

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

The 628th Meeting of the Board of Governors
Friday, December 3rd, 2021 at 3:00 p.m.
Via videoconference

AGENDA

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

2. DECLARATION OF CONFLICT OF INTEREST

3. APPROVAL OF OPEN AGENDA

- The agenda was circulated with the meeting material.

4. OPEN CONSENT AGENDA

- Circulated with this agenda is a Consent Agenda which lists items presented to the Board for action or for information.

5. OPEN – ITEM(S) FOR APPROVAL

5.1 New Student Residence Building – Project Implementation Report

- An executive summary and report were circulated in advance.

5.2 Framework for the 2022/23 Operating Budget

- An executive summary and presentation were circulated in advance.

6. OPEN – ITEM(S) FOR INFORMATION

6.1 Winter 2022 Update

- Two memos were circulated in advance.

6.2 Community Engagement: Centre and Strategic Plan (L. Dyke & C. Trudel)

- Executive summary and presentation were circulated in advance.

6.3 Report from the Chair (D. Fortin)

- A verbal report will be given.

6.4 Report from the President (B.A. Bacon)

- A written report was circulated in advance.

6.5 Committee Chair Updates

- a) Building Program (A. Tremblay)
- b) Finance (P. Dion)
- c) Governance (G. Farrell)

7. OPEN – OTHER BUSINESS

8. OPEN - QUESTION PERIOD

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

AGENDA ITEM

5.1

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report: 14 October 2021
From:	Building Program and Finance Committees	Date of Meeting: 03 December 2021
Subject:	New Student Residence – Project Implementation Report	
Responsible	Vice-President (Finance and Administration)	
Portfolio:		

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

On the recommendation of the Building Program and Finance Committees, move to approve the New Student Residence Implementation Report at a total project cost not to exceed \$90.0 million, as presented.

3.0 EXECUTIVE SUMMARY

Carleton University's student residential accommodation is currently housed within 11 buildings with a total of 3,600 beds on Carleton's campus. The university has identified the need for a new student residence to address the growing demand for on-campus student living accommodation.

On Sept. 30, 2021, the motion was carried by the Board of Governors to proceed with the design, method of construction, and detailed estimates of a new student residence to be located on Carleton's campus for a total project cost budget not to exceed \$90 million and a completion date of 2024/2025.

The new student residence building will provide a modern dwelling accommodation for new first-year students, as well as various amenity spaces for all students on campus. The building will be designed to promote and enhance a student-focused residential community experience and will incorporate Passive House Design principals to achieve a high level of sustainability. It will be located at the north section of campus within the existing residence precinct. The new building will face the main campus entrance on University Drive toward Bronson Avenue. Such a prominent location is intended to reflect a design of a gateway building upon entry to the university to further showcase the campus. This new residence will bolster and reflect student social life, as well as the future of Carleton University within the City of Ottawa.

Diamond Schmitt Architects and KWC Architects in Joint Venture have been retained by the university as the lead architects for the design, project development and contract administration of the New Student Residence Building. M Sullivan & Sons Ltd were the successful proponent for construction management on this project and Hanscomb Quantity Surveyors for project costing and control. The project is now at 95% construction document phase and following approval by the Board, will proceed with construction in the Winter 2022.

4.0 INPUT FROM OTHER SOURCES

The project status update report was prepared by the Facility Management Planning (FMP) with input from the construction management team and the Quantity Surveyor Teams. FMP has worked in consultation with campus partners including Campus Services, Housing and Residence Life, and Students and Enrolment to identify the elements of a new residence that would serve students' needs.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The 456-bed building would consist of 168 single-rooms and 142 double-rooms, plus two, two-bedroom apartments. Building a new student residence that reflects the needs of students is very much in line with the goals of the university to providing students an environment that support personal growth and academic development while promoting a safe and inclusive living space. Students living in residence in their first year have demonstrated higher retention rates than those living in off-campus housing.

6.0 FINANCIAL IMPLICATIONS

The cost of the new student residence is estimated at \$90 million and will be self-funded on a going concern basis, including debt repayment by the overall Housing system. An initial payment of \$10 million will reduce the amount to be funded from the University's debenture issue to \$80 million and this amount will be repaid over a 40-year term at an interest rate of 3.264%. Annual debt servicing costs are projected to be \$3.6M annually.

Assuming annual fee increases of 3% between now and when the new residence is scheduled to open, this building is expected to generate \$3.8M of revenue annually in the form of residence fees. Operating costs including staffing, utilities, and building maintenance are estimated to be \$600K per year. Any excess of expenses over revenue will be funded by the overall Housing system.

Prior to the pandemic, Housing & Conference Services generated an annual surplus of approximately \$1.0 million, and had accumulated a significant surplus to support future investment. While the impact of the pandemic has reduced operating income in the short-term, it is projected that the Housing system will be able to support the overall financing of this project. It should also be noted that by 2030, two existing mortgages will be fully serviced, further increasing annual cash flows by \$3.1M, with savings beginning to be realized by 2027.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The risks identified for this project remain, as previously reported, focused around procurement and construction. Procurement risks include the potential for cost over runs and risk of delayed completion due to the COVID 19 Pandemic, long lead material & equipment and potential challenges with site condition or construction schedule. The project team are endeavoring to mitigate the procurement and cost overrun risks through design, constructability and value engineering. The university has retained a scheduling and risk management consultant to draft specification for the contract relating to schedule and risk. These consultants will also monitor the project to advise on changes should issues occur. Hanscomb Quantity Surveyor will monitor and advise on budget risk as the building design progresses. In order to further reduce the risk to schedule and budget, the university is administering this contract through the construction management of Sullivan & Son Limited. The university also plans to mitigate its hazard liability risk and liability risk by providing an owner-controlled course of construction insurance program. The Executive Director of Risk and Insurance will monitor risk during construction by attending regular project meetings.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

Delays in completing the construction of the new residence could have a reputational impact affecting recruitment of incoming students and additional financial costs to the University. This risk will be mitigated by the construction method employed (e.g. construction management) and ongoing communications with key stakeholders.

