	80	80
Indirect expense contribution	82	82
	<u>642</u>	<u>642</u>
Surplus (deficit) for the year	<u>10</u>	<u>(150)</u>
Opening fund balance	307	307
Closing fund balance	317	157

Overview

The University Bookstore is located in the University Centre. The Bookstore sells textbooks, course materials, apparel, supplies and other related accessories. Follett of Canada currently manages the Bookstore under a commission arrangement, which expires in 2025. Follett offers programs such as “Price-Matching”, Text Book Rentals, and the sale of used books and buy-backs to provide affordable options for students to purchase their necessary academic materials. The University and Follett collaborate on promotional and marketing efforts to ensure the mutual benefit of the partnership.

Operational Impact of COVID-19 Pandemic

- As a result of physical distancing measures, The Bookstore retail location was closed in March 2020; however, The Bookstore was able to provide its services through its e-commerce platform.
- The Bookstore has successfully implemented a return to work plan that incorporates Ottawa Public Health Guidelines and University Policies. The Bookstore re-opened to the public in August 2020; however, it is anticipated the majority of sales will continue to be through e-commerce.
- The Bookstore communication focus is on ensuring instructors continue to submit their adoptions in a timely manner and that students are aware of how they can source their educational resources in a variety of formats. In addition to dedicated social media communications, the Bookstore team is partnering with existing university channels such as the Student Experience Office and the Departments of Communications to ensure the messaging is visible and relevant.

2020-21 Projection

- As a result of the reduction of on-campus activities, it is expected that Bookstore sales will be significantly lower than originally budgeted. Summer term sales are 53% lower than prior year; the projections reflect this trend continuing for the entirety of the fiscal year should the full academic year be on-line. Should in person instruction return in the winter, the Bookstore may see a slight increase in sales, however it is important to note that the majority of sales occur in the fall.

- As the Bookstore is operated by Follett of Canada, the Bookstore has few expense categories that are incurred by the University.
- Labour costs of approximately \$0.3 million relate to University employees whose work is overseen by Follett management. This cost is fully recovered from Follett and Follett has not asked for relief of this expense so long as the Bookstore is able to operate.
- Remaining expenses relate to overhead charges and University Centre rent.
- Given the limited number of expenses incurred by the Bookstore, no significant opportunities for cost savings have been identified.

Long-term Strategic Impact

The majority of risk associated with Bookstore operations are borne by Follett of Canada. Within Canada, Follett is the only third-party Bookstore operator therefore the most significant risk for the University is that Follett of Canada should cease operations and the university would require an alternate means to distribute course materials. While some other Universities manage their own Bookstores, it would be a significant financial burden for the University to establish an internal Bookstore operation. Existing reserves and staffing are insufficient to support such an operation; however, the university should continue to monitor this risk and overall bookstore industry trends. It is also likely that Follett Canada seek to amend terms of the existing operating agreement to support continued financial viability.

Carleton Dominion-Chalmers Centre

The budget as compared to projections for the Carleton Dominion-Chalmers Centre (CDCC) to reflect the impact of the COVID-19 pandemic is summarized as follows:

	2020-21 Original Budget (\$000's)	2020-21 Projections (\$000's)
<u>Revenue</u>		
External revenue	397	108
Internal revenue and transfers	328	300
	<hr/> 725	<hr/> 408
<u>Expenses</u>		
Fixed expenses	380	380
Variable expenses	343	118
	<hr/> 723	<hr/> 498
Surplus (deficit) for the year	<hr/> 2	<hr/> (90)
Opening fund balance	176	176
Closing fund balance	178	86

Overview

Carleton Dominion-Chalmers Centre (CDCC), acquired by Carleton University in 2018, provides the University with academic and multi-purpose performance space, in addition to serving the Ottawa community. The CDCC budget excludes restricted donations and pledges to cover renovations and facility upgrades.

External revenue is primarily generated from rental income for space leased to the Dominion-Chalmers United Church, from space rentals for community and university user groups, as well as from parking. Carleton University transfers \$0.3 million per annum to cover the operating costs associated with the use of space by the University.

Operating expenses include salaries and benefits, operating costs to run the building, as well as the purchases of required furniture, fixtures and equipment. Capital expenditures are not reflected in the budget as presented, as these expenditures have been allocated to the \$2 million in special purpose funds received from the Crabtree Foundation.

Operational Impact of COVID-19 Pandemic

- CDCC is following the advice provided by Ottawa Public Health and other health agencies. The building will be reopened and events will move forward as soon as it is deemed safe to do so.
- CDCC is encouraging clients to reschedule cancelled events for a later date where possible in an effort to make-up lost revenue.
- CDCC is investing in live streaming and recording equipment to help support opportunities for university and community user groups, and stimulate revenue generation.

2020-21 Projections

- May through August is a busy time for CDCC due to season finale concerts and festival season. The first weeks of December is also a very busy period for CDCC with back-to-back holiday events. Approximately 60-70% of the annual revenue is typically earned during these periods. As a result, revenue has been adversely impacted.
- Variable expenses include part-time salaries and professional fees, which can be reduced if events are not being held on site.

Long-term Strategic Impact

As a new ancillary, CDCC is still in the early stages of operations. As a result, minimal reserves have been accumulated to date, providing little safety net should physical distancing measures continue into subsequent years. Deferred maintenance for the building is estimated at approximately \$3.4 million and the existing reserves were earmarked for helping address these liabilities. This unforeseen pandemic has reduced the CDCC's ability to reinvest in facilities to generate future revenues as planned

University Centre

The budget as compared to projections for the University Centre to reflect the impact of the COVID-19 pandemic is summarized as follows:

	2020-21 Original Budget (\$000's)	2020-21 Projections (\$000's)
<u>Revenue</u>		
Rental revenue	640	640
Internal recoveries	1,110	1,110
	<hr/> 1,750	<hr/> 1,750
Operating expenses	1,070	1,070
Surplus from operating activity	680	680
Renovations and alterations	680	1,692
Surplus (deficit) for the year	<hr/> -	<hr/> (1,012)
Opening fund balance	3,390	3,390
Closing fund balance	3,390	2,378

Overview

The University Centre is a student-oriented building that serves as the hub of the campus. It is home to Carleton University Students' Association (CUSA) and virtually all of its operations including a convenience store, a coffeehouse, and Oliver's Pub. Other tenants include the Graduate Students' Association (GSA), Information Carleton, the Paul Menton Centre for Students with Disabilities, the University Bookstore and a large food court. The University Centre operates on a cost recovery basis.

Operational Impact of COVID-19 Pandemic

- The University Centre is fully cost-recoverable, therefore the onset of COVID-19 has had minimal impact to the University Centre from a financial perspective.
- While physical presence on campus is expected to be minimal in the current year, rent will continue to be collected on a cost recovery basis from tenants, which will limit the financial impact.
- As physical distancing measures are eased and the building is opened to the community, the University Centre will need to ensure that appropriate health and safety measures are in place, including adequate cleaning and sanitation.

2020-21 Projection

- The expected decrease in physical presence on campus will result in some operating cost savings for the University Centre, however, estimates to account for such cost savings were not available at the time these projections were prepared. Further, any savings will help offset the expected deficit for the year due to the ongoing roof replacement project.
- No reduction in rental revenue has been projected. The University charges a University Centre Student fee on behalf of CUSA and GSA, which is considered sufficient to cover the rental costs for both student groups.

NWRC Building

The budget as compared to projections for the National Wildlife Research Building (NWRC) to reflect the impact of the COVID-19 pandemic is summarized as follows:

	2020-21 Original Budget (\$000's)	2020-21 Projections (\$000's)
<u>Revenue</u>		
External rental revenue	1,300	1,300
Occupancy cost recoveries	871	871
Interest and sundry income	32	32
	<hr/> 2,203	<hr/> 2,203
Occupancy costs and operating expenses	<hr/> 871	<hr/> 871
Surplus from operating activity	1,332	1,332
Capital debt	<hr/> 1,332	<hr/> 1,332
Surplus for the year	<hr/> -	<hr/> -
Opening fund balance	680	680
Closing fund balance	680	680

Overview

Carleton University entered into an agreement with Environment Canada under which Carleton University constructed the NWRC building on its property and leased the building to Environment Canada. The lease is for 99 years starting May 1, 2002. The University can terminate the lease after 25 years, without penalty. Under the lease, Carleton receives base rent of \$1.3 million per year for the first 25 years and one dollar per year for the remainder of the lease. The \$1.3 million annual rent payment is paid in advance; therefore, interest earned on the deferred balance at a short-term investment rate is included in the income calculation. In addition to annual rent, Environment Canada pays the annual occupancy costs including utilities, building operations and security services at a cost of approximately \$1.1 million.

Outstanding deferred maintenance for the NWRC is currently estimated at \$1.3 million.

Operational Impact of COVID-19 Pandemic

- NWRC facilities are leased to the Government of Canada and there is no operational impact to the University as result of measures taken by NWRC due to COVID-19.

2020-21 Projection

- The NWRC is fully cost recoverable, therefore COVID-19 will have minimal impact on net operations of this ancillary
- Internal recoveries are from University operating units, as well as Ancillary units including Dining Services, the Bookstore, and Campus Card. No reduction in internal recoveries has been reflected in the projections.
- Renovations and alterations are higher than originally budgeted due to the ongoing roof replacement project, which has carried forward from 2018-19.

Long-term Strategic Impact

The University Centre has historically operated on a cost recovery basis, with deferred maintenance built into the recoveries. With deferred maintenance on the aging building currently estimated at nearly \$32 million, any rent relief provided to tenants will adversely impact the surplus accumulated to date to support maintaining the building.

Ancillary Capital Fund

The budget as compared to projections for the Ancillary Capital Fund (ACF) to reflect the impact of the COVID-19 pandemic is summarized as follows:

	2020-21 Original Budget (\$000's)	2020-21 Projections (\$000's)
Revenue		
External contributions	1,132	806
Internal contributions	1,294	72
	<hr/> 2,426	<hr/> 878
Transfers	710	710
	<hr/> 1,716	<hr/> 168
Surplus for the year		
Opening fund balance	5,323	5,323
Closing fund balance	7,039	5,491

Overview

The Ancillary Capital Fund (ACF) has been established to support capital projects that may be required for ancillary units. Revenue is generated from external sponsorships, rentals and commissions, as well as internal contributions from other ancillary units.

Operational Impact of COVID-19 Pandemic

- COVID-19 has had minimal impact on the operating activity of the ACF.
- Commission revenue will be negatively impacted as a result of the pandemic. Commission revenue that flows to the ACF is managed outside the ACF, therefore there are no strategic operating decisions that need to be made directly by the ACF.

2020-21 Projections

- External commission revenue is anticipated to be negatively impacted by the pandemic due to the expected decrease in sales as a result of the reduction in on-campus physical presence.
- Dining Services transfers \$1.01 million per annum and the Print Shop transfers approximately \$0.09 million per annum. Due to the significant losses anticipated by both these ancillary units, no internal contributions from Dining Services and the Print Shop has been projected.

Long-term Strategic Impact

The ACF currently exists to support other ancillary units. Most ancillary units have been severely adversely impacted by the pandemic, and many units have depleted reserves that have taken years to accumulate. The opportunity exists to use the approximate \$5.3 million accumulated by the ACF to support other units facing financial hardship, particularly those with significant upcoming capital projects.

Summary

The COVID-19 pandemic has caused unprecedented financial hardship for the university's previously financially stable and growing ancillary units. While ancillary in nature, these units all support the university's academic and research missions in their own unique way and would not have been brought into existence if not for their strategic value to support students, staff, and the community at large. While each unit has been judicious in creating reserves earmarked for growth, innovation, and maintenance of facilities and equipment, the impact of the pandemic has been one that could not have been reasonably foreseen when establishing appropriate targets for financial reserves. It is important to recognize that the amounts projected within this report are an estimate and the final impact on ancillary operations may be significantly different, either negatively or positively, than what is currently projected. Once final results are known, it is likely that management will request reinvestment in the university's ancillary units in order to ensure the continuity of operations at the previous high level, support innovation, and to fund deferred maintenance.

Appendix A - Deferred Maintenance

Deferred maintenance for Ancillary Units as of winter 2020 is estimated to be the following:

	Deferred Maintenance (\$000's)
Housing, Conference and Dining	\$ 53,230
Physical Recreation and Athletics (excluding the pool)	20,965
Parking Services	13,766
Health and Counselling Services	-
The Print Shop	-
The Bookstore	-
Carleton Dominion-Chalmers Centre	3,407
University Centre	31,881
NWRC Building	1,293
Ancillary Capital Fund	-
	<hr/>
	\$ 124,542

Appendix B - Summary of Outstanding Debt

Outstanding debt for Ancillary Units is summarized as follows:

	April 30, 2020 (\$000's)	April 30, 2020 (\$000's)
Housing, Conference and Dining	\$ 63,432	\$59,785
Physical Recreation and Athletics (excluding Football)	3,816	3,052
Parking Services	22,440	21,948
Health and Counselling Services	-	-
The Print Shop	-	-
The Bookstore	-	-
Carleton Dominion-Chalmers Centre	-	-
University Centre	-	-
NWRC Building	7,555	6,686
Ancillary Capital Fund	-	-
	<u>\$ 97,243</u>	<u>\$91,471</u>

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 09/01/2020
From:	Building Program & Finance Committees	Date of Meeting: 09/29/2020
Subject:	Replacement Parking Structure for P9	
Responsible Portfolio:	Finance and Administration	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

None required at this time.

3.0 EXECUTIVE SUMMARY

The parking garage located at P9 (beside the Robertson Building) was built in 1969, and consists of 650 parking spaces. In 2012, Halsall (now WSP) conducted a comprehensive assessment of the structure and prepared a capital maintenance plan to extend the life of the garage by 25 years. In November 2016, WSP updated its original assessment and maintenance plan. As a result of the WSP assessments, the university has been spending nearly \$1 million per year since 2013-2014 to maintain the P9 garage.

In August 2018, as part of their ongoing monitoring of P9, WSP discovered unexpected damage to some of the structural beams. Following further investigation and discussions with Carleton senior leadership, it was determined that the costs of continuing to maintain the garage until 2037 would become prohibitive for a building of that vintage. WSP then presented a new capital maintenance program that would safely maintain the garage until planned decommissioning in 2024.

Following WSP's latest report, the university is developing options to construct a new parking structure. The structure will also provide operating space for Campus Safety Services (CSS). The project is in the early development stage, and a full business case and plan will be presented to the Building Program and Finance committees in November.

4.0 INPUT FROM OTHER SOURCES

The decision to replace the P9 parking structure is based primarily on assessments and reports received from the engineering consulting firm WSP, the latest being in January 2020. To support the replacement option, the firm of E&Y conducted a financial feasibility study in March 2019. Information from the business case to expand P18, which was presented to the Board in fall 2018, was also considered. Campus Safety Services is overseeing this project with the support of the Facility Management Capital Renewal and Construction group.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The consulting engineering firm WSP has been working with Carleton since 2012 to manage ongoing repairs to the P9 parking structure with the purpose of maintaining the performance level of the garage, while addressing progressive structural deterioration.

WSP issued a report in September 2018, which changed the expected remaining life of the garage and indicated that the previously developed capital plan would be insufficient to maintain the garage in an operable condition

until 2037. Their latest report in January 2020, indicated that: “...the possibility of sudden undetectable rupture in the pre-stressed tendons such as that discovered in 2018 further reinforces our opinion that in the absence of a significant monetary expenditure, decommissioning the garage by 2024 is a prudent course of action. We note that circumstances may present themselves over the course of the next 4 years which may accelerate this course of action.”

With the help of EY, the university started planning for a replacement garage with a completion date of 2024. The timeline presented provided flexibility in managing transportation and parking demand during the O-Train shutdown (2020-2022). However, because of the unexpected deterioration of the P9 garage, Campus Safety Services and Facilities Management and Planning believe that it would be prudent to accelerate construction of the replacement parking structure, and has been working on a design and business case towards an expedited construction schedule.

6.0 FINANCIAL IMPLICATIONS

Preliminary estimates of the construction of the new parking structure are in the range of \$55 - \$60 million. Further details will be provided as part of the business case to be submitted in November.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Construction of the new parking structure during the shutdown of the O-Train (2020-2022) will add some stress to the traffic and parking management on campus. However, due to the limited number of Carleton faculty and staff on campus during the pandemic, the impact of the O-Train and the anticipated increase in traffic on campus has not been realized. Additional parking spaces will be available from the NCC parking area and P7 during the construction phase. Of greater importance, expediting construction of the replacement parking structure will help reduce the risk of disruption that would be created if P9 had to be shut down prematurely.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

A premature shutdown of P9 would remove 650 parking spaces in a prime campus location and cause considerable disruption to employees, students, and visitors. Although it is expected that the O-Train upgrade will help improve public transportation to the campus, it is not clear that it would offset the parking reductions experienced by Carleton. As a result of new building construction of past years, the total number of parking spaces on campus has gone down by 286 spaces, from 4,786 (2016) to 4,500 (2020). Failure to maintain adequate parking capacity to meet growing demand could affect the ability of the university to continue its historical growth.

This project will include a comprehensive communications plan to inform key stakeholders of impacts and timelines.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	MINOR	MODERATE	SERIOUS	VERY SERIOUS
STRATEGIC	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Building Program and Finance Committees

Replacement Parking Structure (P9)

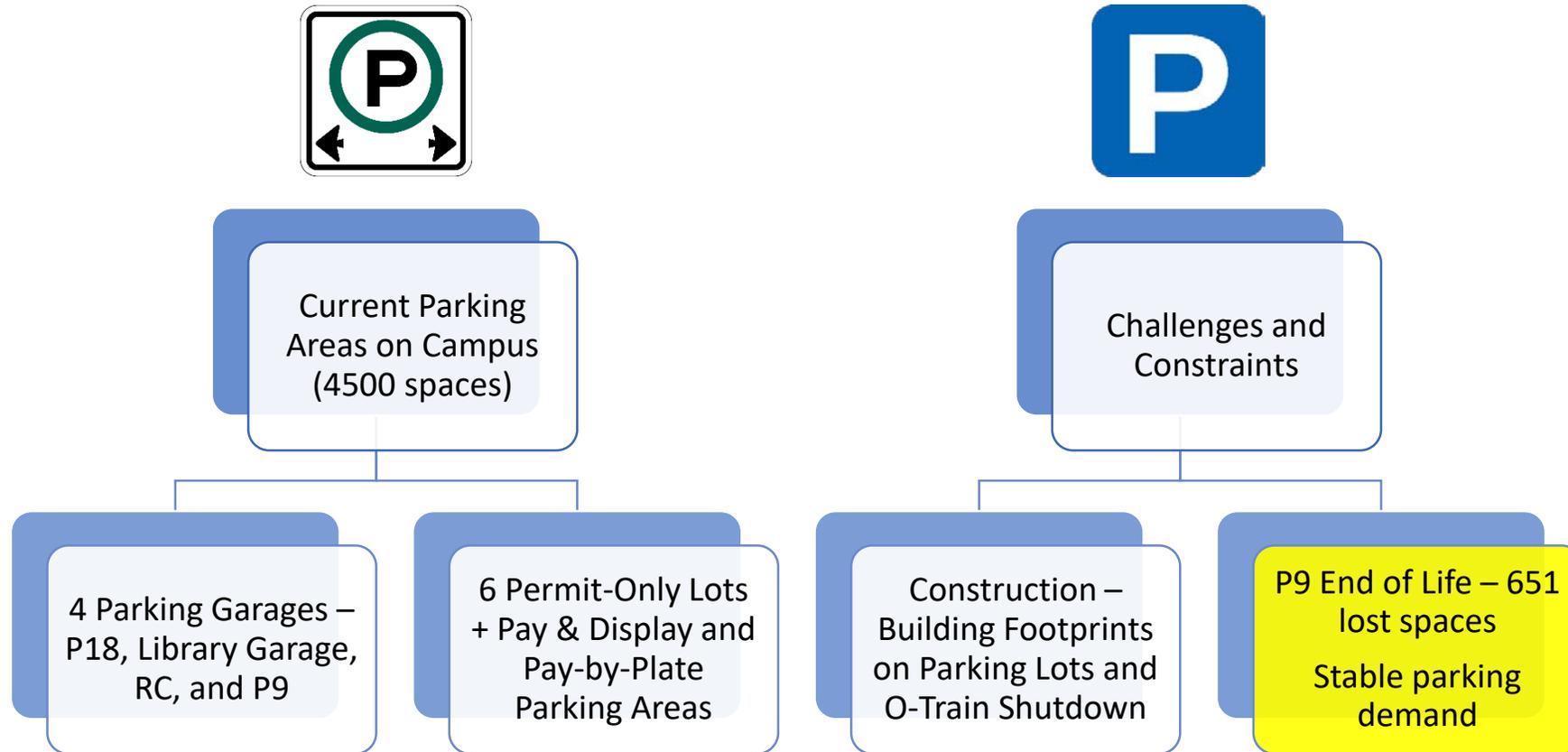
September 15, 2020



Carleton
UNIVERSITY



Current Parking Inventory [and Needs]



Parking Structure (P9)

Rationale for Replacement

- Built in 1969 – 650 parking spaces
- Limited life remaining (2024)
- Annual maintenance costs of + \$1M
- Parking utilization 93% of capacity
- Continuing parking reductions - 320 lost spaces since 2016
- Decision not to expand P18 provides no room for growth or further parking reductions (e.g. Wellness Centre)

Replacement Options to be considered

- New parking structure (P3 or P6) - \$55M-\$60M
- Others:
 - P18 expansion (if still possible)
 - Surface parking expansion north-end
 - No replacement

New Construction - Project Overview

Deliverables

- 800+ stall parking garage to replace P9 inventory
- CSS Office Space – purpose built
- EOC/Training Space – purpose built

Sustainability

- Energy efficient design
- Solar panels for power generation/recovery
- EV parking with integrated chargers
- Bicycle storage facilities

Desirability

- P3 - Another gateway building to the university fronting Bronson Ave.
- Complementary/supporting facility to Athletics for parking and spectator viewing of sports field activities

Financial Assumptions

Assumptions

- Parking rates increase by 5% annually
- Other fees increase by 3% annually
- Expenses increase by 2.5% annually
- Impact of COVID-19 is minimal effective 2021-2022

Financial Projection

Annual projections, prior to garage:

	2024-25	2025-26	2026-27	2027-28	2028-29
Revenue	\$7.0M	\$7.3M	\$7.7M	\$8.1M	\$8.5M
Expenses	\$4.9M	\$5.0M	\$5.0M	\$5.1M	\$5.2M
Annual surplus (capacity for new debt)	\$2.1M	\$2.3M	\$2.7M	\$3.0M	\$3.3M
Projected accumulated surplus	\$5.8M	\$8.1M	\$10.8M	\$13.8M	\$17.1M
Other Considerations					

- **Long-term impact of COVID-19 unknown**
- **Projected accumulated surplus of \$3.7M in 2023-2024**
- **Expenses include:**
 - **\$1.0M annually to fund deferred maintenance;**
 - **\$1.2M in annual debt repayments (P18 garage internally financed loan)**
 - **Savings of \$1M annually for P9 maintenance and repairs**
 - **Reduced internal rent due to CSS office space moving to new structure**

Conclusion



QUESTIONS?

Carleton University Facilities Management Planning

Advanced Research and Innovation in Smart Environments (ARISE) Building - Project Close-Out Report

Purpose

This document marks the completion of the ARISE base building and interior fit-up. It provides an assessment of the project performance and highlights issues identified during construction. It also confirms that essential contractual and other project closure activities have been completed, and identifies areas for improvement.

Background

The original one and a half story composite steel and structural steel framing building was built in 1990, and was used for animal holding and research as well as some other wet and dry lab research activities. A subsequent addition included two and a half floors for a total area of approximately 60,000 square feet. The building exterior finishes was designed to complement the existing Loeb and Herzberg buildings. The project management contract was awarded to one main consultant and construction was completed in two phases using two different general contractors.

The ARISE building was funded by the federal Strategic Investment Fund (SIF) grant program with matching funding from the university. A grant application was submitted in April 2016 and an agreement was signed on May 9, 2016. The project had a very tight timeline, with project substantial completion required by April 30, 2018. The work was designed, tendered, awarded and started on-schedule; however, the push required to achieve that milestone also imposed the risk for design coordination issues and errors later-on – a risk which realized itself in construction and both directly and indirectly impacted the schedule's critical path in a compounding manner. An application for grant extension was submitted and accepted, extending the substantial completion date to September 2018.

Project description

Scope

The project is completed and the occupants have moved in. Minor deficiencies are being dealt with and the project will be formally handed over to the facilities team by Dec 2020.

Outstanding issues

The replacement of lower level exterior wall panels is underway, and was required due to weather damage and material durability.

Project Performance

Project deliverables

The project base building and fit-up, including the tunnel access, was to be fully completed and occupied by July 2018. However, due to site condition and design issues, substantial completion and occupancy were delayed until November 2018 and April 2020 respectively.

Project Schedule and costs

The project was delivered with cost overrun of \$1.2M and was delayed as noted above.

Stakeholders/Clients

- Vice President Research (Carleton University)
- FMP-Facilities and Operations (Carleton University)
- Security Services (Carleton University)

Scope change

Significant scope change orders were issued during the course of construction in order to deal with unforeseen site conditions and design flaws.

Overall Assessment -

From the start of planning, consultants were challenged by a tight schedule and budget and evolving scope as the ARISE project was designed and programmed simultaneously. This required accelerated reviews by the Board and resulted in changes to revise the external design presented.

Lessons learned

- *Scope Management*

The original building condition, uncoordinated drawings between the base building and the fit-up projects, as well as an inexperienced project management team contributed to the significant scope changes experienced.

- *Cost Management*

There was insufficient oversight by FMP in the project management since this activity was outsourced to a third party. The many scope changes experienced during the project along with the external design change, and difficulties encountered with site, caused the project to exceed budget by \$1.2M or approximately 3%.

- *Project Management*

The external project management team did not adequately consult with FMP management on the many scope changes processed and overly relied on the architect for project decisions. There was also over-reliance on the user group for technical decisions.

- *Risk Management*

A risk management assessment was not utilized for this project. Depending on the complexity of the project, a risk assessment would help identify potential issues.

- *Procurement Management*

The original design excluded fit-up of the building. Additionally, change orders were often processed late. This did not allow for proper review of the change orders by the university.

- *Schedule Management*

Due to the presence of two contractors on site, there was overlapping activities that proved to be challenging. Also, lack of design coordination caused significant issues in the process which resulted in the project delay.

- *Governance*

Determining the need for having a firm communication plan in place at the start of the project would help avoid communication issues. Recommendation is to have a solid project plan in place prior to start of the project.

Conclusion

Similar to the Health Science Building, this has been a complex construction project completed under extremely tight government imposed deadline. The resulting lack of adequate project planning caused many unexpected design omissions such the chiller system, fit-up details, and subsequent change orders. Changes to the exterior design of the building also resulted in additional delays and costs.

In order to avoid similar issues in the future, it would be helpful to have projects “shovel ready” to take advantage of funding opportunities. In addition, the experience of using external project managers has not proven beneficial to Carleton. Actions taken by the university to strengthen project management practices and improve oversight have addressed the problems experienced with the ARISE project.

Carleton University Facilities Management Planning

Health Science Building - Project Close-Out Report

Purpose

The purpose of this document is to mark the completion of the Health Sciences Building Phase 1 (PCS-65348) and Phase 2 (PCS-104975) Project by assessing the project's performance, identifying the lessons learned, and confirming that essential contractual and other project closure activities have been completed.

Background

The 7 story (approximately 100,000 square feet) was put forward for the Neuro Science department and Health Science department with a budget of \$52M. A second project (Phase 2) was added for the fit-up of the fourth and sixth floor with the budget of \$9.0M

Project details

Project is 98% complete with some minor work outstanding for the animal care provision. While the base building is expected to be completed within budget, it is anticipated that the fit-up will be over budget by approximately \$1.0M due to deficiencies and added scope. The management of the building has been transferred to FM&P Operations

Full occupancy to be expected by the end of August. Outstanding work related to performance of mechanical systems, some client change orders, as well as minor interior deficiencies are in the process of completion. The contractor and design team are working closely with the FMP and the client to finalize all outstanding issues.

Project Performance

The base building original completion date was June 2017, and the building was delivered one year late on June 2018. The fit up of floors 4 and 6 was originally scheduled for July 2019 and it is anticipated that full completion will be in Dec 2020.

Project Schedule and costs- Estimates are compared to final actuals along with the final variance. As described above, the project will be more than one-year late. Total project expenditures will come-in at \$61.7M compared to the budget of \$61.0M, \$0.7M over budget or slightly more than 1%..00

Scope change

The building was originally planned to be 6 stories with one shelled floor available for growth. However, due to evolving changes in space requirements, the design was changed to add a 7th floor, with two shelled floors available for future use. This added an element of complexity to the project, since the two shelled floors were at the core of the building instead of the top floors as previously envisioned.

In addition, the original design called for the chilled water (supply & return), steam and compressed air for the Health Sciences building to be made available from another campus building via a separately funded project. However mid-way through the project, the Health Science Building project assumed this additional scope of work without additional funding. Delay in completing the project was also affected by a major fan malfunction, build as part of the base building project, which was addressed as part of the fit-up work and budget.

Lessons learned

- *Scope Management*

The Health Sciences Building projects (phase 1 and phase 2) has provided Carleton University a modern research building for long term use by the Neuro Science and Health Science departments. Overall, the scope of the project required numerous unplanned change orders, which resulted in schedule delays but still able to deliver the intended research space, research support space, office space, animal care space and a large lecture theatre. More time and efforts invested initially in the planning phase would ensure that project requirements are well defined at the onset, with formal sign-off of the project design by the client.

- *Cost Management*

The costs on the base building project remained on budget despite the many unplanned change orders. There were however some work from the base building that was transferred to the fit-up portion of the project as well as scope changes to the original fit-up project. The additional work increased the final total project cost. Having a Project Management integration process to ensure that both the project manager and key stakeholders work in a collaborative manner would help project be delivered on time and budget.

- *Project Management*

The planning phase was excluded from the project management process, which led to a fast track project delivery approach, and resulting in last minute decisions, scope removal and added risk. In addition, the General Contractor (GC) was not asked for regular progress reports throughout the project's lifecycle.

- *Risk Management*

A risk management methodology was not utilized in managing this project as per the direction of FMP at the start of the project. Depending on how a project is being delivered, a risk management process should be considered on future projects during the planning phase.

- *Procurement Management*

Early in the project delivery, procurement of key equipment was removed from the design team responsibility and managed through a separate RFP process. Ideally, an RFP could have been issued for the equipment separately but kept within the design team's scope to improve the procurement evaluation process.

- *Schedule Management*

The general contractor did not provide a full construction schedule until roughly a year into the project. Project management was based on providing the GC with specific delivery dates. Going forward, major capital projects will include monthly updated schedule as part of progress claims. It has also been noted that this is a reoccurring problem with this particular contractor and steps will be taken to ensure that proper schedule management is in place prior to awarding future contracts.

- *Governance*

Communications to building occupants during the fit-up phase of the project could have been better managed. Having a firm communication plan in place at the start of the project would help to avoid communication issues and client's misunderstanding.

Conclusion

This was a technically complex project from the start, made even more challenging by poor design planning and coordination with the client. The firm of Ernst and Young Infrastructure Group has been asked to undertake a more thorough project review to the Health Science Building and the ARISE facility, which experienced similar project management issues.

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report:	9/01/20
From:	Building Program Committee	Date of Meeting:	9/29/2020
Subject:	Sustainability Plan 2020-2025		
Responsible	Finance and Administration		
Portfolio:			

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

No motion required at this time

3.0 EXECUTIVE SUMMARY

The University developed its first Sustainability Plan in 2013 with a view to establishing key initiatives, operational improvements and engagement. Since the launch of that first plan, Carleton has made progress through a number of key programs including; the creation of a university-wide Energy Master Plan which has delivered carbon emission reductions and a program to certify all new and major renovations for sustainability features and performance. Carleton has upgraded its Sustainability Plan (2020-25) which reflects the evolving strategic direction of the University as described in its Strategic Integrated Plan.

Through the renewal of its Sustainability Plan, Carleton is committed to integrating sustainability into its academic programs, research, and operations in a way that encourages engagement and collaborative across the campus.

Through this plan, the University embraces the opportunity to both shape and strengthen sustainability and continue to build upon our accomplishments. Some accomplishments to-date have resulted in Carleton being ranked second in Canada and 35rd globally among universities in the UI Green Metric international ranking system. Other successful initiatives involved achieving zero waste in our central food court and residence dining hall, Silver rating for AASHE Sustainability Tracking and Assessment Rating System (STARS) program, and becoming a certified Fair Trade campus, to name a few.

The Sustainability Plan (2020-25) lists the various initiatives in the key areas of teaching, research, and operations, and incorporating leadership, engagement, and collaboration enablers. Each area of involvement includes specific sustainable development goals, actions, and targets. Some of the initiatives are summarized below, with further details described in the attached document.

4.0 INPUT FROM OTHER SOURCES

The updated Sustainability Plan has been developed with involvement from the University community, faculty, staff and students. There is a renewed emphasis on reducing our collective impact and utilizing the campus as a living lab.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Sustainability Plan at a Glance 2020-25:

LEADERSHIP

- Zero instances of sustainability and environmental legal non-compliance.
- Achieve a Gold STARS rating by 2021.
- Report annually and publicly on the university's sustainability impacts and progress.
- Report annually through global best-practice standards and assessments.
- Ensure that community stakeholders are engaged in reporting and decision-making processes.

TEACHING AND LEARNING

- Track the number of courses and programs that enable students to understand and apply sustainability knowledge.
- All students graduating from Carleton to have exposure to sustainability principles through their degree program or wider initiatives.

RESEARCH

- Track the number of research programs and initiatives with links to campus sustainability operations and planning.
- Increase the number of communications on university sustainability research provided to the broader community.
- Track the impact (funding, awards, contracts etc.) of research programs and initiatives as related to sustainability.

ENERGY AND EMISSIONS

- Meet the objectives and targets identified in the Carleton University Energy Master Plan.
- Achieve a 50 per cent reduction in Scope 1 and 2 carbon emissions by 2030, 100 per cent by 2050, (based on a 2005 baseline).
- Increase the number of renewable or alternative energy projects on campus.
- Achieve annual energy (electricity and gas) consumption reductions.

SUSTAINABLE BUILDINGS

- Maintain a minimum 4 Green Globe rating (or equivalent external thirdparty sustainable certification) for all new builds or major renovations.

WATER

- Achieve annual water consumption reduction (intensity).

WASTE

- Achieve a zero waste campus (over 90 per cent diversion rate).
- Achieve a zero construction waste campus (over 90 per cent diversion).
- Ensure that community stakeholders are engaged in reporting and decision-making processes.

TRAVEL AND TRANSPORT

- Complete a Sustainable Transportation Strategy for the campus.
- Increase the number of university-owned electric vehicles.
- Establish Active Transportation rates (Bike and Walk) amongst staff, faculty and students.
- Establish Public Transportation (Bus and Train) rates amongst staff, faculty and students.

FOOD OPERATIONS

- Increase the percentage of local and sustainably sourced foods purchased through dining operations.

- Achieve commitments under the university’s Fair Trade Campus certification.

COMMUNITY ENGAGEMENT

- Increase the number of sustainability-themed events on campus to increase awareness.
- Evidence of increased student engagement with organizations working towards sustainability programs.
- Perception: Increase faculty/staff/student level of satisfaction in university sustainability issues.
- Participation: Increase faculty/staff/student level of participation in university sustainability issues.

6.0 FINANCIAL IMPLICATIONS

Most of the initiatives described in the Sustainability Plan will be funded through existing budget appropriations. There are no additional resources identified at this time.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

Carleton has been a member of AASHE (Association for the Advancement of Sustainability in Higher Education) since 2014 and has achieved a silver rating in the Sustainability Tracking, Assessment & Rating System™ (STARS®). This is a transparent, self-reporting framework for colleges and universities that measures sustainability performance. STARS is intended to engage and recognize the full spectrum of higher education institutions and encompasses long-term sustainability goals. As part of the University’s Strategic Integrated Plan the University has identified sustainability as a strategic goal, therefore the Sustainability plan plays a major role ensuring the University meets its strategic initiatives. A failure to do so could have an adverse impact on the University’s reputation.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Demonstrating leadership in sustainability will serve to enhance Carleton’s reputational profile. The university has identified sustainability targets and will use key performance indicators to facilitate monitoring, evaluation and reporting or progress made. It will monitor and evaluate the implementation of the Sustainability Plan, and regularly report to staff, faculty, students and the wider Carleton community on the university’s sustainability performance. As the plan is implemented, FMP will review the associated risks, legal and compliance issues and reputational implications and communications strategy with DUC and other stakeholders

9.0 OVERALL RISK MANAGEMENT ANALYSIS

	LOW	MINOR	MODERATE	SERIOUS	VERY SERIOUS
STRATEGIC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPERATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGICAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPUTATIONAL	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

STRIVE FOR SUSTAINABILITY

Comprehensive Sustainability Plan 2020-25



Sustainability
CARLETON UNIVERSITY



Carleton
UNIVERSITY

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



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RANKED #2

UI Green Metric Sustainability Ranking in Canada

\$70 MILLION

Sponsored research funding from external sources

35% REDUCTION

Carbon reduction emissions intensity (since 2005)

ZERO WASTE

Food court and residence student dining location

31,202

Undergraduate and graduate students

Message from the President



Dear Members of the Carleton Community,

I am pleased to present Carleton University's comprehensive Sustainability Plan 2020-2025. This plan was developed in consultation with the campus community to reflect what our faculty, staff and students identified as key areas where the university can make the biggest sustainability impact, be it in our operations, teaching and learning or in the area of research.