The Department of University Communications will work with campus partners to develop a communications plan to announce/showcase the project.

9.0 OVERALL RISK MANAGEMENT ANALYSIS

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



PROJECT IMPLEMENTATION REPORT – October 10, 2021
PROJECT: NEW STUDENT RESIDENCE (NSR)

I. Membership of Project Committee

The Project Committee is as follows:

- Assistant Vice-President Facilities Management and Planning
- Assistant Vice-President Enrolment Management
- Director of Housing and Residence Life Services
- Director of Planning, Design, and Construction, FMP
- Director, Operations and Planning – Campus Services
- Assistant Director, Facilities and Operations – Housing
- Assistant Director, Residence Life Services
- Senior Project Manager, Planning, Design, and Construction, FMP

II. Terms of Reference

The joint venture of Diamond Schmitt Architects and KWC Architects were competitively selected to refine the conceptual design and to develop the design and construction documents of the New Residence. M. Sullivan & Son Limited was selected through a competitive process as the construction manager and to deliver the project under a modified CCDC5B contract. A cost consultant, Hanscomb, was also engaged to support the project team with cost estimates, value engineering, and cost control. Additional resources will be added for risk management and scheduling.

A request for site plan control (SPC) and a foundation permit (part of the building permit) have been submitted to the City of Ottawa. Final approvals were obtained at the end of August 2021, but have become part of the City's backlog, for release of the permit. Full Building Permit for Mechanical, Electrical, Interiors, and Landscape applications are to be submitted on completion of construction drawings which were at 95% prior to the project being placed on hold.

Numerous studies and surveys (Geotechnical, Topographical, Environmental Site Assessment phase I & II, Noise study, CCTV survey of sanitary sewers) proved to be required and were completed in the fall of 2019.

III. Project Overview

The new student residence building will provide 456 beds and for first-year Students, as well as various types of amenity spaces for all students on campus. The building will be designed to promote and enhance a student-focused residential community experience and will incorporate Passive House Design principals to achieve a high level of sustainability.

It will be located at the north section of campus within the existing residence precinct. The new building will face the main campus entrance on University Drive toward Bronson Avenue. Such a prominent location is intended to reflect a design of a gateway building upon entry to the university to further showcase the campus.

On Sept. 30, 2019, the Board of Governors approved development of the design, method of construction, and cost estimates of a new student residence to be located on Carleton's campus. In Spring 2020, the project was put on hold due of the COVID-19 pandemic. Based on a well-defined 95% Construction Documents a Class B construction cost estimate was prepared by the Construction Manager in September 2021 and due to price escalation within the construction industry the new all-inclusive project budget is estimated at \$90 million. On Sept. 30, 2021, the Board of Governors approved the re-start of the project based on the new budget and completion date of 2024/2025.

Due to the dynamic nature of the project, following strategies will be applied to ensure the final project will be delivered within the set budget:

1. Risk management process
2. Biddability & Buildability review prior to each tender
3. Construction Manager involvement for Design Assist
4. Value engineering
5. Forecasting and control of cash flows and contingencies
6. Schedule monitoring & control

IV. Resource Implications

Detailed project budget including current resource allocations is attached in Appendix 3. At the moment construction cost is estimated at \$90M (tax included at rebated amount.)

V. Other Related Costs

City of Ottawa, insurance, IT cabling, security, FMP internal costs, supporting consultants (Cost, Schedule & Risk).

Exclusion:

All furniture and equipment is excluded from the total project budget.

VI. Funding Sources

This project is funded by Housing. The majority of implementation funding will be spent over fiscal years 22/23 and 23/24.

VII. Schedule

Due to the project put on hold there is no current schedule. An updated detailed schedule will be developed upon the restart of the project in October 2021. In brief, the project is targeting to have the new facility fully operational in September 2024.

VIII. Table 1 (Total Project Cost Estimate (TPC) as of September 2021)

ITEMS	Carleton University Class B
Construction Cost	\$69,180,195
Contingencies	\$9,178,200
Site Development Fees (City)	\$365,323
Soft Costs	\$5,936,484
Communication/Security/signage	\$2,372,000
Tax	\$2,967,798
Total Project Cost	\$90,000,000

IX. Recommendations

To approve the implementation of the new student residence.