This plan establishes key themes, goals and strategic actions that will guide the university over the next five years in our efforts to becoming a leader in addressing the complex challenges associated with climate change and sustainability.

As an institution, Carleton has had a long-standing commitment to sustainable operations, including recycling, and energy efficient design that dates back to the early 1990s.

Since that time, Carleton has made important progress through a number of key programs including; the creation of a university-wide Energy Master Plan which has delivered 35 per cent carbon emissions reduction and a program to certify all new and major renovations for sustainability features and performance. Other initiatives have resulted in achieving zero waste in our central food court and residence dining, Silver for AASHE Sustainability Tracking and Assessment Rating System (STARS) program, becoming a certified Fair Trade campus, and ranking second in Canada and 33rd globally among universities in the UI Green Metric international ranking system.

Together, over the next five years, we will continue our work as a campus community to becoming a more sustainable and environmentally resilient university.

Sincerely,

Benoit Antoine Bacon
President and Vice-Chancellor

Carleton Sustainability

As a distinguished research and teaching institution, Carleton University has a responsibility to lead and act decisively in addressing the challenges arising from climate change and in developing solutions and showcasing the opportunities that this presents for the campus community.

Our vision is to be a leading Canadian university that shapes and strengthens sustainability in society and contributes to the well-being of the community in which it operates.

Through the renewal of our Sustainability Plan, Carleton is committed to further embedding continuous environmental and sustainable improvement, and enhancing performance in all of our teaching, research and operations. A strong commitment to sustainability will help reduce Carleton's collective impact while ensuring that both existing and future generations of students, staff and faculty can continue to enjoy our unique and beautiful campus.

Carleton's plan will also play a key role in supporting the university's wider goal of integrating sustainability into its academic programs, research and engagement initiatives and ensure collaborative efforts across the campus. Through this plan, the university embraces the opportunity to both shape and strengthen sustainability and continue to build upon our accomplishments.

Carleton developed its first Sustainability Plan in 2013 with a view to establishing key initiatives, operational improvements and engagement. Since the launch of that first plan, Carleton has made progress through a number of key programs including; the creation of a university-wide Energy Master Plan which has delivered carbon emission reductions and a program to certify all new and major renovations for sustainability features and performance. Various other initiatives have resulted in achieving zero waste in our central food court and residence dining hall, Silver rating for AASHE Sustainability Tracking and Assessment Rating System (STARS) program, becoming a certified Fair Trade campus, and Carleton being ranked second in Canada and 35rd globally among universities in the UI Green Metric international ranking system.

This updated plan has been developed with involvement from the university community, faculty, staff and students. There is a renewed emphasis on reducing our collective impact, utilizing the campus as a living lab and developing it as a sustainable community.



Global Contributions

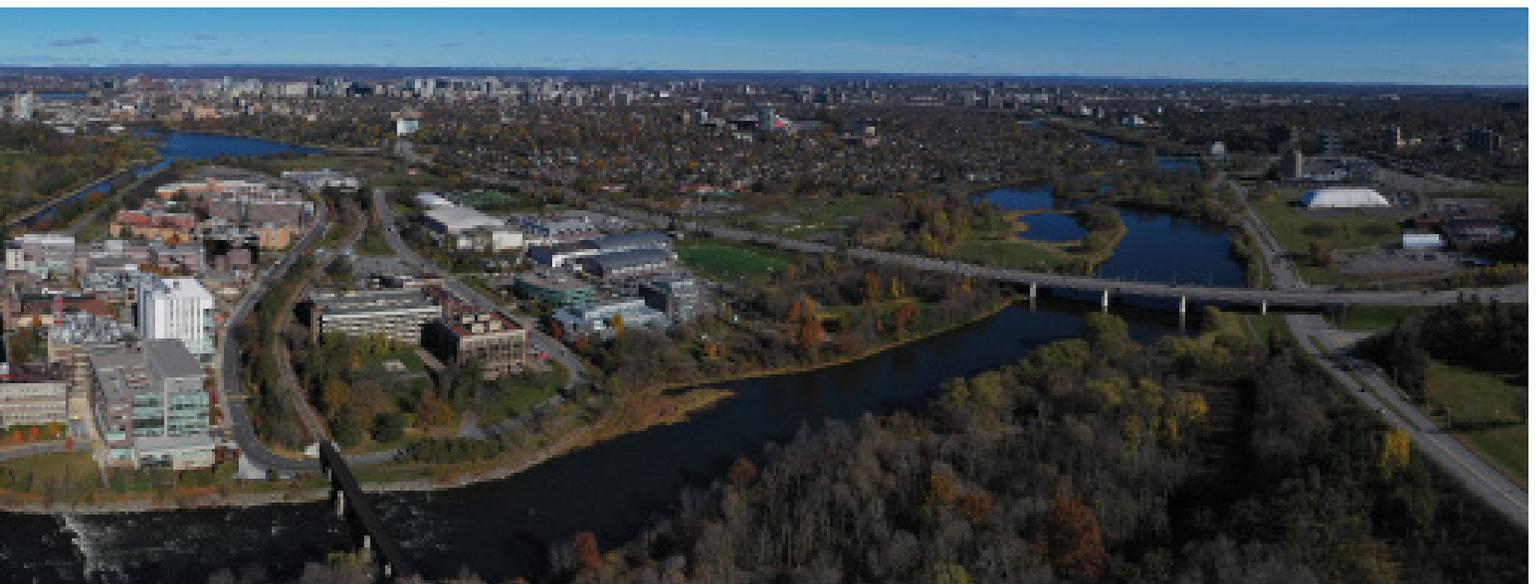
Carleton defines sustainability in an inclusive style, encompassing human and ecological health, social justice, secure livelihoods, and a better world for all generations. This plan is looking towards translating this broad and inclusive view of sustainability to measurable objectives at the campus level.

One of the most popular definitions of sustainability is actually a definition of sustainable development. It is from Our Common Future: The Report of the World Commission on Environment and Development, commonly known as the Brundtland Commission Report. This outlined sustainable development as the “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

The interconnectedness and interdependence of the social, environmental, and economic components of sustainability are included throughout Our Common Future. The Brundtland Commission writes, “Our inability to promote the common interest in sustainable development is often a product of the relative neglect of economic and social justice, extending to all the opportunity to satisfy their aspirations for a better life.”

Today, sustainability is ever more emphasized by the concept’s simultaneous economic, environmental, and social dimensions. For example, businesses talk about the triple bottom line: people, planet, and profits and likewise, sustainability educators commonly refer to the Three E’s of sustainability: economy, ecology, and equity.

In 2015, the United Nations published ‘Transforming our world: the 2030 Agenda for Sustainable Development’, a “plan of action for people, planet and prosperity”. The publication outlines 17 Sustainable Development Goals and 169 targets, and seeks to build on previous efforts by outlining a 15-year agenda that balances “the three dimensions of sustainable development: the economic, social and environmental”. The relevance of our plan to these goals is profiled.



The Plan at a Glance

LEADERSHIP



- Zero instances of sustainability and environmental legal non-compliance.
- Achieve a Gold STARS rating by 2021.
- Report annually and publicly on the university's sustainability impacts and progress.
- Report annually through global best-practice standards and assessments.
- Ensure that community stakeholders are engaged in reporting and decision-making processes.

TEACHING AND LEARNING



- Track the number of courses and programs that enable students to understand and apply sustainability knowledge.
- All students graduating from Carleton to have exposure to sustainability principles through their degree program or wider initiatives.

RESEARCH



- Track the number of research programs and initiatives with links to campus sustainability operations and planning.
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SUSTAINABLE BUILDINGS



- Maintain a minimum 4 Green Globe rating (or equivalent external third-party sustainable certification) for all new builds or major renovations.



WATER

- Achieve annual water consumption reduction (intensity).



WASTE

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TRAVEL AND TRANSPORT

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FOOD OPERATIONS

- Increase the percentage of local and sustainably sourced foods purchased through dining operations.
- Achieve commitments under the university's FairTrade Campus certification.



COMMUNITY ENGAGEMENT

- Increase the number of sustainability-themed events on campus to increase awareness.
- Evidence of increased student engagement with organizations working towards sustainability programs.
- Perception: Increase faculty/staff/student level of satisfaction in university sustainability issues.
- Participation: Increase faculty/staff/student level of participation in university sustainability issues.

Leadership

Carleton University will demonstrate leadership by integrating sustainability principles into its decision-making and activities, including administration and governance, research, teaching and learning, operations, community engagement and outreach activities.

Effective and transparent governance is vital to the success of sustainability as by its mere application sustainability is embedded in all of the universities operations and is continually evolving in reach and expectations, especially among students. Sound governance requires structure, ongoing review and a culture of leadership.

Goal 1.1: Promote and foster a culture of sustainable leadership.

STRATEGIC ACTIONS:

- a. Demonstrate a visible and proactive commitment from the President, Executive Team and Senior Leadership, including Academic Leaders.
- b. Establish clear objectives and targets to drive continual improvement in the university's sustainability performance.
- c. Ensure key messages are incorporated in the university's strategic plan.
- d. Meet and, wherever possible, exceed legislative requirements, standards and agreements.
- e. Collaborate with divisions across the university (Academic, Research and Finance and Administration, and Students) to ensure the effective implementation of the Sustainability Plan.
- f. Identify opportunities, to enhance existing sustainability initiatives across operational programs and activities.
- g. Provide sufficient organizational and financial support for the university's sustainability program.

Goal 1.2: Embed sustainability into the ethos of Carleton.

STRATEGIC ACTIONS:

- a. Develop a university-wide Sustainability Policy to outline key strategic directions, to guide desired outcomes and, as a fundamental guideline, to help decision makers.
- b. Embed sustainability within university policies, strategies, procedures and practices as they come up for review and as appropriate.
- c. Promote and incorporate sustainability into recruitment and new staff orientation, and as appropriate professional development activities.
- d. Ensure that the university's approach to risk management is reviewed to allow for relevant aspects of sustainability risks and opportunities to be incorporated.
- e. Review and explore opportunities for the adoption of socially responsible investments.

SUSTAINABILITY IN ACTION

Carleton has been a member of AASHE (Association for the Advancement of Sustainability in Higher Education) since 2014 and has achieved a silver rating in the Sustainability Tracking, Assessment & Rating System™ (STARS®). This is a transparent, self-reporting framework for colleges and universities to measure their sustainability performance. STARS is intended to engage and recognize the full spectrum of higher education institutions and encompasses long-term sustainability goals.

Goal 1.3: Demonstrate transparency and accountability in sustainability reporting.

STRATEGIC ACTIONS:

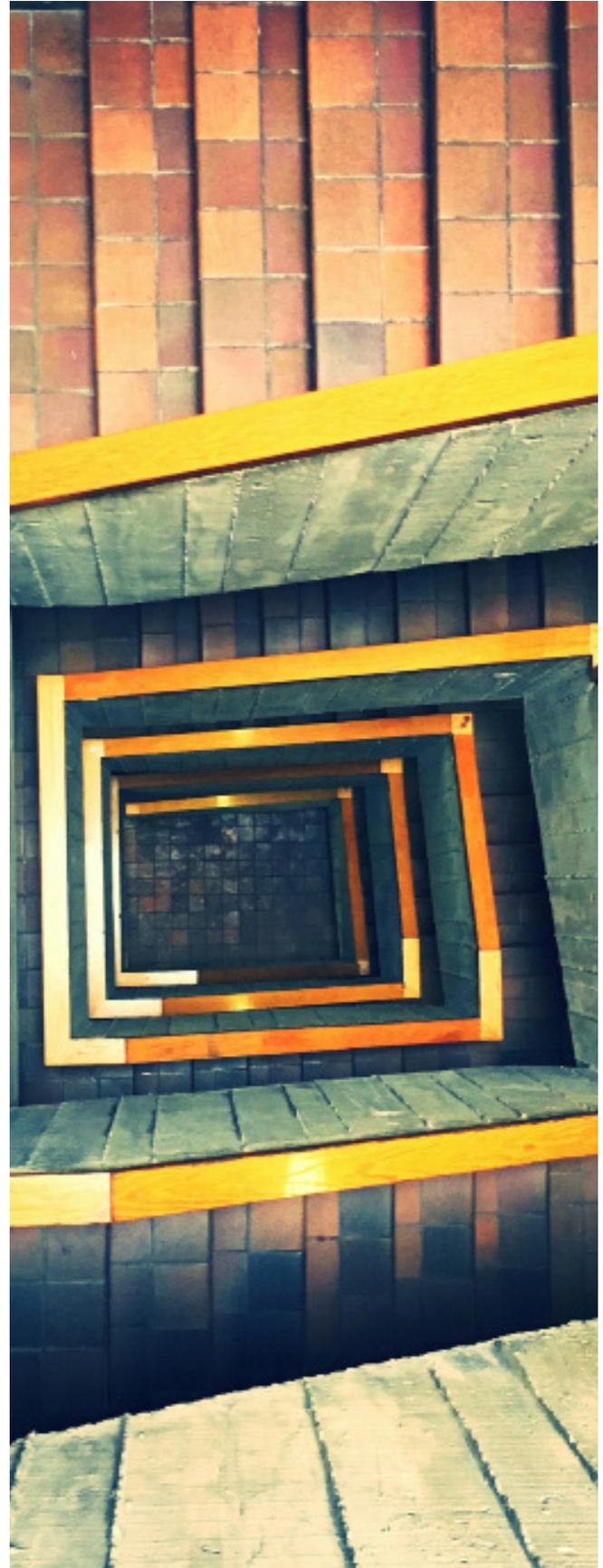
- a. Establish and deliver against operational sustainability targets, using key performance indicators to facilitate monitoring, evaluation and reporting.
- b. Develop and improve monitoring and reporting procedures, including the continued use of external ratings such as; Sustainability Tracking and Assessment Rating System (STARS) and UI Green Metric.
- c. Annually monitor and evaluate the implementation of the Sustainability Plan.
- d. Regularly report to staff, faculty, students and the wider Carleton community on the university's sustainability performance.
- e. Report annually to the Board of Governors Building Program Committee on the progress against the Sustainability Plan.

KEY TARGETS:

- Zero instances of environmental legal non-compliance.
- Achieve a Gold STARS rating by 2021.
- Report annually and publicly on the university's sustainability impacts and progress.
- Report annually through global best practice standards and assessments.
- Ensure that community stakeholders are engaged in reporting and decision-making processes.

RELEVANT SUSTAINABLE DEVELOPMENT GOALS:

- Goal 4 Quality Education
- Goal 9 Industry, Innovation and Infrastructure
- Goal 16 Peace, Justice and Strong Institutions
- Goal 17 Partnerships for the Goals



Teaching and Learning

Teaching and Learning at Carleton strives to inspire and support students to be leaders in sustainability and to continue to adapt for a sustainable future.

Carleton will continue to strengthen sustainability within formal teaching and learning programs and practices, and provide specialist interdisciplinary education in subjects linked to sustainability and the natural ecological environment. A key emphasis is on developing students to have both the skills and knowledge to succeed in their future sustainability careers.

The university also invites all students to connect with sustainability as part of their broader experience in Ottawa. All students will have the opportunity to develop a sense of citizenship and engage with sustainability issues regardless of their formal program of study. This increases the likelihood that Carleton graduates emerge as sustainable-focused students that make a positive contribution to sustainability throughout their lives.

Goal 2.1: Encourage and support the development of appropriate subjects and courses.

STRATEGIC ACTIONS:

- Review and profile our sustainability-focused and sustainability-related curriculum activity.
- Promote a range of undergraduate sustainability-related courses and programs.
- Promote a range of postgraduate sustainability-related courses and programs.
- Continue to encourage curriculum innovation by facilitating collaboration and interdisciplinary approaches.
- Ensure programs are informed and aligned to pathways outlined by relevant accreditation boards.

Goal 2.2: Develop ways to integrate sustainability into teaching and learning practices.

STRATEGIC ACTIONS:

- Develop and share practical resources about sustainable teaching practices.
- Encourage sharing of effective sustainable teaching practices across the university.
- Develop initiatives to integrate sustainability practice and operations into curriculum and academic programs.

Goal 2.3: Increase sustainability awareness among all students.

STRATEGIC ACTIONS:

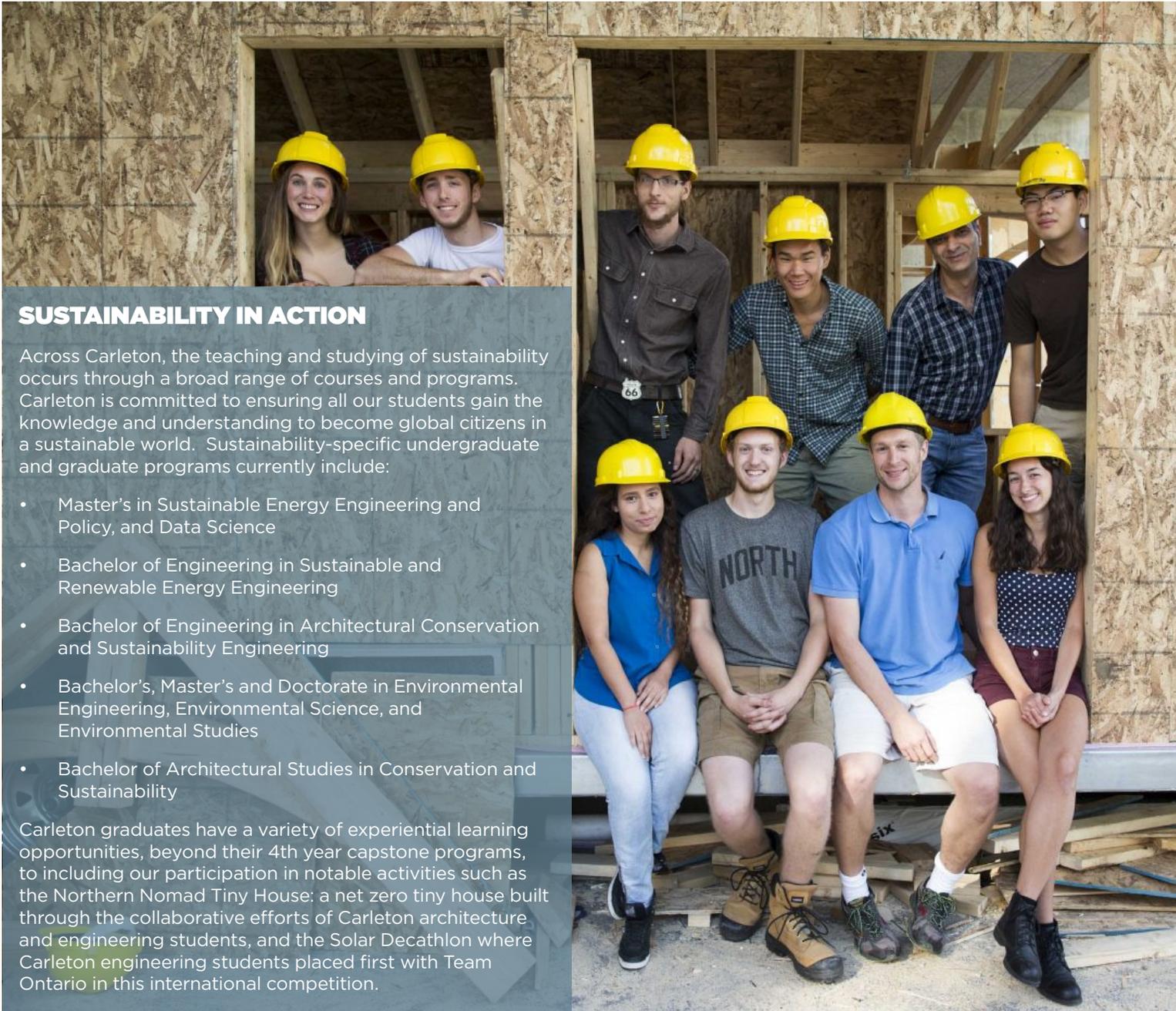
- Create opportunities for students to engage with sustainability regardless of their course or specialty, for example through involvement in campus activities, working groups and other volunteer projects.
- Produce resources that enhance learning about sustainability outside the formal curriculum.
- Explore the possibility of assessing the sustainability awareness of all students.
- Further develop a focused experiential-learning experience for students and ensure on and off campus opportunities.