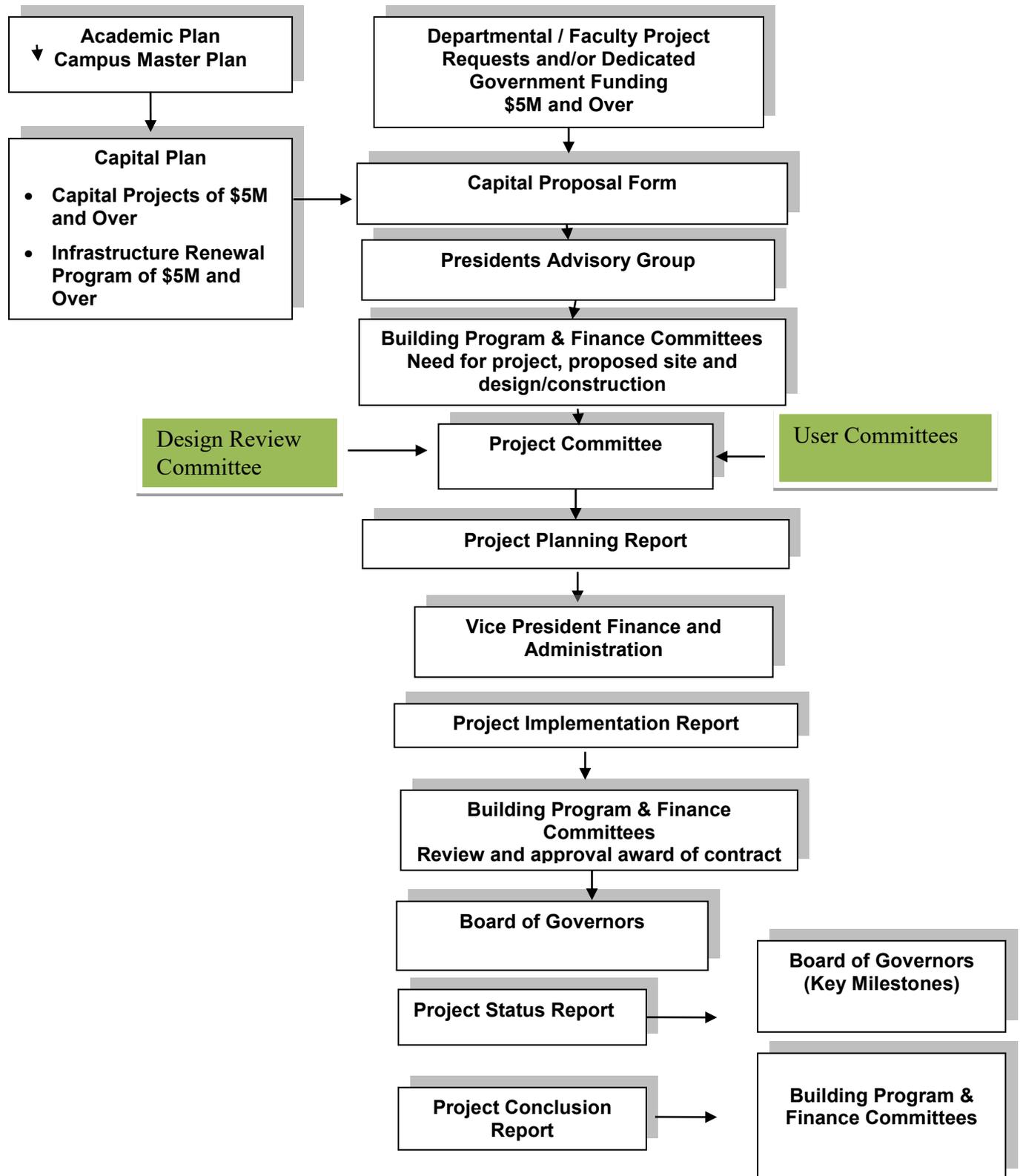
X. Appendices

1. Project Budget (September 2021)

New Student Residence - Budget Estimate September 2021



Budget Item Number		Budget Notes	Budget Allowance
1	Construction Total		\$ 78,358,395
1.01	Construction	Includes 6.6% General Requirements	\$ 63,178,260
1.02	Design and Pricing Allowance		\$ 3,158,913
1.03	Contingency/Escalation		\$ 1,263,565
1.04	Market Increase 2.5% of line 1.01	Expected due to market availability of materials and labour	\$ 1,579,457
1.05	Class B Variance & Contingency (14.5% of line 1.04)		\$ 9,178,200
2	Furnishings/Equipment Total		\$ 75,000
2.01	Building Signage/wayfinding		\$ 75,000
2.02	Electronic Equipment, AV	TV, projectors	
2.03	Furniture	Can be funded through different source	
3	Site Development / Landscaping Total		\$ 365,328
3.01	CCTV		\$ 9,328
3.02	Enbridge Gas Relocation	For new service and meter	\$ 350,000
3.03	Tree Removal		\$ 6,000
4	Fees Total		\$ 5,936,484
4.01	Project Management services		\$ 310,000
4.02	Prime Consultant		\$ 2,298,450
4.03	Crane Review		\$ 9,000
4.04	Studies for Site Plan	WSP Phase I, II and Geotechnical , Gradient Wind, Topo Survey, soil remediation, vibration monitoring, slope stability	\$ 113,000
4.05	Construction Management	Additional fees for delay and suspension	\$ 832,231
4.06	Cost Consultant	Escalation verification cost estimate fee	\$ 85,700
4.07	Commissioning Agent		\$ 133,700
4.08	Scheduling Consultant		\$ 45,080
4.09	Site Plan Control fee	Pre Application and SPA fees	\$ 42,739
4.10	Building Permit		\$ 253,816
4.11	Development Charges		
4.12	Testing and Inspection services		\$ 175,000
4.13	Internal FMP labour costs		\$ 25,000
4.14	FMP supplied equipment		
4.15	Prime Consultant Disbursement		\$ 260,268
4.16	Printing Services	Presentations Boards	\$ 2,500
4.17	Legal	Lien checks, contract review,	\$ 100,000
4.18	Insurance	Building Insurance	\$ 200,000
4.19	Energy Modelling		\$ 50,000
4.20	Regulvar	Building Controls	\$ 1,000,000
5	Contingencies Total		\$ -
5.01	Construction Contingency	Per line 1.05 - Class B Variance & Contingency	
5.02	Fee Contingency	Per line 1.05 - Class B Variance & Contingency	
6	Communications (CCS) Total		\$ 2,297,000
6.01	IT cabling/equipment		\$ 1,080,000
6.02	Security	perimeter and floor access and lounges per floor (148 doors @ \$3000 per door) does not include residence room security; Residence rooms doors @\$1,362/door (306 door) = \$417,000	\$ 1,217,000
7	Financing		
8	Tax 3.41%		
Total Project Estimate			\$ 87,032,207
8	Tax 3.41%		\$ 2,967,798
9	Project Total		\$ 90,000,006