KEY TARGETS:

- Track the number of courses and programs that enable students to understand and apply sustainability knowledge.
- All students graduating from Carleton to have exposure to sustainability principles through their degree program or wider initiatives.

RELEVANT SUSTAINABLE DEVELOPMENT GOALS:

- Goal 4 Quality Education
- Goal 8 Decent work and economic growth
- Goal 13 Climate Action



SUSTAINABILITY IN ACTION

Across Carleton, the teaching and studying of sustainability occurs through a broad range of courses and programs. Carleton is committed to ensuring all our students gain the knowledge and understanding to become global citizens in a sustainable world. Sustainability-specific undergraduate and graduate programs currently include:

- Master's in Sustainable Energy Engineering and Policy, and Data Science
- Bachelor of Engineering in Sustainable and Renewable Energy Engineering
- Bachelor of Engineering in Architectural Conservation and Sustainability Engineering
- Bachelor's, Master's and Doctorate in Environmental Engineering, Environmental Science, and Environmental Studies
- Bachelor of Architectural Studies in Conservation and Sustainability

Carleton graduates have a variety of experiential learning opportunities, beyond their 4th year capstone programs, to including our participation in notable activities such as the Northern Nomad Tiny House: a net zero tiny house built through the collaborative efforts of Carleton architecture and engineering students, and the Solar Decathlon where Carleton engineering students placed first with Team Ontario in this international competition.

Research

Carleton University's focus on collaborative interdisciplinary research with social, environmental and economic impact continues to pay big dividends. Research funding at Carleton has increased more sharply in the last year than at every other comprehensive and medical university in the country. Sponsored research income from external sources at Carleton jumped to \$70,298,000 in 2018 compared to \$54,369,000 the previous year — a 29.3 per cent increase, according to the annual rankings from Research Infosource, one of Canada's leading R&D analysis organizations.

In addition, Carleton's corporate research income growth — research support from the private sector that is included in the sponsored research income total — was third among comprehensive universities in 2018.

This growth in funding and accompanying expertise places Carleton in a unique position to address the complex challenges associated with sustainability. Meeting global and local challenges will require us to harness the strength, breadth and depth of our research expertise and engage effectively to ensure it is applied. This depends on the ability of staff to maintain and strengthen the excellence of research within individual disciplines, as well as working with colleagues from other disciplines.

As we look forward, our community is charging ahead with more exciting research projects, awards and collaborations, that will enable Carleton to realize a capital advantage and build upon existing sustainability expertise.

Goal 3.1: Support Excellence in sustainability-related Research.

STRATEGIC ACTIONS:

- a. Review and profile research-related to sustainability and ensure Carleton sustainability research knowledge is communicated to the broader community.
- b. Engage researchers from multiple disciplines to enhance global and regional sustainability.
- c. Cultivate internal and external collaborations to advance interdisciplinary research on sustainability.
- d. Build upon Carleton's expertise and capacity in research to ensure we become known as a centre of excellence in sustainability.
- e. Continue to develop community based research opportunities and work alongside key partners to embrace our capital advantage.

Goal 3.2: Encourage sustainable Research practices.

STRATEGIC ACTIONS:

- a. Adopt methods and metrics to measure research outcomes and positive impacts relating to sustainability research.
- b. Encourage sharing effective sustainable research practices across the university.
- c. Recognize examples of research practices that support the sustainability program at the university.

Goal 3.3: Ensure strong Research links to campus sustainability operations and planning.

STRATEGIC ACTIONS:

- a. Increase the use of university sustainability issues, initiatives and facilities as a resource for academic inquiry (research, teaching and learning).
- b. Increase campus-based sustainability educational programs.
- c. Ensure university operations support wider research goals and collaborate in the development and implementation of campus initiatives informed by Carleton research.

SUSTAINABILITY IN ACTION

Research Partnerships

- **Centre for Advanced Building Envelope Research (CU-CABER):** CU-CABER as a new Centre will address a need that countries around the world have to seek clean technologies to reduce energy use and greenhouse gas emissions (GHGs), and to mitigate the risks of climate change. In response to this need, Carleton University, in partnership with Natural Resources Canada, will establish a new Centre for Advanced Building Envelope Research (CU-CABER). Ontario Research Fund (\$2.1M) and Natural Resources Canada (\$3M).
- **The PermafrostNet new NSERC Strategic Network led by Carleton:** The network unites key scholars and stakeholders from government agencies, industry and Indigenous communities with the common goal of boosting Canada's ability to adapt to permafrost thaw. Network research focuses on understanding and predicting permafrost thaw and its impact, to connect scales from field sites to national-scale prediction and to prototype knowledge products and practices with stakeholders. PermafrostNet is one of two NSERC Strategic Network awarded in 2019. It received \$5.5M over 5 years.
- **Energy and Emissions Research Laboratory:** An extremely active research group with one activity being the lead institute for a NSERC FlareNet Strategic Network to provide an evidence-based understanding of flare-generated emissions to enable science-based regulations and accurate pollutant inventories.
- **Carleton Building Performance Research Centre:** Advances state-of-the-art buildings and community design, and their operations, while improving comfort and usability. The Centre has over 40 graduate students and community/industry partners. Key research areas include; studies of residential and commercial buildings, campuses, and communities; building envelopes; advanced adaptive controls; renewable energy systems; energy storage and distribution systems; data analytics, mining, and visualization and building design and optimization. Partners include The MoCreebec Eeyoud First Nation and Natural Resources Canada
- **Human-Building Interaction Laboratory (HBILP):** Strives to understand two-way interaction between buildings and their occupants to maximize comfort while minimizing environmental impacts using a multidisciplinary approach. Experience has shown that designing buildings to be robust, versatile, and comfortable inherently causes occupants to act in sustainable ways. Partners include Delta Controls, Autodesk, Green Power Labs, NSERC, and Morrison Hershfield amongst others.
- **The Urbandale Centre for Home Energy Research:** A full-scale experimental facility that is used for conducting long-term explorations of novel and unproven concepts aimed at radically reducing the reliance of Canadian housing on conventional energy sources. Industrial partners include not only the lead construction firm, Urbandale, but also Apricus Solar Hot Water, Ecologix, T2Thermal 2000, as well as many other local SMEs associated with windows and floorings.

KEY TARGETS

- Track the number of research programs and initiatives with links to campus sustainability operations and planning.
- Increase the number of communications on university sustainability research provided to the broader community.
- Track the impact (funding, awards, contracts etc.) of research programs and initiatives as related to sustainability.

RELEVANT SUSTAINABLE DEVELOPMENT GOALS:

- Goal 6 Clean Water and Sanitation
- Goal 7 Affordable and Clean Energy
- Goal 9 Industry, Innovation and Infrastructure
- Goal 13 Climate Action
- Goal 14 Life below Water
- Goal 15 Life on Land

Operations

Carleton fully acknowledges the environmental impact of its operations and will continue to work towards a future where both operations and infrastructure embody and exemplify sustainability principles, best practice and innovation.

The university serves a community of more than 31,000 students and staff across a campus set against the Rideau Canal, which is a UNESCO heritage site, and the Rideau River. We are focused on leading by example. Carleton is committed to developing the campus in a sustainable manner, mitigating and adapting to the challenges of climate change and protecting and enhancing biodiversity to ensure future generations continue to enjoy it.

Our efforts to date have established the practice of embedding energy and sustainability into our programming. This has resulted in significant reductions of 35 per cent in carbon emissions and reductions in resource consumption and waste.

In this plan, we commit to achieving a 50 per cent reduction in Scope 1 and 2 carbon emissions by 2030 and 100 per cent by 2050 (2005 baseline). We are outlining plans for energy reduction and alternative energy generation to achieve these targets and will continue, where needed, to update our Energy Master Plan to reflect this.

We are also positioning our campus community to more clearly understand and act on the impacts of our supply chain and make additional progress towards becoming a zero-waste university.

Energy and Emissions

Goal 4.1: Establish Carleton as a leader in addressing carbon reduction and actively pursue a zero-carbon future.

STRATEGIC ACTIONS:

- a. Pursue the strategic objectives as identified in the Carleton Energy Master Plan.
- b. Minimize greenhouse gas emissions associated with the operation of the university campus and related infrastructure to support a progression to a 50 per cent reduction by 2030 and a zero-carbon campus by 2050.
- c. Increase the use of on-campus renewable energy sources.
- d. Reduce energy consumption through implementing energy efficiency and conservation measures.
- e. Implement innovations, upgrades, preventative maintenance and best practice solutions towards energy management and environmental protection.
- f. Actively engage the campus community in energy use and reduction through improved targeted communications and data sharing.

Sustainable Buildings and Biodiversity

Goal 4.2: Promote social, economic and environmental sustainability in the development and operations of both our built and natural environments.

STRATEGIC ACTIONS:

- a. Develop, renovate and maintain buildings in ways that achieves best practice, innovation and cost-effective environmentally sustainable design.
- b. Maintain space stewardship principles for the effective use of existing and new space and facilities.
- c. Ensure adequate prioritization for maintaining buildings and assets based on risk and life-cycle cost analysis.
- d. Develop a sustainability and environmental legal register to highlight both relevant legislation and compliance.
- e. Promote examples of sustainable building best practice and activities in a way that is visible to the university community and campus visitors.
- f. Pursue external third-party certification for all new construction and major renovation projects, for example Green Globes.
- g. Maximize the use of green space on campus and maintain university grounds in an environmentally sensitive way, having regard for the enhancement of local ecosystems, the use of native species and promoting the use of green spaces to grow food on campus.
- h. Enhance conservation and biodiversity outcomes through the management of our campus and increase communications and engagement towards biodiversity efforts.
- i. Review the feasibility for Carleton to provide more space for pollinator habitats.
- j. Minimize water consumption through conservation and efficiency measures, water reuse and recycling.

Goods and Services

Goal 4.3: Develop the capacity for all departments and faculties to include sustainability in the procurement of goods, services and in the supply chain.

STRATEGIC ACTIONS:

- a. Establish policies, procedures and guidelines that promote sustainable procurement.
- b. Embed the principles of sustainability within procurement activities to ensure the selection of products and services that provide value for money on a whole life cycle basis and achieve wider economic, social and environmental benefits.
- c. Adopt an institution-wide preference to purchase environmentally preferable products where appropriate.
- d. Ensure that employees, contractors, suppliers and vendors act both in accordance with the university's commitment to sustainability and support sustainability principles.
- e. Establish a system that increases the use of surplus goods by departments and Faculties.

Waste and Recycling

Goal 4.4: Become a zero-waste institution.

STRATEGIC ACTIONS:

- a. Minimize waste generated from university activities and going to landfill by adhering to the 'waste hierarchy': reduce, reuse, recycle, recover, treat and dispose.
- b. Decrease contamination levels from waste disposal and increase the collection of organics.
- c. Engage the university in its waste diversion goals and engage the campus community towards an ambition to be a zero-waste campus.
- d. Assess opportunities for reducing packaging waste and increasing the purchase of recycled content materials and products.
- e. Increase diversion of construction waste and waste arising from renovations and retrofits.
- f. Work with departments and vendors to eliminate single-use plastic service ware and event products.
- g. Manage and minimize the output of solid wastes, discharges of liquid wastes and airborne contaminants.

Operations

Travel and Transport

Goal 4.5: Encourage the campus community to travel in a sustainable manner and contribute to a low carbon future.

STRATEGIC ACTIONS:

- a. Promote and encourage sustainable and active forms of transportation (cycling and walking) by staff, faculty and students.
- b. Work towards minimizing the carbon impact of the university-owned vehicle fleet, by reviewing alternative fuels and power sources and reporting fuel consumption on an annual basis.
- c. Improve our understanding of other carbon intensive operations, such as those generated by air travel and commuting.
- d. Establish guidance to promote alternatives to air travel and adopt a travel hierarchy based on individual needs.

- e. Continue to encourage the use of carpooling and car sharing as a means of reducing the number of single occupancy vehicle trips taken by staff, faculty and students to and from campus.
- f. Explore opportunities to make public transport more accessible to people working, living and studying at Carleton.
- g. Ensure that high-quality video conferencing is readily available across campus.

Food and Dining

Goal 4.6: Support sustainable food systems.

STRATEGIC ACTIONS:

- a. Increase the availability of local and/or sustainably produced foods on campus.
- b. Continue to support a campus-wide food waste composting program.
- c. Continue to maintain being a Fair Trade campus and promote this and other food certification programs to the wider university community.



KEY TARGETS:

ENERGY AND EMISSIONS

- Meet the objectives and targets identified in the Carleton University Energy Master Plan.
- Achieve a 50 per cent reduction in Scope 1 and 2 carbon emissions by 2030, 100 per cent by 2050 (2005 baseline).
- Increase the number of renewable or alternative energy projects on campus.
- Achieve annual energy (electricity and gas) consumption reductions.

SUSTAINABLE BUILDINGS

- Maintain a minimum 4 Green Globe rating (or equivalent external third-party sustainable certification) for all new builds or major renovations.

WATER

- Achieve annual water consumption reduction (intensity).

WASTE

- Achieve a zero-waste campus (over 90 per cent diversion rate).
- Achieve a zero construction-waste campus (over 90 per cent diversion).

TRAVEL AND TRANSPORT

- Complete a Sustainable Transportation Strategy for the campus.
- Increase the number of university-owned electric vehicles.
- Establish Active Transportation rates (Cycling and Walking) amongst staff, faculty and students.
- Establish Public Transportation (Bus and Train) rates amongst staff, faculty and students.

FOOD OPERATIONS

- Increase the percentage of local and sustainably sourced foods purchased through dining operations.
- Achieve commitments under the university's FairTrade Campus certification.

RELEVANT SUSTAINABLE DEVELOPMENT GOALS:

- Goal 7 Affordable and Clean Energy
- Goal 9 Industry, Innovation and Infrastructure
- Goal 11 Sustainable Cities and Communities
- Goal 12 Responsible Consumption and Production

Community Engagement

Our progress in driving improvements towards sustainability are also dependent on the active involvement of all members of our university community. We will further develop a culture of sustainability amongst staff, faculty and students at the university, and facilitate the integration and culture of sustainability principles and practices.

Through a co-ordinated set of programs, the university will maximize opportunities for staff, faculty and students to engage with sustainability initiatives. The campus community will increasingly be asked to engage in collaborative action for sustainability. Fostering such levels of formal and informal engagement will mean that everyone is aware of the university's sustainability efforts, they are also clear about their own role within the program.

Goal 5.1: Raise awareness of the university's sustainability journey and milestones.

STRATEGIC ACTIONS:

- a. Implement a co-ordinated sustainability communications strategy.
- b. Revise the university's sustainability website to provide a comprehensive resource for the sustainability activity.
- c. Produce a range of resources that provide up-to-date information about sustainability issues.
- d. Increase the use of social media as a communication platform.
- e. Ensure sustainability issues feature in university-wide and divisional forums and communications.
- f. Include sustainability in student orientation activities.
- g. Profile the university's commitment to sustainability in staff appointments and advertisements.
- h. Feature sustainability in the orientation process for new staff.

Goal 5.2: Encourage sustainability inquiry and learning.

STRATEGIC ACTIONS:

- a. Support networks of engaged students and staff focused on sustainability.
- b. Identify sustainability advocates in departments to lead sustainability initiatives in their area, including the Sustainable Office program.
- c. Provide sustainability advocates with training, support, facilitation and resources to identify and implement initiatives.
- d. Develop training, tools and resources that provide staff and students with guidance on how to incorporate sustainability principles into their daily practices.

Goal 5.3: Create opportunities for staff, faculty and students to engage in sustainability-related initiatives and activities.

STRATEGIC ACTIONS:

- a. Involve staff, faculty and students in achieving collective challenges, working closely with CUSA, GSA and RRRA and other student bodies and sustainability-related organizations.
- b. Hold sustainability-focused events, including lectures, themed programs, such as Bike to Work Month, and participation in the annual Student Expo.
- c. Develop a sustainability-focused volunteer program allowing staff, faculty and students to volunteer their time to environmental projects.
- d. Partner with other Carleton-led initiatives, where appropriate, to promote sustainability across the campus.

KEY TARGETS

- Increase the number of sustainability events.
- Evidence of increased student engagement with organizations working towards sustainability programs.
- Perception: Increase staff/faculty/student level of satisfaction in university sustainability issues.
- Participation: Increase staff/faculty/student level of participation in university sustainability issues.

RELEVANT SUSTAINABLE DEVELOPMENT GOALS:

- Goal 12 Responsible Consumption and Production
- Goal 13 Climate Action



Sustainable Collaboration

Engagement encompasses the broader interactions of Carleton and wider society for the enrichment of both. At a university level, our mission is very much driven by the creation and dissemination of knowledge, and the betterment of our community. Focusing on where and how external relationships can strengthen our institution and increase understanding around sustainability is fundamental. After all, an effective ongoing transition

towards sustainability will only be possible through collaboration and wider engagement.

Carleton will embrace participation and strengthening relationships beyond our internal community of staff, faculty and students, and do so to advocate for sustainability and serve as a catalyst for change in our city, greater capital region and beyond.

Goal 6.1: Encourage inter-institutional collaboration.

STRATEGIC ACTIONS:

- a. Actively collaborate, share information, experiences and expertise to help build sustainability operations, with other organizations and higher education institutions.
- b. Regularly review best practice models from other tertiary education organizations to inform and strengthen the university's sustainability program.

Goal 6.2: Strengthen community-university partnerships.