3.1 – Figure 1:
Project Approvals, Planning Process and Reporting Requirements (\$5M and Over)
 (See Appendix F for Project Approvals, Planning Process and Reporting Requirements for Projects From \$50K to \$5M)

AGENDA ITEM

5.2

BOARD OF GOVERNORS REPORT

To:	Board of Governors	Date of Report:	11/05/2021
From:	Finance Committee	Date of Meeting:	12/03/2021
Subject:	Framework for the 2022-23 Operating Budget		
Responsible Portfolio:	Provost and Vice-President (Academic) and Vice-President (Finance and Administration)		

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

On the recommendation of the Finance Committee, move to approve Carleton's planning framework for fiscal year 2022-23, as presented.

3.0 EXECUTIVE SUMMARY

Carleton's planning and budget framework is based on a five-year rolling window, with the Strategic Integrated Plan providing the direction needed for the development of individual unit plans and priorities. University-wide, long-term planning is informed by the Strategic Integrated Planning Committee (SIPC). These plans, converted to a series of goals and initiatives, are then assessed by the Provost's Budget Working Group, which is tasked with allocating resources in line with the institution's priorities.

Carleton's planning framework starts in the fall of each year with a Board of Governors retreat and presentation of key budget assumptions to the Finance Committee. Of continued significance for 2022-23 will be managing the ongoing effects of the COVID-19 pandemic and addressing the safe return to campus of students, staff and faculty. The health and welfare of our students and employees will remain our top priority.

Resource Planning Committees (RPCs) will continue to align their planning efforts to make progress on the university's Strategic Integrated Plan. To guide the development of operational plans and priorities and the allocation of resources, Carleton's Strategic Integrated Planning Committee has established the following budget priorities for 2022-23:

- Strategic Integrated Plan
 - Share Knowledge, Shape the Future;
 - Serve Ottawa, Serve the World;
 - Strive for Wellness, Strive for Sustainability;
- Setting up Carleton for continued success following the public health crisis.

Budget preparation begins at the end of November, after presentation of the planning framework to the Finance Committee. In March, Resource Planning Committee Chairs collectively meet to present their budget requests, promoting transparency and fostering discussion and collaboration across units. This approach ensures that proposed initiatives are aligned with the needs of the academic enterprise and service units, reinforces spending priorities and considers the alignment and efficiency of service delivery. As a result, budgetary allocations are informed not only by the overall financial situation of the university, but also by the values and priorities of individual units. The Provost's Budget Working Group will present the 2022-23 operating budget to the Finance Committee in March, seeking recommendation for approval by the Board of Governors in April. Final operating budgets are expected to be communicated to Resource Planning Committees at the end of April.

4.0 INPUT FROM OTHER SOURCES

The 2022-23 planning framework has been prepared with the support of the Office of the Provost and Vice-President (Academic), the Office of the Vice-President (Finance and Administration), the Office of the Deputy Provost, the Office of Institutional Research and Planning, Financial Services, and the participation of the President and remaining Vice-Presidents.

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

As part of the planning framework, Carleton's Planning and Budgeting Team refreshes the university's five-year financial plan to assess our financial health and provide an early indication of the level of resources available for investment or the level of base budget cut required to maintain a balanced budget. To accomplish this, the team prepares enrolment scenarios to provide a range of tuition fee revenue estimates through to 2025-26. We are happy to communicate that the outcome of our enrolment scenario planning supports the statement that Carleton continues to be in good financial health and that we anticipate resources will be available for investment in 2022-23. However, as is true with all post-secondary institutions in Ontario, critical environmental factors continue to place pressure on maintaining a balanced budget. A final assessment and determination of available resource for investment will be completed in February.

The upper limit of our enrolment projection range is based on a conservative scenario, with undergraduate intake assumed to increase by 1% in 2022-23. Under this scenario, increases of 1% domestic student intake and 2% international student intake would start in 2023-24. International graduate student intake is assumed to increase by 2% and domestic graduate student intake is assumed to remain flat in 2022-23, with no changes in intake in 2023-24 onward.

The lower limit of our enrolment projection range is based on a more conservative scenario, with undergraduate intake assumed to be flat in 2022-23. Under this scenario, increases of 1% domestic student intake and 2% international student intake would start in 2023-24. International graduate student intake is assumed to decrease by 2% and domestic graduate student intake is assumed to remain flat in 2022-23, with no changes in intake in 2023-24 onward.

With regards to our regulatory environment, the current Tuition Fees Framework and Ancillary Fees Guidelines for Publicly-Assisted Universities will come to an end April 30, 2022. The Ministry of Colleges and Universities has not yet announced a new framework. Carleton is planning with the assumption that domestic tuition fees will continue to be frozen at 2019-20 levels in 2022-23. International tuition fees are projected to increase between 0% and 8% in 2022-23.

Concerning our Strategic Mandate Agreement, the Government has agreed to delay the activation of performance-based funding for the first two years of the agreement (2020-21 and 2021-22) to help universities address the effects of the COVID pandemic. The implementation of the performance funding model will be on a lag year basis such as that results from the 2022-23 metrics will not have any financial impacts until 2023-24. The performance-based funding will see 45% of Carleton's operating grant funding provided on the basis of set performance targets in 2022-23, moving to 55% and finally 60% by 2024-25. This means that by 2025-26 year, approximately \$105.0 million of MCU grant funding will be at-risk based on achieving set performance targets. It is noteworthy that Carleton exceeded its performance targets on all assessed metrics in 2020-21.