STRATEGIC ACTIONS:

- a. Develop and actively maintain partnerships with local community groups to advance sustainability (for example Carbon 613).
- b. Create and participate in community-university groups to identify possible areas for joint activity.
- c. Work with Alumni and Donor Relations to develop and support networks with an interest in sustainability.
- d. Expand volunteer programs for staff, faculty and students.

Goal 6.3: Advocate for sustainability and celebrate achievement.

STRATEGIC ACTIONS:

- a. Maintain positive and proactive communications about university sustainability activities and performance.
- b. Report publicly on the sustainability performance of the university on an annual basis.
- c. Develop and promote sustainability-related publications and events for audiences on- and off-campus.
- d. Profile sustainability-related activities by staff and students online and where appropriate.
- e. Engage with relevant government bodies on sustainability-related initiatives and strategies.
- f. Engage with senior leaders to advocate for national and local public policies that support sustainability in universities or otherwise advance sustainability.

RELEVANT SUSTAINABLE DEVELOPMENT GOALS:

- Goal 9 Industry, Innovation and Infrastructure
- Goal 12 Responsible Consumption and Production
- Goal 17 Partnership for the Goals

SUSTAINABILITY IN ACTION

Advocating for a Sustainable Energy Future

At Carleton, we are ideally positioned to help inform, shape and define public thought and practices towards achieving a sustainable future. Our impact can be considerably enhanced by a state-of-the-art sustainable energy research hub within a new Sustainability and Energy Efficiency Research Centre. This will expand the impact of our research, teaching and operations, and inspire further partnerships towards making a real difference nationally. We have already started down this path through the creation of Efficiency Canada at Carleton.

Efficiency Canada is part advocacy organization, part think-tank, and part data-driven start-up. Efficiency Canada advocates towards making our country a global leader in energy efficiency.

The partnership with Carleton convenes people from across Canada's economy to work together to advance policies required to take full advantage of energy efficiency. We leverage the best research out there to build a more productive economy, sustainable environment, and a better life for Canadians.

Carleton also has two Canada Research Chairs: one in Climate Change Impacts/Adaptation in Northern Canada and the other in Governance for Sustainable Development. Furthermore, our researchers are participating in IPCC (Intergovernmental Panel on Climate Change) Participation, leading the next Special Report on the Ocean and Cryosphere in a Changing Climate (SROCC).





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Carleton University

Energy and Sustainability
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To learn more about Sustainability Carleton visit:

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Sustainability
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Healthy Workplace

Executive Committee

September 21, 2020



Carleton
UNIVERSITY



Our Healthy Workplace Journey

- **2011:** *Achieved Healthy Workplace (Bronze)*
- **2014:** *Achieved Healthy Workplace (Silver)*
- **2015:** *Achieved Healthy Workplace (Gold) and Mental Health (Bronze)*
- **2017:** *Achieved Healthy Workplace (Platinum) and Mental Health (Silver)*
- **2019:** *Achieved Mental Health (Gold) - Benoit was keynote speaker at Excellence Summit*



Healthy Workplace Strategic Plan



Programs and Offerings

- Individual workshops and information sessions
- Largescale events
- Lunchtime leagues and activities
- Monthly “challenges”
- Mental Health training
- Faculty Peer “Connectors” network



Partnerships



- Student Mental Health Framework
 - CUSA (Student Association)
 - Faculty Subject Matter Experts
- Canadian Mental Health Association
- Mental Health Commission of Canada



Our Success

- Holistic and broad approach to well-being
- Best practices (HWP Committee and Champions)
- Leaders in post secondary sector and beyond
- Canadian Mental Health Association of Canada and Mental Health Commission of Canada identify Carleton University as: ***“Trailblazers in Workplace Mental Health and for sharing Best Practices within this work”***



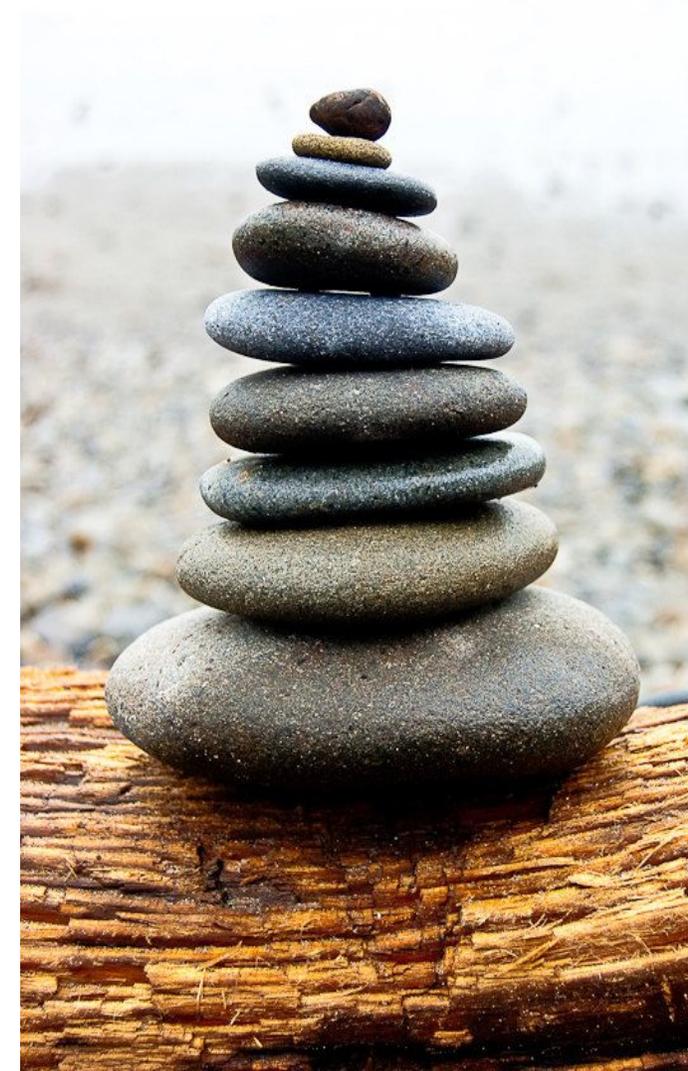


Supporting Our Community While Working Remotely



Supports & Offerings

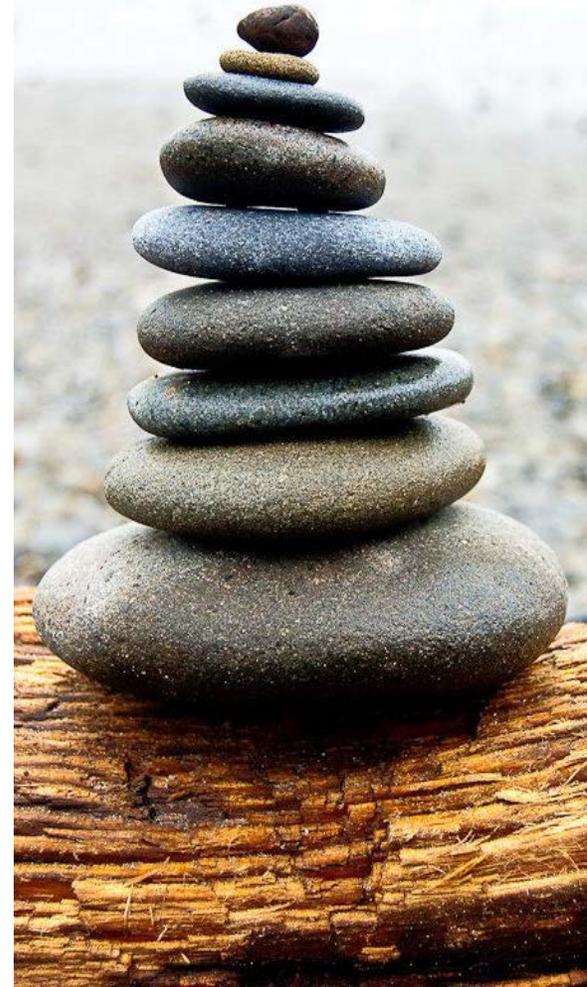
- Compiled online resources and supports
- Check in sessions for staff and managers
- Developed virtual workshops and training
- Stress Management Group pilot
- Maintained monthly well-being challenges
- Supported weekly virtual Crafting Group, Walking Group and Meditation Meetups



Supports & Offerings

Wellness Sessions in Response to Racial Injustice

- In collaboration with Equity and Inclusive Communities and the Centre for Indigenous Initiatives
- 3 sessions
 - For Black faculty and staff (25 attended)
 - For Indigenous & Racialized faculty and staff (30 attended)
 - Community-Wide Conversation on Allyship (219 attended, with staff, faculty, and students present)



What we have found

- We are seeing new people in the virtual environment
- We are seeing more faculty signing up for offerings than when we were all physically on campus
- People are appreciating the space to connect





Looking Ahead



Looking Ahead (Fall/Winter)

- Leverage internal resources and expertise
- Identify needs to offer relevant sessions
- Support all working contexts
- Develop capacity to support one another
- Create more virtual social spaces for faculty & staff
- Winter challenges – encouraging folks to get outside



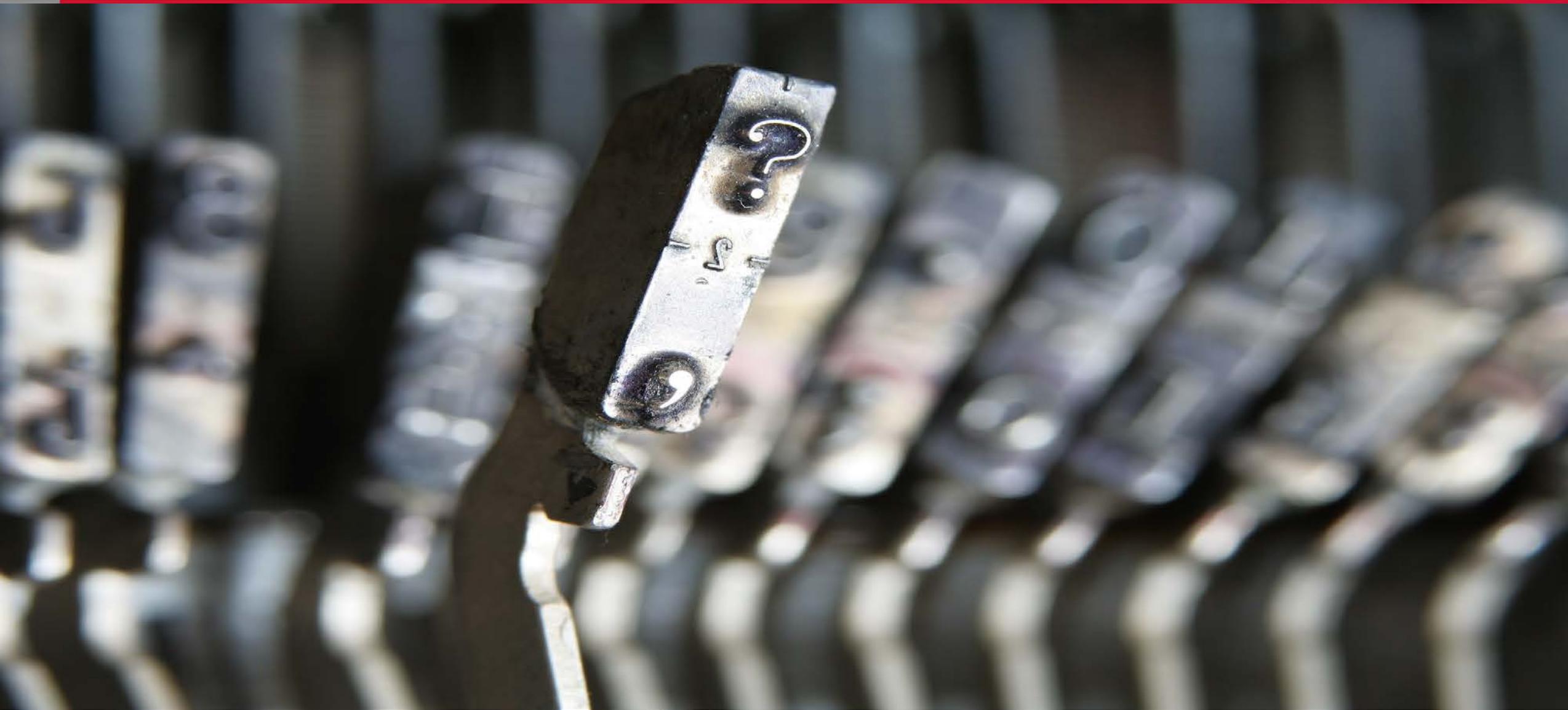
Looking Ahead (Summer 2021)

Submit application to Excellence Canada:

- *Healthy Workplace, Order of Excellence*
- *Mental Health at Work, Platinum level*



Our Journey Continues....





Healthy Workplace

Strategic Plan 2019-2022

A Holistic Approach to Supporting
Faculty & Staff Well-Being and
Building a Thriving Workplace



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MESSAGE FROM THE PRESIDENT

Dear Members of the Carleton Community,

I am pleased to present our **Healthy Workplace Strategic Plan 2019-2022**. This important document lays out a holistic vision of health on campus, and defines the areas of focus, goals and actions that the Healthy Workplace Committee and the Healthy Workplace Champions will implement with the support of all senior leaders at the university.

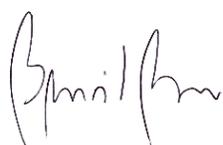
Carleton's Healthy Workplace initiative has already been part of our campus life for a decade. Over that time, we have learned that a healthy workplace is much more than just physical health. As such, this Plan identifies four key dimensions of well-being: Mental, Physical, Social and Professional. The Plan outlines how these areas will be supported through Planning and Assessment, Faculty and Staff Engagement, Awareness, Literacy and Education, as well as Leadership. It provides benchmarks to measure our progress as we work through the three-year plan.

At Carleton and across society, we are experiencing a growing awareness of the prevalence and serious impact of mental health issues in the workplace. Already, we have done important work towards de-stigmatizing mental illness: Our award-winning Student Mental Health Framework; adopting Excellence Canada's *Mental Health at Work*[®] framework; and our recent commitment to the Mental Health Commission of Canada's National Standard for Psychological Health and Safety in the Workplace. We have made progress, but we must continue to improve how we meet the needs of all members of our diverse campus community.

The world is increasingly complex, and the pace of change in our modern societies compounds the challenge of living a balanced and healthy life. At Carleton we value resilience, and we are a caring community where we support each other. The **Healthy Workplace Strategic Plan 2019-2022** is our commitment to continuous improvement in building a thriving, healthy workplace.

Thank you to everyone who contributed to this important initiative.

Sincerely,



Benoit-Antoine Bacon
President and Vice-Chancellor
Professor of Psychology
Carleton University

BACKGROUND

Building a Healthy Workplace at Carleton University

Carleton University is committed to fostering a Healthy Workplace for its faculty and staff, which encompasses physical and mental health, social connections, professional development and work-life balance. It recognizes that individual health practices, as well as the workplace environment, collectively contribute to each faculty and staff member's personal success and positive contribution to the university's mission.

In 2009, Carleton adopted Excellence Canada's *Healthy Workplace*[®] framework as a beacon to guide us through our Healthy Workplace journey in promoting a culture of holistic health and wellness. In 2014, Carleton adopted Excellence Canada's *Mental Health at Work*[®] framework to enhance our focus on mental health and committed to implementing the Mental Health Commission of Canada's National Standard for Psychological Health and Safety in the Workplace (the Standard). This Standard was developed to lay the groundwork for Canadian employers looking to address mental health issues in their workplace and continues to guide Carleton in fostering a psychologically healthy and safe work environment.

In that same year the Healthy Workplace Committee developed and launched a three-year Healthy Workplace Plan, titled "*Healthy Conversations, Healthy Relationships, Healthy People, Healthy Community*". This Plan identified three strategic areas of focus: health promotion, work-life balance, and mental health.

Since its inception Healthy Workplace celebrated many successes. Evaluations showed increases in the awareness and participation in Healthy Workplace events, activities and programming. At the same time, ongoing faculty and staff feedback, as well as emerging research, pointed to the need for still more focus on mental health programming.

As a result, in 2015 the Committee developed and launched a four-year Workplace Mental Health and Well-Being Strategy. In the three years since, the Committee has made progress and has had an impact on integrating mental health initiatives within the Healthy Workplace. However, there is more work to do.



In guiding the development of the 2019-2022 Strategic Plan, members of the Carleton community, including the Healthy Workplace Committee, Healthy Workplace Champions, faculty and staff, were asked to envision what Carleton's ideal Healthy Workplace would look like and what a healthy workplace meant to them. There were many recurring themes. But above all, we heard a desire for a more holistic view of health – one that does not differentiate mental health from overall health. Thus, the Healthy Workplace Strategic Plan for 2019-2022 continues to build on the strong foundation that has been established and sets out to further integrate all aspects of well-being in fostering a truly holistic healthy workplace.

This Strategic Plan lays out the vision, areas of focus, goals and actions for Carleton's Healthy Workplace Committee over the next four years, from 2019 to 2022.

MISSION, VISION & GUIDING PRINCIPLES

Healthy Workplace Mission

Healthy Workplace encourages Carleton University faculty and staff to champion positive physical and mental health, build meaningful social connections, foster personal and collective resilience, explore opportunities for personal growth, and enjoy work-life balance.

Healthy Workplace Vision

Carleton University is an exemplary workplace where all faculty and staff thrive both as individuals and as a community.

Healthy Workplace Guiding Principles

Carleton University develops and maintains policies, practices and programs that contribute to a physically and psychologically safe and healthy workplace based on the following Guiding Principles:

Guiding Principle 1: Both the institution and the individual play key roles in promoting and maintaining a physically and psychologically safe and healthy workplace.

Guiding Principle 2: A physically and psychologically safe and healthy workplace is based on a culture of respect, trust, honesty, fairness and inclusivity.

Guiding Principle 3: Workplace health and well-being initiatives are based on best practices and are regularly reviewed and evaluated in order to sustain a supportive culture and relevant programming.

DIMENSIONS OF WELL-BEING

The Healthy Workplace Committee recognizes that there are various dimensions that can influence an individual’s well-being and thereby impact a Healthy Workplace culture. These dimensions are not independent, but rather interdependent and interconnected. The following dimensions of wellness that impact health and well-being will assist in developing Healthy Workplace programming and planning.

Mental

Mental health is about fostering the development of positive mental health by supporting individual and collective resilience, creating supportive and inclusive environments and addressing the influence of the broader determinants of mental health within the workplace.



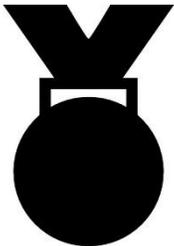
Physical

Physical health includes everything ranging from the absence of disease to fitness level. While physical health consists of many components, there are some key areas that should be addressed, including: physical activity, nutrition and diet, medical self-care, rest and sleep, physical safety, and hydration.