During 2022-23, the university will continue to be subjected to the Provincial Government Bill 124, Protecting a Sustainable Public Sector for Future Generations Act 2019, which aims to limit public sector employee salary increases to 1% per year, over a three-year period. Bill 124 is currently being implemented through the collective agreements and bargaining process. The university also assumes that non-salary centrally managed costs will increase at a rate of 3% per annum.

6.0 FINANCIAL IMPLICATIONS

The university plans to support RPC resource requirements through centralized investments while continuing to maintain a balanced operating budget over the planning horizon. RPCs will continue to be looked upon to maximize the use of existing carry forward reserves.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The main risks of not being able to meet a balanced operating budget relates to: i) missing projected enrolment growth ii) additional government funding reductions, iii) reduction in tuition fees, and, iv) poor investment returns. By using a conservative budgeting approach and assumptions, the University mitigates the risk of not achieving a balanced budget as well as ensuring its continued financial sustainability. In addition, Carleton is confident that existing reserves should help deal with potential unexpected expenditures, changes in regulations, or market conditions in the short-term.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The planning and budgeting process is supported by a robust framework that involves managers at all levels and is reviewed through a well-defined governance process from including the Board of Governors and Senate. The final integrated budget document, which describes the University's priorities and resource allocations is also available to the Carleton Community.

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

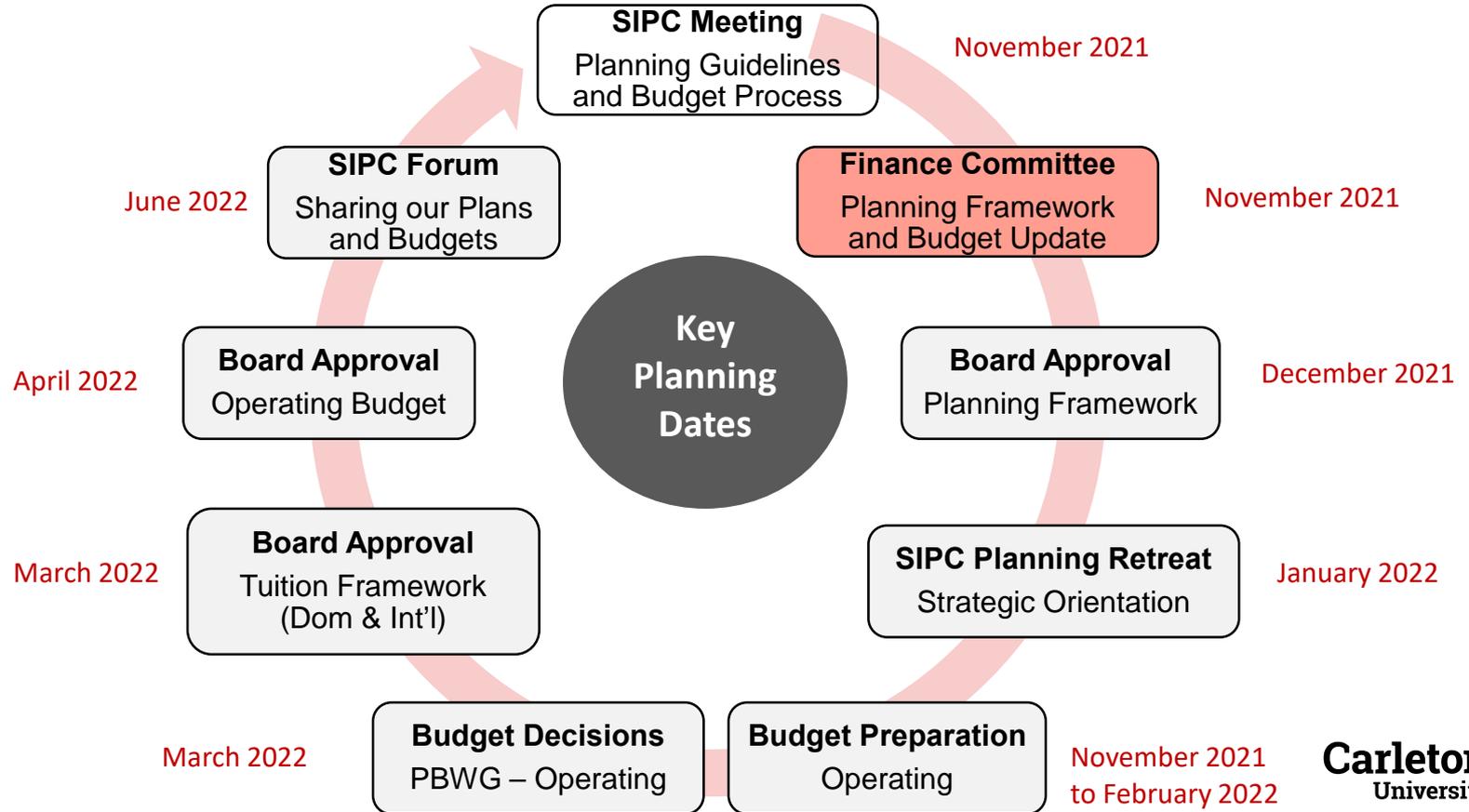
Framework for the 2022-23 Operating Budget

Finance Committee of the Board of Governors
November 18, 2021

Linked Planning Exercises

- Strategic Integrated Plan
- Strategic Mandate Agreement Metrics
- 2022-23 Operating Budget
 - **To be presented to the Board of Governors in April 2022**
- RPC Plans

Carleton Planning Framework



Maintaining a Balanced Budget

Budget Pressures

Provincial Government Deficit

SMA – Corridor Model & Performance-Based Funding

Tuition Freeze

Changes in Enrolment Patterns

Information Technology Needs

Increases in University Budgets

Deferred Building Maintenance

Recurring Fiscal-Only Investments

Preliminary 2022-23 Budget Assumptions

Revenues

Enrolment:

- Stable over planning horizon

Tuition Fees:

- Domestic Fees - No increase in 2022-23 and 2023-24, modest increases thereafter.
- International Fees – Increases based on current framework

Government Funding:

- Frozen over planning horizon

Expenses

- Salaries and Benefits - legislated salary cap of 1% per year
- Non-salary Central cost increases of 3%
- Eliminate pension special payment reserve contributions

Preliminary Enrolment Scenario Planning

Assumptions Applied to Both Scenarios:

- Retention/Transition – 3 year average.
- Domestic tuition flat 2022/23 and 2023-24. Modest increases starting in 2024-25.
- International tuition increasing throughout as it has in current/previous years.
- Government grant remains capped.

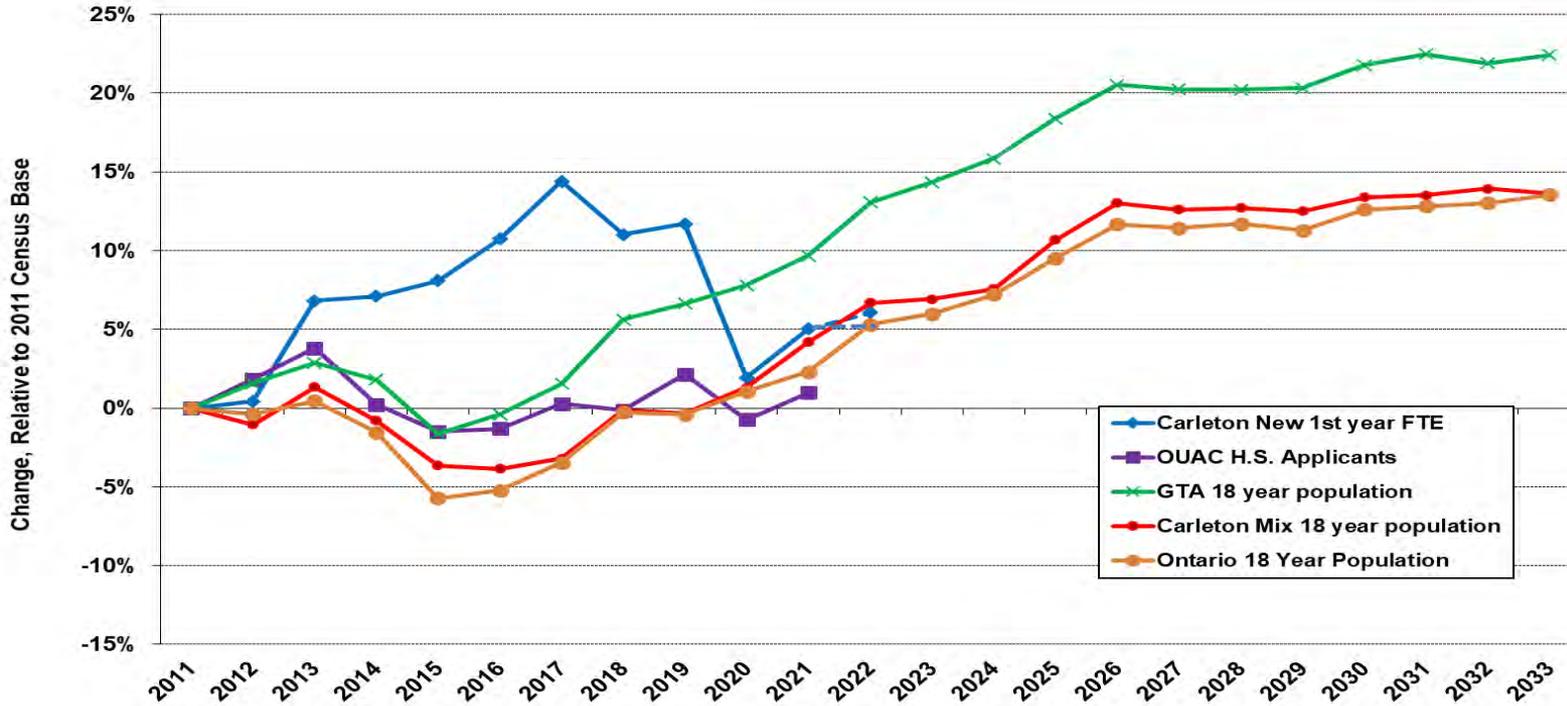
More Conservative:

- Undergraduate intake flat in 2022, then increases 1% Domestic, 2% international starting in 2023.
- Grad intake -2% international, flat domestic in 2022, then flat intake starting in 2023.

Less Conservative:

- Undergraduate intake + 1% in 2022, then increases 1% Domestic, 2% international starting in 2023.
- Grad intake +2% international, flat domestic in 2022, then flat intake starting in 2023.