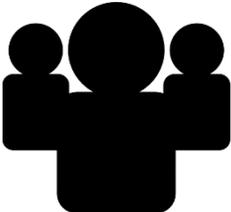
Professional

A healthy work environment is created when employees are given opportunities for personal, intellectual and professional growth in a manner where resources are perceived to be fairly distributed. Collaboration and conversations are key to this dimension and lead to employees being “professionally” healthy.



Social

Social health fosters a sense of uniqueness as well as belonging and purpose. Culture is created, reinforced, and sustained by ongoing patterns of relationships and communications that are known to have an important influence on psychological health and safety. The ability of the culture to adapt to increasing diversity is also essential to social health. Social connections and community are imperative for social health.



AREAS OF FOCUS

For the purpose of this Strategic Plan, the Healthy Workplace Committee identified the following four areas of focus integral to building a Healthy Workplace:

- Planning & Assessment
- Faculty & Staff Engagement
- Awareness, Literacy & Education
- Leadership

Below is a model demonstrating how these four areas contribute to building a Healthy Workplace, defined by the four dimensions of well-being.



Planning & Assessment

Planning and Assessment focuses on the development, implementation and assessment of the Healthy Workplace Strategic Plan, and on the design, activities and evaluation of Healthy Workplace programs.

Goal: To plan based on needs of faculty and staff, guiding principles, dimensions of wellness and best practices, and to monitor, evaluate and report on the progress in meeting defined goals.

Strategic Actions:

- Establish, document, implement, and maintain a psychological health and safety management system and continually improve its effectiveness in accordance with the requirements of the National Standard for Psychological Health and Safety in the Workplace. The strategic pillars of the psychological health and safety system are prevention of harm, promotion of health and continuous improvement.
- Conduct needs assessments around knowledge and skill-enhancing programs for faculty and staff.
- Conduct assessments to identify psychological health and safety hazards and risk factors.
- Promote, develop and/or revise organizational policies that impact workplace health and well-being and support work-life balance.
- Develop Healthy Workplace programming that meets the ongoing and future needs, recognizing that there is no one-size-fits-all solution. Explore and employ best practices.
- Track and analyze key performance measures and use trend data to inform ongoing planning.

Faculty & Staff Engagement

Faculty & Staff Engagement examines how faculty and staff are encouraged, supported and enabled to participate in Healthy Workplace programming and other opportunities on campus. This also involves identifying and eliminating barriers to participation in programming and to seeking assistance.

Goal: To foster and support an environment that encourages faculty and staff to be actively engaged in activities and initiatives that contribute to a healthy workplace.

Strategic Actions:

- Enhance faculty and staff awareness of options available to them which support achieving work-life balance.
- Continue to develop and implement workplace mental health initiatives and robust training opportunities.
- Continue to expand Healthy Workplace workshops, events and activities.
- Further engage and empower the Healthy Workplace Champion network.
- Explore new ways to engage faculty, as well as new staff.
- Identify and eliminate barriers to participation and to seeking assistance.
- Enhance a supportive workplace where there is an understanding of faculty and staff roles and responsibilities to contribute to a Healthy Workplace at all levels of the university, with specific emphasis on those who manage people and their relationships.
- Provide opportunities for faculty and staff to participate in decisions that impact their work.
- Integrate initiatives to explore the relationship between healthy workplace and the promotion of human rights, inclusivity and Indigeneity in the workplace.

Awareness, Literacy & Education

Carleton University offers a variety of workshops, information sessions, training, and professional development opportunities for faculty and staff in support of a healthy workplace and personal development.

Goal: To build capacity to ensure that faculty and staff have the knowledge, skills and attitudes to support a Healthy Workplace.

Strategic Actions:

- Enhance awareness of the many causes of physical and mental health problems and the factors that support well-being and resilience.
- Work to minimize stigma around mental health problems, including substance use disorder, that can act as barriers to individuals feeling valued, contributing fully to Carleton University's mission and to seeking help when needed.
- Continue to partner with Learning & Professional Development to (a) support mental health across campus, with a focus on supporting and building resilience, (b) offer opportunities for faculty and staff to identify ways to support self and others, and (c) help managers build healthy and supportive work environments.
- Support departments in change management initiatives.
- Promote campus-wide awareness of the resources that are available to support faculty and staff who may be experiencing mental health issues or other health-related problems.
- Collaborate with the Department of Equity Services, and support initiatives that focus on fostering a workplace culture that is respectful and characterized by trust, honesty, fairness and inclusivity.

Leadership

A healthy workplace is supported through involvement by leaders at all levels within the university. People in leadership roles reinforce the development and sustainability of a healthy workplace environment.

***Goal:** To ensure the sustainability and ongoing quality of the university's Healthy Workplace initiative through active support from leaders at all levels and by playing a leadership role in workplace well-being in Ottawa and beyond.*

Strategic Actions:

- Encourage leaders at all levels of the university to take an active role in the support of Healthy Workplace through participation in planning and activities.
- Ensure continued planning and commitment of financial, human and other resources, for the Strategic Plan and related programs.
- Seek out new ways to support managers in supporting others and caring for themselves.
- Regular reporting to leaders and the entire Carleton community on the progress of the Healthy Workplace Strategic Plan and trends.
- Ensure psychological health and safety is considered in decision-making and strategic planning. Psychological health and safety includes the integration of equitable and Indigenous concerns.
- Continue to be a leader in healthy workplace and workplace mental health in Ottawa and beyond.

MEASURING OUR SUCCESS

The Healthy Workplace Committee conducts faculty and staff needs assessments to measure and determine organizational mental health and safety, as well as knowledge and skill-enhancing programs for faculty and staff. Needs assessments and program evaluations also assist the Committee to identify gaps and emerging issues and to guide policy and programming recommendations.

Carleton University has adopted the *Healthy Workplace*[®] and *Mental Health at Work*[®] frameworks from Excellence Canada, which serve as roadmaps to encourage, support and implement exemplary health-related programs in the workplace. As of May 2018, Carleton has achieved platinum *Healthy Workplace*[®] and silver *Mental Health at Work*[®] certifications, the first Canadian post-secondary institution to accomplish these milestones.

The Healthy Workplace Committee also uses a variety of Key Performance Measures to track our progress. These measures will provide an indication of the impact of the Healthy Workplace Strategic Plan.

Key Performance Measures

- Healthy Workplace Program Participation and Evaluation
- Employee Engagement and Customer Satisfaction Survey results. Where possible, such engagement should be assessed across population disaggregated employment equity demographic segments.
- Overall Health Benefits Usage Trends
- Employee & Family Assistance Program Usage Trends
- Sick Leave and Annual Leave Usage Trends
- Excellence Canada *Healthy Workplace*[®] and *Mental Health at Work*[®] certifications

GOING FORWARD

The goals, guiding principles and dimensions of well-being outlined in this Healthy Workplace Strategic Plan have been developed through the insights and guidance of a cross-section of Carleton's faculty and staff. It is the Healthy Workplace Committee's hope and intention that this Plan will continue to serve our community in its collective efforts to provide, support and enhance a supportive and respectful workplace for all to work, thrive and contribute in meaningful ways.

As we work through the Strategic Plan, the Healthy Workplace Committee will provide annual updates to the Carleton community about our progress and will gather feedback to inform our programming so that our activities meet the needs of the community that this Plan supports.

This holistic approach will help us to support faculty and staff well-being, and to build a thriving workplace at Carleton University.



Materials due 14 days in advance of meeting | Meeting packages issued 7 calendar days in advance of meeting

Bold = To Board for approval | **Red = To Board for information** | **Blue = To the Board for discussion** | >> = Additional Board Committee path | **[S]** = Also requires Senate engagement |

Meeting Cycle	Building Program	Finance	Audit & Risk	Governance	Advancement & Uni Relations	Executive
Cycle 1 – [July- Aug]						<i>Meeting: August 31</i> <i>Material deadline: Aug. 17</i>
						<ul style="list-style-type: none"> • Board Orientation Agenda [A] • Standing committee membership [A] • Discussion of President's 20/21 Goals • Review of TOR & work plan • Review of BoG work plan • Committee Chair Orientation • Report from the President <ul style="list-style-type: none"> - SMA Update - Community Culture and Recreation Grant Application - Strategic Integrated Plan • Report from the Chair • Equity and Inclusive Communities Advisory Group Recommendations for Equity Diversity and Inclusion Strategic Actions

Meeting Cycle	Building Program	Finance	Audit & Risk	Governance	Advancement & Uni Relations	Executive
Cycle 2 - [Sep-Oct]	<i>Meeting: September 15 Material deadline: Sept. 1</i>	<i>Meeting: September 15 Material deadline: Sept. 1</i>	<i>Meeting: September 15 Material deadline: Sept. 1</i>	<i>Meeting: September 21 Material deadline: Sept. 7</i>	<i>Meeting: September 21 Material deadline: Sept. 7</i>	<i>Meeting: September 21 Material deadline: Sept. 7</i>
<p>Board Orientation: September 10, 2020</p> <p>Board Meeting: September 29, 2020</p> <p>Material Deadline: September 15, 2020 [September 22 distribution]</p> <p>Topics for Board Education/Discussion:</p> <ul style="list-style-type: none"> • Virtual Student Support and Engagement • Senate Annual Report <p>October 17 = Board Planning Session</p> <p>Focus = Operationalizing the Strategic Plan; Presentations from the Deans</p> <ul style="list-style-type: none"> - Goals and Priorities for each Faculty - Research Excellence in each Faculty 	<ul style="list-style-type: none"> • Review of TOR & work plan • Capital Proposal – P9 Replacement Parking Garage >> • Ongoing Capital Projects Status Report – Nicol, Engineering Design Centre, Cogeneration, Student Residence Building >> • Project Conclusion Report – ARISE >> • Project Conclusion Report - Health Sciences >> • Future Planning Update • Update on Transportation and Parking Strategy • Update on Energy & Sustainability Plans • Capital Renewal Plan (Deferred Maintenance) >> 	<ul style="list-style-type: none"> • Review of TOR & work plan • Financial Report for Fiscal Year 2019/20 • Update on the 2020/21 Operating and Ancillary Budget • Ongoing Capital Projects Financial Status Report >> • Capital Renewal Plan (Deferred Maintenance) >> • 2018 – 2019 Provincial Metric Ratios • Project Conclusion Report – ARISE >> • Project Conclusion Report - Health Sciences >> • Capital Proposal – P9 Replacement Parking Garage >> 	<ul style="list-style-type: none"> • Review of TOR & work plan • Presentation of Audited Financial Statements for year ended April 30, 2020 • Audit finding report for year ended April 30, 2020, Management and Independence Letter • Risk and Insurance Services Report <ul style="list-style-type: none"> - ERM Audit Recommendations Status • Enterprise Risk Assessment Report 	<ul style="list-style-type: none"> • Review of TOR & work plan • Review of Student, Staff and Faculty Governor Handbook and election process • Skills Matrix Questionnaire Review • Succession planning for 2021/22 and three years out • Skills gap analysis for Community-at-large recruitment and advertisement • Overview of Board training program 	<ul style="list-style-type: none"> • Review of TOR & work plan and schedule • Board Award Criteria Review and Jury selection • Banfield Agency – Reputational Strategy • Advancement Update <ul style="list-style-type: none"> • Overview, transition online and strategy for 2020/2021. • Presentation by James Langley on trends in Philanthropy 	<ul style="list-style-type: none"> • Sept. Board Agenda [A] • Board Planning Session Agenda [A] • President’s 20/21 Goals [A] • Report from Committee Chairs • Report from the President <ul style="list-style-type: none"> - SMA Update • Report from the Chair • Healthy Workplace and Mental Health at Work

Meeting Cycle	Building Program	Finance	Audit & Risk	Governance	Advancement & Uni Relations	Executive
Cycle 3 - [Nov-Jan]	<i>Meeting: November 17 Material deadline: Nov. 3</i>	<i>Meeting: November 17 Material deadline: Nov. 3</i>	<i>Meeting: November 17 Material deadline: Nov. 3</i>	<i>Meeting: November 23 Material deadline: Nov. 9</i>	<i>Meeting: N/A Material deadline: N/A</i>	<i>Meeting: November 23 Material deadline: Nov. 9</i>
Board Meeting: December 1, 2020 Materials Deadline: November 17, 2020 [November 24 distribution] <i>Topics for Board Education/Discussion:</i> <ul style="list-style-type: none"> • Internationalization Strategy (OVPRI) 	<ul style="list-style-type: none"> • Project Status Report: Nicol Building, Co-generation, Student Residence, Engineering Design Centre & Deferred Maintenance • Transportation and Parking Strategy Update • Open Space Plan • Project Implementation Report – Student Residence Building (TBD) 	<ul style="list-style-type: none"> • Framework for the 2021/22 Operating Budget • Investment Report for the Endowment • Pension Plan report • Capital Projects Budget Update • Update on the 2020/2021 Operating & Ancillary Budgets 	<ul style="list-style-type: none"> • Internal Audit Plan & 3-year work plan • Update on Status of Internal Audit Examinations • Top 10 Risk Presentation – Compliance, Regulation and Legal Requirements • 2020 Litigation Report 	<ul style="list-style-type: none"> • Review and approve 2020/21 Board Self-Assessment • Review of Skills Gap Analysis and Approach for CAL Recruitment • Review of Appointment Guidelines for Senior Academic Appointments and Chancellor, President, University Secretary, VPA, VPFA, VPSE, VPRI 		<ul style="list-style-type: none"> • Approval of Dec. Board Agenda • Report from Committee Chairs • Report from the President • Report from the Chair

** subject to change

Meeting Cycle	Building Program	Finance	Audit & Risk	Governance	Advancement & Uni Relations	Executive
Cycle 3 - [Feb-Apr]	<i>Meeting: Feb. 25 Material deadline: Feb. 17</i>	<i>Meeting: Feb. 25 Material deadline: Feb. 17</i>	<i>Meeting: Feb. 25 Material deadline: Feb. 17</i>	<i>Meeting: March 1 Material deadline: Feb. 18</i>		<i>Meeting: January 25 Material deadline: Jan. 11</i>
Board Meeting: March 11, 2021 Material Deadline: February 25, 2021 [March 4 distribution] Topics for Board Education/Discussion: <ul style="list-style-type: none"> • Carleton Research <ul style="list-style-type: none"> • <i>Strengths</i> • <i>Importance for university</i> • <i>Performance Measures</i> 	<ul style="list-style-type: none"> • Project Status Report: Nicol Building & Engineering Student Design Centre • Transportation and Parking Strategy Update • Update on System Model Audit on Building Conditions • Campus Space Master Plan Renewal 2021 – establishment of steering committee • Update on Energy & Sustainability Plans • Project Planning Report – Engineering Student Design Centre 	<ul style="list-style-type: none"> • Project Implementation Report – Engineering Student Design Centre • 2021/22 Ancillary Budget • 2021/22 Tuition Fees & Misc. Fees • Current Operating Budget update & Status of Reserves • Update on Planning Framework for 2021/22 Operating Budget • Capital Projects Budget Update 	<ul style="list-style-type: none"> • Audited financials for the Pension Fund and report • Proposed External Audit Plan & Letter of Engagement from Auditors (KPMG) • Internal Audit Report • Update on External Audit Examinations • Emergency Management and Continuity of Operations Presentation • Top 10 Risk – Capital Asset Management 	<ul style="list-style-type: none"> • Review applications for consideration for new CAL members • Results of elections/elections update • Exit Interview Survey • Commemorative Naming Policy Review • Philanthropic Naming Policy Review 		<ul style="list-style-type: none"> • Report from Committee Chairs • Report from the President • Report from the Chair • Presidential Mid-year Report on 20/21 Goals • Identifying and Fostering Talent at CU
						<i>Meeting: March 1 Material deadline: Feb. 15</i>
						<ul style="list-style-type: none"> • Approval of March Board Agenda • Report from Committee Chairs • Report from the President • Report from the Chair • Review of President’s Assessment Survey

** subject to change

<p>Board Meeting: April 29, 2021</p> <p>Material Deadline: April 15, 2020 [April 22 distribution]</p> <p>Topics for Board Education/Discussion:</p> <ul style="list-style-type: none"> • Kinamagwin Update/Annual Report • Coordinated Accessibility Strategy Annual Report 						
	<p><i>Meeting: April 13</i> <i>Material deadline: Mar. 30</i></p> <ul style="list-style-type: none"> • Project Status Report: Nicol Building & Engineering Student Design Centre • Update on Campus Master Plan • Transportation and Parking Strategy Update 	<p><i>Meeting: April 13</i> <i>Material deadline: Mar. 30</i></p> <ul style="list-style-type: none"> • 2021/22 Student Association Fees • Presentation and approval of 2021/22 Operating Budget [S] • Statement of Investment Policies and Procedures for the Retirement Fund • Capital Projects Update and Updates on Proposed Building Projects • Investment Report for the Endowment • 2019 – 2020 Provincial Metric Ratios 	<p><i>Meeting: April 13</i> <i>Material deadline: Mar. 30</i></p> <ul style="list-style-type: none"> • Status of Implementation of Internal Audit Recommendations • Enterprise Risk Assessment Report • Internal Audit Reports • Environmental Health and Safety Annual Report • Top 10 Risk –Attraction, Retention and Fostering Talent 		<p><i>Meeting: April 21, 2020</i> <i>Material deadline: April 7</i></p> <ul style="list-style-type: none"> • Reputational Strategy Update • Board Award Recommendation from Jury • Comprehensive Campaign and Advancement Update 	<p><i>Meeting: April 21</i> <i>Material deadline: Apr. 7</i></p> <ul style="list-style-type: none"> • Approval of April Board Agenda • Report from Committee Chairs • Report from the President • Report from the Chair • Academic Management & Non-Union Staff Compensation 2021-2022 [A]

** subject to change

Meeting Cycle	Building Program	Finance	Audit & Risk	Governance	Advancement & Uni Relations	Executive
Cycle 4 - [May-Jun]	<i>Meeting: N/A</i> <i>Material deadline: N/A</i>	<i>Meeting: N/A</i> <i>Material deadline: N/A</i>	<i>Meeting: N/A</i> <i>Material deadline: N/A</i>	<i>Meeting: May 25</i> <i>Material deadline: May 11</i>	<i>Meeting: N/A</i> <i>Material deadline: N/A</i>	<i>Meeting: May 25</i> <i>Material deadline: May 11</i>
<p>Board Meeting: June 1, 2020</p> <p>Material Deadline: May 18 [May 25 distribution]</p> <p>Topics for Board Education/Discussion:</p> <ul style="list-style-type: none"> • Sexual Violence Annual Report, Task Force Report & Update on Sexual Violence Prevention Strategy • SIP Annual Report <p>Year-end Board Dinner in Richcraft Hall Atrium (TBD)</p>				<ul style="list-style-type: none"> • Recommendation of appointments to the Board for 2020/21 • Recommendation of Officers of the Board • Recommendation of Signing Officers • Review of Committee Terms of Reference 		<ul style="list-style-type: none"> • Approval of June Board Agenda • Report from Committee Chairs • Report from the President • Report from the Chair • Presidential Assessment Survey Results • Board Assessment Survey Results • Presidential Year-End Report on 2020/21 Goals • Sexual Violence Task Force Report • Chancellor Renewal

BOARD OF GOVERNORS 2020/2021 MEETING SCHEDULE



Carleton
UNIVERSITY

Canada's Capital University

Month	Day	Activity	Time
AUGUST	31	Executive	3 PM – 5 PM
SEPTEMBER	10	Board Orientation	8 AM – 4 PM
	15	Finance	11 AM – 1 PM
	15	Joint Finance and Building Program Committee	1 PM – 2 PM
	15	Building	2 PM – 3PM
	15	Audit & Risk	3 PM – 5 PM
	21	Advancement &UR	11 AM – 1 PM
	21	Governance	1 PM – 3 PM
	21	Executive	3 PM – 5 PM
	25	Senate	2 PM – 4 PM
	29	BOARD	3 PM – 6 PM
OCTOBER	17	Board Planning Session	8 AM – 3 PM
	30	Senate	2 PM – 4 PM
NOVEMBER	17	Building	11 AM – 1 PM
	17	Finance	1 PM – 3 PM
	17	Audit & Risk	3 PM – 5 PM
	23	Governance	1 PM – 3 PM
	23	Executive	3 PM – 5 PM
	27	Senate	2 PM – 4 PM
DECEMBER	1	BOARD	3 PM – 6 PM
	11	Senate	2 PM – 4 PM
JANUARY	25	Executive	3 PM – 5 PM
	29	Senate	2 PM – 4 PM
FEBRUARY	25	Building	10 AM – 12 PM
	25	Finance	1 PM – 3 PM
	25	Audit & Risk	3 PM – 5 PM
	26	Senate	2 PM – 4 PM
MARCH	1	Governance	1 PM – 3 PM
	1	Executive	3 PM – 5 PM
	11	BOARD	3 PM – 6 PM
	26	Senate	2 PM - 4 PM
APRIL	13	Building	11 AM – 1 PM
	13	Finance	1 PM – 3 PM
	13	Audit & Risk	3 PM – 5 PM
	21	Advancement & UR	1 PM – 3 PM
	21	Executive	3 PM – 5 PM
	29	BOARD	3 PM – 6 PM
	30	Senate	2 PM – 4 PM
MAY	25	Governance	1 PM – 3 PM
	25	Executive	3 PM – 5 PM
	28	Senate	2 PM – 4 PM
JUNE	1	BOARD	3 PM – 6 PM
	1	Board Dinner	6 PM – 8 PM
	18	Senate	10 AM – 12 PM

All meetings will be held via Microsoft Teams. Meeting details will be sent prior to each meeting.