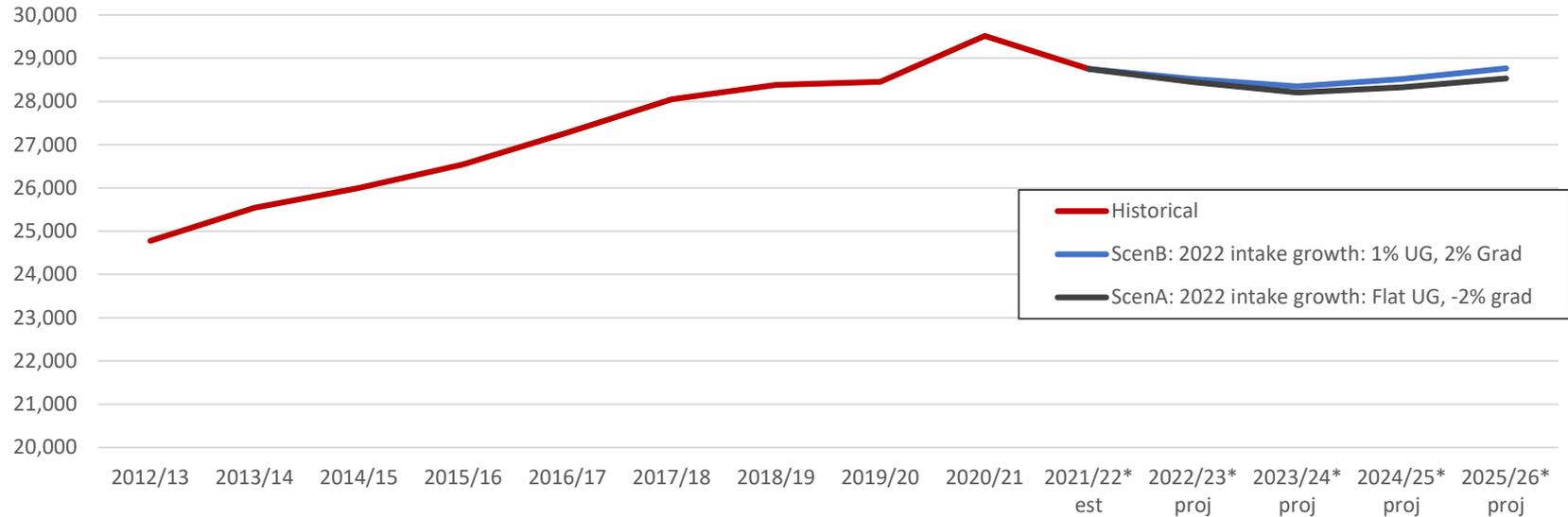
Projected Change in the 18-Year-Old Population in Ontario: Carleton Impact



Source: Ontario Ministry of Finance: *Ontario Population Projections Update, 1986-2041* (Updated Spring 2018)
 Ontario University Application Centre (OUAC) yearly statistics, OIRP Data cubes
 "Carleton Mix" is calculated based on actual Ontario enrolment mix Ontario intake (Fall 2021).
 OUAC data from 2021 is as at September 9, 2021
 Office of Institutional Research and Planning: 2021-11-03

Total Enrolment: Annualized Full-Time Equivalent

Annual FTEs, Historical and Projected



Source: Historical, OIRP datacubes. Estimated and projected based on projection models. UG growth after 2022: 1% domestic, 2% international, flat UG. excludes incoming exchange students, and work-term only coop students in FTE calculation.

2022-23 Budget Priorities

Strategic Integrated Plan

Share Knowledge, Shape the Future

Serve Ottawa, Serve the World

Strive for Wellness, Strive for Sustainability

Setting Carleton up for continued success following the public health crisis

Recommendation

On the recommendation of the Finance Committee, move to approve Carleton's planning framework for fiscal year 2022-23, as presented.

AGENDA ITEM

6.1

Amanda Goth

From: COVID-19 Lead Suzanne Blanchard <covidinfo@carleton.ca>
Sent: November 9, 2021 11:01 AM
To: Amanda Goth
Subject: Looking Ahead to Winter 2022

Key Messages:

- The safe and gradual return to campus continues
- Winter 2022 will see more in-person courses, but online options remain available
- Gradual return of units in Phase 4 on a unit-by-unit basis to begin in February
- On-campus activities will increase gradually as well
- Update to travel advisory policy
- All employees must submit their vaccination attestation in [cuScreen](#)
- Walk-in flu shot clinic available on campus until Friday, November 12

November 9, 2021

The health and safety of all members of the Carleton community continues to be our top priority. Following a successful safe and gradual return to campus this fall, we would like to provide an update on our plans for the winter 2022 term.

These plans remain subject to change based on evolving public health advice, but we expect that mandatory mask use, physical distancing, mandatory vaccination requirements and daily screening through [cuScreen](#) will continue to be in place at the university throughout the winter term.

Winter 2022 Course Delivery

In line with the [Carleton University Scenario Planning \(CUSP\) recommendations](#) that were confirmed by Senate in October, we will be offering a mix of in-person courses and online options to maximize flexibility for students. The winter 2022 term will see more in-person classes than fall 2021, and we are also planning some classes with increased capacity limits, but we will continue to follow Ottawa Public Health's recommendations for physical distancing in instructional spaces.

On-Campus Activities

We anticipate that we will be able to have more activity on campus due to our vaccination, masking and screening requirements. As of November 15, 2021, we will safely increase capacity limits in our athletics facilities and dining locations. Throughout the winter term, we are looking to provide more opportunities for additional in-person student engagement activities on campus outside of the classroom.

Though this remains to be confirmed, we anticipate that we will be able to resume on-campus conferences as of May 2022 and are currently exploring in-person Convocation Ceremonies in June 2022. These activities are, of course, subject to the pandemic trajectory as well as public health requirements and capacity limits based on physical distancing requirements.