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

**Carleton University Senate
Meeting of April 24, 2020 at 2:00 pm
Via Zoom Videoconference**

MINUTES – OPEN SESSION

Present/Registered: A. Ahmad, S. Ajila, K. Weary (proxy for L. Akagbosu), B.A. Bacon (Chair), M. Barbeau, O. Baysal, S. Blanchard, A. Bowker, D. Brown, J. Bruno, A. Chandler, J. Cheetham, M. Close, C. Cruickshank, T. Daniels, J. Deaville, D. Deugo, T. Di Leo Browne, C. Dion, D. Dragunoiu, K. Evans, P. Farrell, D. Gillberg, R. Goubran, P. Gunupudi, H. Gupta, M. Haines, B. Hallgrimsson, K. Hellemans, O. Hobbs, F. Hosseinian, B. Hughes, C. Joslin, L. Kostjuk, J. Kovalio, Z. Kryworuchka, B. A. Kuzmarov (Clerk), E. Kwan, A. Lannon, C. Macdonald, R. McKay, H. Nemiroff, D. Nussbaum, S. Parathundyl, J. Paulson, M. Piche, A. Plourde, B. Popplewell, M. Rooney, W. Shi, A. Shotwell, D. Siddiqi, J. Sinclair-Palm, S. Sivathayalan, P. Smith, J. Stoner, J. Tomberlin, A. Tremblay, C. Trudel, K. von Finckenstein, J. Voordouw, P. Wilson, J. Wolfart, P. Wolff, B. Wright, W. Ye

Regrets: T. Boswell, N. Cappuccino, J. Liu, P. Rankin, E. Sloan, C. Warner

Absent: S. Boyle, A. Courchene, P. Dion, P. Lagasse, S. Moran, S. Shires, S. Srinivasan

Recording Secretary: K. McKinley

Open Session:

1. Welcome (Chair) & Approval of Agenda

The Chair began the meeting by requesting a moment of silence for the victims of the Covid-19 pandemic and the victims of the recent tragedy in Nova Scotia. He then thanked outgoing student Senators Lily Akagbosu, Ashley Courchene, Hemant Gupta, Sarah Shires, Sidney Moran, Sriyanchita Srinivasan, and Carmen

Warner for their support of Senate over the past academic year.

The Chair reviewed the protocols for Senate meetings by videoconference, then introduced the motion to approve the agenda. He noted a request to reverse the order of the two committee reports on the agenda, so that the Senate Quality Assurance and Planning Committee Report precedes the report from the Senate Committee on Curriculum Admissions and Studies Policy.

With this change, it was **MOVED** (Z. Kryworuchka, D. Deugo) that Senate approve the agenda for the meeting of Senate on April 24, 2020, as presented. The motion **PASSED**.

2. Minutes:

a. Senate E-Poll March 17, 2020

It was **MOVED** (M. Haines, T. Di Leo Browne) that Senate approve the minutes of the e-poll of Senate on March 17, 2020, as presented.

The motion **PASSED**.

b. Senate meeting, March 27, 2020 (open session)

It was **MOVED** (M. Close, H. Gupta) that Senate approve the minutes of the Open Session of the Senate meeting on March 27, 2020, as presented.

The motion **PASSED**.

3. Matters Arising

There were none.

4. Chair's Remarks

The Chair began by reviewing key events of the previous month in light of the global pandemic, beginning with the decision to move all classes online on March 18th, and culminating with the close of the exam period on April 25th. The Chair congratulated students, staff and faculty on the successful completion of the winter semester. Graduating students will be approved by Senate in June, and will have their degree and credentials, even though the Convocation ceremony has been postponed.

Summer term begins May 4th and faculties are offering a full slate of courses online for students. More than 10,000 students have already registered for summer courses.

The Chair acknowledged that the next challenge will be the fall term. The current state of emergency in Ontario may be extended, but as Ontario moves towards gradually relaxing confinement measures in the coming months, it is likely that large assemblies and international travel will be among the last restrictions to be lifted. The university sector will need to find creative solutions to meet this challenge. At Carleton, Deputy Provost Lorraine Dyke will be leading a task force to investigate an array of possible scenarios for the fall semester. Decisions on how to proceed will be made in full compliance with the guidelines of health officials, and will prioritize the safety of Carleton's students, staff and faculty. An update on the fall term will be provided to Senators at the next meeting on May 29th. The Chair added that, on a positive note, student registrations and confirmations for Fall 2020 are looking similar to Fall 2019 at this time.

Finally, the Chair noted that Dr. Brenda O'Neill from the University of Calgary will become the new Dean of Carleton's Faculty of Public Affairs on October 1, 2020. Outgoing Dean André Plourde, Carleton's longest serving Dean, will remain in the position until September 30th, and Carleton will have occasion to properly honour and thank him in the coming months.

Discussion: Senators asked how Senate would be involved in the assessment of Carleton's transition to online course delivery in the Winter Term. It was suggested that SQAPC, in accordance with its role in planning and major modifications, would be an appropriate committee to initiate this work, although the Chair of SQAPC noted that the committee would need to consider how this assessment fits with their duties as outlined by the IQAP, since the type of data gathering required is not within the current mandate. Another Senator asked whether a Teaching & Learning subcommittee of Senate might take on such a role. The Clerk of Senate acknowledged that such a subcommittee had been discussed in the Committee review undertaken in Spring 2019, and could be reconsidered by the Academic Governance Committee moving forward.

5. Question Period

Questions were submitted in advance by Senators Andrea Chandler, Morgan Rooney, Hemant Gupta, and Johan Voordouw.

a) The VP Students & Enrollment answered the following questions:

Senator A. Chandler: With the unexpected transition to online learning, what steps are being taken at the university level with respect to the following problems that could impact student success in the winter term:

- students who do not have regular access to the Internet/wifi
- students who do not have regular access to a computer
- PMC students
- students who find themselves in unexpected financial/housing difficulties

Senator A. Chandler: Insofar as the university is trying to communicate with students about changes that could affect them (such as the new Pass/Fail option), what steps is the university taking to ensure that these messages reach students who a) lack reliable Internet access b) are trying to keep Internet usage to a minimum because of issues with cost or access?

Senator M. Rooney: Still on the subject of the Fall term, can the President or Provost update us on any initiatives or efforts—either internal to the institution, or in tandem with the province—that the university is exploring to support student accessibility to Carleton's courses in the event that our Fall term moves entirely online? Specifically, how will Carleton (on its own or working with the province) support new and existing students who lack access to things such as stable internet connections as well as electronic devices with mics and webcams?

Response: Students without computers or access to the Internet were encouraged to call Carleton's COVID Information line. Computers and data sticks/SIM cards were loaned to students to allow them to complete the semester. It was noted that the supply of these items has not been depleted. PMC students should be able to access their coordinators virtually or by phone; accommodation requests are being received and approved. Students experiencing financial difficulties have been able to apply to the emergency fund. Funding from the federal government is also available; options are outlined on the COVID FAQ page. Students unable to return home because of travel restrictions or other reasons have been accommodated in the Carleton residences. Over 400 students will be staying there over the summer. Communication with students is proceeding according to the communications policy on all channels, including social media, email, my-Carleton student portal, etc. Phone lines are open as well for students who do not have access to the Internet. We will continue to explore options to support students for the Fall semester.

b) The Clerk of Senate answered the following question:

Senator M. Rooney: Given the current circumstances, will the Clerk of Senate or the Senate Executive consider and recommend the extension of Senate meetings into

the summer months (July and August), on a one-time emergency basis, without setting a precedent? It seems likely that, for this year, important decisions about the future of the institution may well take place in those months when Senate is normally dormant.

Response: At least one meeting of Senate over the summer months (most probably August) is a possibility, and could be discussed at the June meeting, if deemed necessary. Note that new Senate terms begin on July 1st, as usual; as a result, Senators whose terms end on June 30th will not be attending a summer meeting. The Clerk reminded Senators that a number of key vacancies for Senators on Senate standing committees have not been filled, and that these committees must be operational in the summer for Senate to function.

c) The Chair of Senate answered the following question:

Senator M. Rooney: Can the President or Provost update us on any initiatives or efforts Carleton is involved in or investigating in terms of preparing for the possibility that all Fall term courses may need to be taught online? For instance, Alex Usher of "Higher Education Strategy Initiatives" has recently urged a sector-wide approach for common lower-level, larger-enrollment courses. Given Prime Minister Trudeau's declaration on April 9th that "normality as it was before will not come back full-on until we get a vaccine for [COVID19]," it seems increasingly likely that the university will need to operate remotely for quite some time. For that reason, it is urgent that we begin to consider such things now, when there is still some time to do something.

Senator J. Voordouw: There is speculation that schools such as UCL in London, UK are moving to online learning for the upcoming fall term. There are also heard rumours that Harvard and Yale are considering pushing back the start of their academic year from September 2020 to January 2021. Given that the provincial and federal government have indicated that the pandemic will be here for the foreseeable future how is Carleton planning to successfully deliver its academic mandate (research and teaching) for the upcoming academic year

Response: This was addressed in the Chair's remarks to the satisfaction of Senate. A number of scenarios for the fall term are being considered, and an update will be brought to Senators at the next Senate meeting in May.

d) The Provost answered the following questions:

Senator M. Rooney: The University of Ottawa and its union for part-time instructors (APTPUO) recently came to an understanding regarding additional compensation for its contingent faculty in order to recognize the extra labour and training they undertook in the wake of the COVID-19 outbreak, as well as for training for summer term instructors. What steps is Carleton taking to recognize and compensate the

extra work and training that contract instructors have done that is, by definition, above and beyond what is stipulated in their contracts for the Winter term—work that, if it had not been completed, would surely have caused considerable (if not insurmountable) problems for departments and students alike?

Response: Discussions are ongoing with academic unions, but the broader question of compensation and labour relations is outside the purview of Senate and cannot be addressed at this time.

Senator M. Rooney: What decision, if any, has the university made regarding the use of teaching evaluations for upcoming summer term courses? As we discussed last month, some of the questions on the current evaluation (“How do you assess your instructor’s performance: in speaking audibly and clearly?; in beginning and ending classes promptly?; in meeting classes regularly as scheduled?”) do not reflect or account for the very different realities of online teaching, which often has, for instance, a significant asynchronous component. Consequently, the current teaching evaluation questionnaires, if used this summer, would do little to allow students to meaningfully evaluate the actual circumstances of their teaching and learning experience, and much of the data they produce would be invalid as a result.

Response: Student evaluations will take place in a manner consistent with the collective agreement. How these evaluations will be used is a labour relations issue that is being discussed in a different forum and cannot be addressed currently at Senate.

Senator H. Gupta: Why has Carleton not stated that Summer 2020 is a “School-scheduled break” (which is needed for immigration purposes), so that international students may be confident that they can work in the summer?

Response: Regular scheduled breaks must be defined as part of Carleton’s academic calendar; the summer 2020 term cannot be considered a break, since a large number of undergraduate and graduate students are registered for courses for both summer terms, and services for students also are still available. Note that in light of the current pandemic, rules regarding employment for international students are changing and fluid; international students are advised to contact the International Student Services Office (ISSO) for the most up-to-date information and resources.

Senator H. Gupta: How is Carleton specifically supporting International Students financially? What resources is Carleton producing or making readily available for international students?

Response: Emergency financial assistance is available for all students, including international students, through Carleton's *2020 Student Emergency Fund*. Almost \$1M has been disbursed from this fund for students in need. The Chair also noted that Carleton, along with Universities Canada and the Council of Ontario Universities, has been advocating for more assistance for international students and graduate students.

6. Administration (Clerk)

a. Senate membership ratification

Senate was asked to ratify seven faculty members and five students as new Senators for the term beginning July 1, 2020.

It was **MOVED** (B. Kuzmarov, D. Dragunoiu) that Senate ratify the new Senate appointments, as presented.

The motion **PASSED**.

b. Notice of non-advertised recruitment

The Senate Office received notice of one appointment made contrary to advertisement policy. The appointment was a transfer from term in the School of Linguistics and Language Studies.

c. Senate schedule changes

The Clerk reminded Senators that there will be a Senate meeting on June 19th and it will include graduation approvals.

7. SAT/UNS Implementation Motions

a. Academic Performance Evaluation

It was **MOVED** (J. Tomberlin, H. Nemiroff) that Senate approve the proposal to allow the amendment of the Academic Performance Evaluation rules for the 2019-20 academic year, as presented.

The motion **PASSED**, unanimously.

b. Student Awards

This motion is to ensure that students currently under scholarships are not disadvantaged by changing their grade(s) to Satisfactory (SAT) for one or more courses in the Winter 2020 term.

It was **MOVED** (B. Kuzmarov, J. Sinclair-Palm) that Senate approve the use of Satisfactory (SAT) and Unsatisfactory (UNS) grades for awarding entrance and in-course scholarships as presented.

The motion **PASSED**, with 1 opposed and 4 abstentions.

8. Reports:

a. Senate Quality Assurance and Planning Committee - SQAPC

The Chair of the committee, Dwight Deugo presented 5 motions for Senate approval.

- i) Revised Cotutelle Policy: A revised copy of the policy with track changes was circulated to Senators in advance. The revisions clarify language and timing regarding eligibility and duration.

It was **MOVED** (D. Deugo, W. Shi) that Senate approve the revised Cotutelle Policy.
The motion **PASSED** with 2 abstentions.

- ii) Cyclical Review: Infrastructure Protection and International Security graduate programs

It was **MOVED** (D. Deugo, P. Smith) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the graduate programs in Infrastructure Protection and International Security.

Discussion: A Senator expressed concern with responses in the documents to some of the issues and weaknesses identified in the programs. The Chair of SQAPC noted that the programs were categorized as of good quality and that concrete action is expected on any items of concern. The midterm review will provide an opportunity to review what actions have been taken.

The motion **PASSED**, with 5 abstentions and 1 opposed.

iii) Cyclical Review: Undergraduate programs in Nanoscience

It was **MOVED** (D. Deugo, C. Macdonald) that Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in Nanoscience.

The motion **PASSED**, with 2 abstentions.

iv) Major modification: BSc Linguistics new concentrations

It was **MOVED** (D. Deugo, D. Siddiqi) that Senate approve the introduction of the Concentrations in Linguistic Theory (Computer Science) and Psycholinguistics and Communication Disorders (Computer Science) to the BSc Linguistics program as presented with effect from Fall 2021.

The motion **PASSED** with 1 abstention.

v) New Program Approval: Graduate Diplomas in Economic Policy

It was **MOVED** (D. Deugo, D. Siddiqi) that Senate approve the master's-level graduate diplomas in Economic Policy, to commence with effect from Winter 2021.

The motion **PASSED** with 1 abstention.

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

The Chair of the committee, Howard Nemiroff, presented the following two items for information. There were no motions for Senate.

- i. Minor modifications – one item related to the Experiential Learning component for a Cognitive Science course.
- ii. Calendar entry for new Graduate Diploma in Economic Policy

9. SMA Update

The Chair noted that the provincial government has placed all Strategic Mandate Agreements on hold, until impacts of the Covid-19 pandemic are known. No agreements will be signed at this time.

10. SIP – Second Draft and Notice of Motion

A copy of the second draft of the Strategic Integrated Plan was circulated in advance to Senators. SIP Co-Chair Lorraine Dyke presented an update on the process of the Strategic Integrated Plan, including a high-level overview of community feedback plus a list of key updates and edits made to the first draft as a result of that feedback. She concluded her presentation with a timeline showing key dates for final presentations and approvals. In response to a question from Senate, it was noted that the Covid-19 pandemic is not specifically referenced in the SIP but global and public health issues are highlighted at various points in the document. Co-Chair Betina Kuzmarov provided Senate with a notice of motion on the SIP for the next Senate meeting on May 29, 2020. The Chair of Senate thanked the four co-chairs and all task force members for their work on this endeavour.

Discussion: One Senator asked if the “we will” statement in the future tense led to the impression that these objectives were not being pursued in the present. The co-chairs said this point would be brought back to the task force.

11. Preliminary Operating Budget 2020-21 Presentation

Provost Jerry Tomberlin presented the 2020-21 preliminary operating budget to Senate for information. It was noted that no covid-19 related budget compressions have been made at this time, but that a budget update is planned for the fall of 2020.

12. Reports for Information:

- a. Senate Executive Committee Minutes**
- b. Faculty Gender Equity Report**

There was no discussion of these items.

13. Other Business

a. FASS Faculty Board Resolution

This item was circulated in advance to Senators for information. Senator J. Deaville presented this item, noting that it arose from a meeting of

graduate supervisors in FASS in early April, and reflects the feelings of FASS faculty with regards to the need for financial relief for students. Senator Deaville requested one correction in the document:

We urge that fees charged for MA and PhD students be revisited and possibly recalibrated to reflect the changing level in the University's provision of services and the needs of our students.

Should be changed to this:

We urge that fees charged for Masters and PhD students be revisited and possibly recalibrated to reflect the changing level in the University's provision of services and the needs of our students.

The Chair thanked Senator Deaville and the FASS Faculty Board for bringing this item to the attention of Senate.

14. Adjournment

The meeting was adjourned at 4:00 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 May 29, 2020 at 2:00 pm
Via Zoom Videoconference**

MINUTES – OPEN SESSION

Present/Registered: A. Ahmad, V. Asi, B.A. Bacon (Chair), M. Barbeau, O. Baysal, S. Blanchard, T. Boswell, A. Bowker, S. Boyle, D. Brown, J. Bruno, N. Cappuccino, A. Chandler, J. Cheetham, M. Close, T. Daniels, J. Deaville, D. Deugo, T. Di Leo Browne, C. Dion, D. Dragunoiu, P. Farrell, M. Gagne, D. Gillberg, R. Goubran, H. Gupta, M. Haines, B. Hallgrimsson, K. Hellemans, O. Hobbs, B. Hughes, C. Joslin, L. Kostyuk, B. A. Kuzmarov (Clerk), E. Kwan, A. Lannon, J. Liu, C. Macdonald, R. McKay, H. Nemiroff, D. Nussbaum, S. Parathundyl, J. Paulson, M. Piche, A. Plourde, B. Popplewell, P. Rankin, M. Rooney, W. Shi, A. Shotwell, D. Siddiqi, J. Sinclair-Palm, S. Sivathayalan, E. Sloan, P. Smith, J. Stoner, J. Tomberlin, C. Trudel, C. Viju, J. Voordouw, K. Weary, P. Wilson, J. Wolfart, P. Wolff, B. Wright, W. Ye

Regrets: S. Ajila, Z. Kryworuchka, P. Lagasse, N. Tilokani, A. Tremblay, C. Warner

Absent: C. Cruickshank, P. Dion, K. Evans, P. Gunupudi, F. Hosseinian, J. Kovalio, S. Moran, S. Srinivasan, K. von Finckenstein

Guests: R. Davies, L. Dyke, B. Michaud, T. Hendricks, K. Horn Miller, D. Nwakanma, C. Taylor, J. Van Den Dries

Recording Secretary: K. McKinley

Open Session:

1. Welcome (Chair) & Approval of Agenda

The Chair welcomed Senators to the third Senate meeting in 2020 held by videoconference. Meeting protocols were briefly reviewed, then the Chair welcomed four new Student Senators whose terms began May 1st: Kathleen

Weary, new president of CUSA, Matthew Gagne, new president of CASG, Namrata Tilokani, new GSA president, and the new VP Academic of GSA, Victoria Asi. Guests from the Carleton University Strategic Indigenous Initiatives Committee and Strategic Integrated Plan Task Force were also welcomed.

Finally, the Chair congratulated Senator Winnie Ye, who was awarded the 2020 Partners in Research Technology in Engineering Ambassador Award. Senator Ye was also elected as a Fellow of the Engineering Institute of Canada for her contributions to the field of silicon photonics.

It was **MOVED** (D. Deugo, M. Close) that Senate approve the agenda for the meeting of Senate on May 29, 2020, as presented.

The motion **PASSED**.

2. Minutes: April 24, 2020

It was **MOVED** (O. Hobbs, J. Paulson) that Senate approve the minutes of the Senate meeting on April 24, 2020, as presented.

The motion **PASSED**.

3. Matters Arising

There were none.

4. Chair's Remarks

The Chair noted that the summer semester is underway and is progressing well. Carleton was one of the first universities to make the decision to move summer courses to online delivery, and registration has been strong. The Chair thanked all instructors for their work in making this a successful transition.

The Canada Emergency Student Benefit opened on May 15th. The Chair urged students who are not employed over the summer months to apply for this assistance. In addition, Carleton will continue to offer emergency funding for students as needed throughout the summer.

Carleton is beginning to implement the 10 recommendations of the Scenario Planning Group, including the decision to move all Fall 2020 courses online, in

order to ensure safety and equity for students. In parallel, Carleton is preparing to open research spaces as it becomes safe to do so over the coming months, in accordance with Phase 1 of the Province's re-opening framework.

Preparations are underway for the Fall semester. The Chair thanked all instructors and those who are assisting in the design and preparation of online courses to ensure that the online learning environment is welcoming and inclusive. The Chair also extended thanks to all who have assisted in the transition of services online, from academic advising to mental health counselling, and the creation of virtual social spaces and activities. Accessibility and accessible technology is an important factor to consider, and the Chair acknowledged the recent piece on this subject by Senator James Deaville, which was highlighted in Academica Group's Top 10 list for May 29.

The Chair applauded the successes of Carleton's new University Librarian, Amber Lannon, in expanding online resources available to the Carleton community. Carleton faculty, staff and students now can access over 6 million public works including digitized versions of Carleton's print collection. The Chair congratulated the entire library team for this accomplishment. In response to a question, it was noted that the MacOdrum Library also is planning to implement curbside pickup of materials, similar to the practice announced by and planned for the Ottawa Public Library.

Although Spring Convocation has been postponed, and Fall Convocation also looks unlikely, preparations are underway to hold a series of virtual celebrations for Carleton's June graduates. A special graduation webpage is under development and will include congratulatory videos, a social media wall and other activities. Festivities will begin on June 19th after graduates are approved by Senate.

In closing, the Chair asked Senators to remember and to celebrate some of the many successes of this year, including the following:

- A new high in annual research funding of \$81.7M. This represents a 2-year compounded increase of 50%, which indicates that Carleton is excelling in the world of ideas and discovery.
- Continued progress in health and wellness, especially mental health.

- Sustainability success: Carleton was named the second most sustainable university in Canada.
- Important achievements in Indigenous Initiatives, embodied by the recently released report *Kinàmàgawin Learning Together*.

The Chair invited Senators to review other highlights of the 2019–20 academic year, including a section on Senate's achievements, in the 2020 President's Report.

5. Question Period

No questions were submitted in advance.

6. Administration (Clerk)

a. Senate membership ratification

Senate was asked to ratify three faculty members, three graduate students and one undergraduate student as new Senators for the term beginning July 1, 2020. The Clerk noted that Senate membership is almost complete, with just one faculty vacancy and three student vacancies remaining.

It was **MOVED** (B. Kuzmarov, E. Sloan) that Senate ratify the new Senate appointments, as presented.

The motion **PASSED**.

b. Senate Survey – Call for Participation

The Clerk noted that the second annual Senate Survey has been prepared and will be circulated to Senators at the conclusion of the current Senate meeting. Senators were encouraged to complete the survey to provide feedback on their experience on Senate over the past 10 months.

c. Call for Annual Reports from Committee Chairs

The Clerk reminded Senators that annual reports from committees that do not report regularly to Senate are due on or before June 11, 2020. The Assistant University Secretary will be in touch with Chairs to confirm details.

7. Reports

a. Senate Quality Assurance and Planning Committee - SQAPC

The committee Chair, Dwight Deugo, presented one motion for an academic unit name change, one motion for major modification, and one omnibus motion for 13 cyclical review reports from the Faculty of Engineering and Design.

Academic Unit Name Change: SQAPC is recommending that the Institute of Cognitive Science be changed to the Department of Cognitive Science. The SQAPC Chair noted that the Dean of the faculty has submitted a letter in support of the change.

It was **MOVED** (D. Deugo, D. Siddiqi) that Senate recommends to the Board of Governors the change of academic unit name from the Institute of Cognitive Science to the Department of Cognitive Science, to take effect upon approval.

The motion **PASSED**, with 1 opposed and 1 abstention.

Major Modification: Name change for program in Neuroscience

The SQAPC Chair noted that the new name is a more accurate reflection of the program.

It was **MOVED** (D. Deugo, P. Wolff) that Senate approve the name change from Neuroscience B.Sc. Combined Honours to Neuroscience and Biology B.Sc. Combined Honours with effect from Fall 2021.

The motion **PASSED** unanimously.

Omnibus Motion: FARES in Engineering

The omnibus motion covers the cyclical review process outcomes of 13 different Engineering programs.

It was **MOVED** (D. Deugo, L. Kostiuk) that Senate approve the Final Assessment Reports and Executive Summaries as presented.

Discussion:

A Senator noted that some of these assessments are 6 or 7 years old, and as a result the next set of evaluations are scheduled to begin already in

2020/21. Can these be delayed? The Chair of SQAPC responded that it is important to keep these cyclical reviews on schedule, so a delay of the next round of assessments is not advisable.

In response to another question, it was noted that “good quality” or “acceptable” is a standard rating that can be accompanied by no recommendations for changes or improvements. Another Senator remarked that several concerns documented in the reports were dismissed in a single paragraph and asked how that could happen. It was noted in response that many of these concerns and issues are outdated and have been resolved or are no longer relevant.

The omnibus motion **PASSED** with 3 abstentions.

List of Individual Motions from the Omnibus Motion:

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in **Architectural Conservation and Sustainability Engineering**.

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in **Aerospace Engineering**.

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in **Civil Engineering**.

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in **Environmental Engineering**.

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in **Mechanical Engineering**.

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in **Biomedical and Mechanical Engineering**.

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in **Biomedical and Electrical Engineering**.

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in **Communications Engineering**.

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in **Computer Systems Engineering**.

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in **Electrical Engineering**.

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in **Engineering Physics**.

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in **Software Engineering**.

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate programs in **Sustainable and Renewable Energy Engineering**.

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

The Chair of SCCASP, Howard Nemiroff, presented one item for approval and four items for information.

Item for approval: Streams Minimum credit requirements

This is a motion to approve a change in the glossary definition of “Stream” which allows for 1.5 credits to count for a stream, instead of 2 credits.

It was **MOVED** (H. Nemiroff, D. Brown) that Senate approves the changes to the credit requirements for Stream for the 2020/21 calendar year.

The motion **PASSED**, with 3 abstentions.

Items for Information:

- Glossary: Clarification of language around course numbering, enabling pathways/streams to be reported on the transcript, and clarification of maximum elements in degree.
- Academic year deadline for Architecture has been adjusted to align with due date for submissions.
- Change degree requests have been adjusted.
- Econ 6000 level courses, previously deleted via minor modifications need to be reinstated because of delayed approvals from Ottawa University.

c. Senate Academic Governance Committee (SAGC)

The Clerk of Senate spoke to this item, reminding Senators that committee membership oversight became the responsibility of the Senate Academic Governance Committee (SAGC) as a result of modifications brought by the Senate Committee Review in 2019.

The Clerk noted that Senators are still needed to fill vacancies on the Senate Academic Governance Committee and the Senate Quality Assurance and Planning Committee.

It was **MOVED** (B. Kuzmarov, C. Dion) that Senate ratify the following new Senate committee appointments, as presented.

The motion **PASSED** unanimously.

8. Kinàmàgawin: Learning Together – Report from CUSIIC Task Force

The final report of the CUSIIC Task Force - Kinàmàgawin: Learning Together – was circulated to Senators in advance of the meeting. Co-chairs Kahente Horn Miller, Benny Michaud and Jerry Tomberlin spoke to Senators about the process and all affirmed that it was a rewarding and meaningful collaborative experience. Over 600 people, including Senators, engaged with this project, and the report reflects what was heard in the many consultations. Kinàmàgawin has been well received by Indigenous communities as well.

The document marks the end of one process but the beginning of another, as the focus shifts to implementing the 41 Calls to Action. One of the first steps in this direction is the revamping of CIRCLE (Centre for Indigenous Research Culture Language and Education) in line with the 31st Call to Action, the creation of an Indigenous Research Centre. Another priority is drafting a new hiring policy for Indigenous faculty and staff. Other changes will take longer to implement as some will require more approvals before they can move forward. In keeping with the 41st Call to Action, it was noted that annual progress reports will be brought to Senate, to note progress made and challenges remaining as Carleton moves further into the implementation phase.

In response to a question from Senate regarding resources for these changes, it was noted that funding for ten full-time Indigenous faculty has been committed, and further resources for implementation will be available in stages as the project progresses. Departments can request support and resources to assist them in implementing recommendations. The collaborative learning bundles, for example, are expanding and evolving, and will continue to be useful to instructors.

The Chair of Senate thanked the CUSIIC Co-Chairs, the committee, and all who contributed to this important work.

9. Strategic Integrated Plan (SIP) - Approval

The final draft of the Strategic Integrated Plan (SIP) was circulated in advance to Senators. Task Force Co-Chair Patrice Smith presented an overview of the SIP process to Senators, including the timeline, concept development, strategic plan formation, and drafting process with review at Senate. Overall, the process lasted almost one full year and included contributions from thousands of people. The Chair of Senate thanked the entire task force and the four co-chairs for their fine work, and Senators for their input.

It was **MOVED** (P. Smith, A. Shotwell) that Senate approve the Strategic Integrated Plan, as presented.

The motion **PASSED**, with 3 abstentions and one opposed.

10. Planning for Fall 2020

a. Report from Carleton University Scenario Planning Group (CUSP)

The report was circulated in advance to Senators. The Chair introduced the report's 9 guiding principles and 10 recommendations. The principles inform a value-based decision-making process, prioritizing the health of the community and the centrality of Carleton's academic mission, needs of students, equity across student groups, and the desire for decisions to be timely and finely balanced. The recommendations are anchored in a careful analysis of epidemiology, public health restrictions and guidelines, and the specific context of universities. An extensive review of several possible models and scenarios was undertaken with broad consultation given the tight timelines.

As Ontario lifts restrictions, Carleton is planning for a progressive and safe return to research labs, libraries and student services on campus in a careful and phased process. The report concludes that the only way to guarantee safety and equity for students this fall is to move all courses for undergraduate and graduate students online. Carleton was among the first universities in Canada to make this announcement. Other recommendations in the report include prioritizing student access to technology, adapting residences to ensure the safety of students staying there, devising creative online spaces and activities to minimize social isolation, and further enhancing pedagogical support for instructors.

The Chair opened the floor for discussion.

A few Senators asked about Senate's role in these decisions. As the ultimate academic authority, Senate should have a role in the decision-making process for academic changes. In response, it was noted that Carleton has preserved the role of Senate in academic governance during the pandemic by ensuring that Senate can still meet remotely. It was noted that because of recruitment deadlines for students it was necessary to make the announcement that courses would be moving online prior to the

confirmation vote at Senate. Senate was involved in confirming the decision to move summer courses online and similarly the Chair confirmed that a motion will be brought to the June Senate meeting to approve this recommendation for online course delivery in the Fall semester.

A Senator asked about whether clubs and societies would be able to occupy space on campus, and whether the university will be providing an alternative to Expo Carleton. Ontario has released a document outlining a three-phased approach to reopening the province. Among activities allowed within Phase One is research activity. Carleton is working on a process to bring people onto campus to conduct research safely. As we work into Phase 2, and more spaces on campus open, clubs and other small, safe gatherings could be possible. The Student Experience Office is working with CUSA on the Carleton Expo for the Fall. The proposal is to hold the expo online, supported by the SEO. Exhibitors will be able to provide information on their clubs, and may have the option to hold MS Teams live event sessions. Student groups will have support to make the choices that work best for them.

A Senator asked about the use of the SAT/UNS grading option for the Fall semester. In response it was noted that this was not the case for the summer semester and the matter had not been considered for the Fall. In response to another question it was noted that instructors will be encouraged to make their online courses asynchronous whenever possible, although both synchronous and asynchronous courses will be fully supported.

A Senator observed that graduate students and Contract Instructors do not receive early confirmation of which courses they are teaching for the Fall, making it very difficult for them to be able to prepare their online courses adequately. Can these timelines be altered so that graduate students and Contract Instructors receive early notification of their teaching assignments? The Chair noted that this is being carefully considered in line with various collective agreements. The university is also making a budgetary investment in IT Infrastructure and Teaching & Learning services for resources. The Provost acknowledged the challenge but noted that many of these discussions are connected to collective agreement matters that are not in the purview of Senate.

A Senator noted that the courses for the summer session are mostly full. The Registrar's Office confirmed that it is working with departments to attempt to add additional spaces, and potentially extra courses as well. It was noted in addition that Carleton is consulting with Ottawa University on joint programs and other initiatives.

A Senator observed that new International graduate students subject to travel and VISA restrictions face barriers for many sources of funding because they cannot be in Canada. At the same time, faculty members are relying upon these international students to assist with NSERC-funded research projects. The Senator asked if it would be possible to provide these students with Teaching Assistantships or Research Assistantships, as they also may be relying upon these types of funding to pay their tuition. The Dean of FGPA answered that due to advocacy efforts, new international students are now able to apply for a Social Insurance Number online, which will enable many to be paid as Teaching Assistants while abroad. The ISSO and FGPA are coordinating their efforts to continue to advocate for these students. The Chair noted that the federal government is cognizant of these issues.

b. Review of Transition to Remote Learning

A memo was circulated in advance to Senators. The motion was proposed in response to a suggestion in the April Senate meeting that Senate be involved in a review of the transition to online learning during the Winter semester. It was suggested that SQAPC be tasked with this review. The memo formalizes this request, asking SQAPC to report on the practices of remote teaching in Winter and Summer terms, to review best practices in remote and online teaching, to monitor online teaching preparations for Fall 2020, and to call on any resources necessary to meet this mandate.

It was **MOVED** (J. Tomberlin, J. Paulson) that Senate approve this referral to the Senate Quality Assurance and Planning Committee, as outlined.

Discussion:

A Senator observed that the study of best practices should include the use of online exams. The Provost agreed to forward this recommendation to the committee. Other Senators commented on perceived missing details in the motion, particularly regarding timelines associated with the tasks and the

consequences of any recommendations from the committee. In response, it was noted that it would be best for SQAPC to make decisions on timelines for the tasks. SQAPC's mandate is to ensure the quality of Carleton's programs, which makes it well placed to take on this review. The committee also can call on the expertise of other individuals and groups as needed to round out the representation for the project.

A Senator asked if the committee also could focus on changes required in academic regulations regarding the content and accessibility of syllabi, given the movement to online delivery. The Provost replied that this issue requires more careful consideration and reflection, and may not be within the purview of this particular review.

Finally, a Senator noted that a few other universities are holding virtual Town Halls for faculty and staff. The Chair responded that he would consider the possibility of holding one at Carleton.

The motion **PASSED** with 4 abstentions and 4 opposed.

11. Reports for Information:

a. Senate Executive Committee Minutes

There was no discussion of this item.

12. Other Business

The Chair reminded Senators that the next Senate meeting will be held on Friday June 19th beginning at 10:00 am, and will include both closed and open sessions.

13. Adjournment

The meeting was adjourned at 4:17 pm.