Updated Travel Advisory

We have updated our [travel advisory policy](#), particularly with respect to international travel. University-related international travel remains limited, but we recognize that there are instances where international travel is essential for work purposes and career development. Faculty and staff who are considering that international travel is essential may submit an exemption request to the relevant dean or vice-president. In-person student mobility programs such as exchange programs remain restricted at this time, but we are planning to offer in-person student mobility beginning in the fall 2022 term.

Return of Phase 4 Units

We expect that [units in Phase 4](#) will begin returning to campus on a unit-by-unit basis between February and April 2022, following all public health guidelines and regulations. The Return to Campus Working Group will be working directly with each of the Phase 4 departments and units towards a safe and gradual return. Specific plans and timelines will be developed in consultation with each unit and staff will be provided with a date of return with at least one month's notice. As with the Phase 3 return, not all members of a unit will be returning at once. More information and guidance will be provided as we move forward.

For units currently on campus (Phases 1-3), we will maintain current staffing levels for winter 2022. Staffing levels are expected to increase subject to evolving physical distancing requirements, with a full operational return of all staff in all phases by September 2022. The Carleton University Flexible Arrangements (CUFA) Working Group is continuing to develop a flexible work arrangements framework and information will be communicated to the community as it is available.

Vaccination Requirements

As noted in the [COVID-19 Mandatory Vaccination Policy](#), all university employees, including, but not limited to, faculty, contract instructors, staff, teaching/research assistants, postdoctoral researchers, and casual staff are required to submit their attestation of vaccination status (and, if vaccinated, their proof of vaccination) in [cuScreen](#). This requirement applies to all employees, whether or not their employment duties currently require them to be on campus and whether or not they intend to attend Carleton property or in-person university activities now or in the future. This information is essential to allow the university to plan appropriately for its operational requirements and increased activity on campus.

Vaccination Clinics

As the majority of individuals on campus have been fully vaccinated against COVID-19, Health and Counselling Services have transitioned from providing COVID-19 vaccines to flu shots. Flu shot clinics will be available this week until November 12 on a drop-in basis from noon to 4:00 p.m. in the Residence Commons conference rooms. Drop-in COVID-19 vaccinations remain readily available at any [community clinic](#), [pop-up clinic](#) or [neighbourhood vaccination hub](#) in Ottawa during their hours of operation.

While we are seeing positive trends, we are not out of the pandemic. We must continue to be vigilant and follow all health and safety measures including the completion of the daily screening requirement in [cuScreen](#). We continue to follow the advice of [Ottawa Public Health](#), [Public Health Ontario](#), and the [Government of Ontario](#). Our current plans are all depending on the situation continuing to improve in Ottawa and across Ontario and we will adapt our plans as required by evolving regulations, public health advice and overall health and safety.

Frequent updates will be provided as we continue to work towards a full return to campus. For more information regarding Carleton's response to COVID-19, please visit the [COVID-19 website](#).

Sincerely,

Suzanne Blanchard
COVID-19 Lead on behalf of the COVID-19 Steering Committee

DATE: October 15, 2021

TO: Dr. Benoit-Antoine Bacon, President
Dr. Jerry Tomberlin, Provost

FROM: Dr. Lorraine Dyke, Deputy Provost (Academic Operations and Planning)
Chair, Carleton University Scenario Planning (CUSP) Working Group

RE: Planning recommendation for Winter 2022

In April 2021, the Carleton University Scenario Planning (CUSP) Working Group anticipated that widespread vaccination would make it possible to return to normal campus activity in Winter 2022. A fourth wave of COVID-19 – driven by incomplete vaccination and new variants – began in August but case counts are currently trending downward. Based on a review of the current situation, CUSP recommends that Carleton proceed with its ongoing safe and gradual return to campus – building on a successful Fall term – with a mix of online and face-to-face programming in Winter 2022.

Modeling last month from the [Ontario COVID-19 Science Advisory Table](#) shows the curve is flattening but cautions there is still uncertainty regarding future developments. The most [recent analysis by the Public Health Agency of Canada](#) indicates that vaccines continue to be highly protective against COVID-19, including the Delta variant. Further, at current levels of transmission, the fourth wave is expected to decline. Groups at higher risk will be receiving [booster shots](#) and [vaccines for children under 12](#) may be available in the coming months.

In light of their high vaccination levels and masking requirements, the Ontario Ministry of Colleges and Universities has indicated that in-person instruction at post-secondary institutions can resume without physical distancing. The province is expected to [announce a further lifting of public health restrictions](#) soon. At present, however, Ottawa Public Health (OPH) continues to recommend physical distancing in classrooms.

From the beginning of the pandemic, [the first principle guiding CUSP's recommendations](#) has been the health and wellbeing of students, faculty, staff and the broader community. We recommend that we continue to follow the advice of public health officials by planning in-person winter term courses in line with OPH's recommendation for physical distancing. In addition, we recommend offering a strong selection of online options for students who are unable to attend campus. This mixed approach has been successful thus far in keeping our community safe. If recommendations from OPH regarding physical distancing were revised to allow more flexibility prior to the completion of winter term registration, some increases in classroom capacities could be contemplated in collaboration with academic units.

We therefore recommend that in Winter 2022, academic programs:

- Be delivered through a mix of face-to-face and online instruction.

- Ensure that there are both face-to-face and online learning opportunities at all levels of every program, wherever possible.
- Plan classroom capacities in line with OPH physical distancing requirements for face-to-face learning, with online delivery for larger classes.
- Ensure a robust selection of online courses for students who are not able to come to campus.
- Prioritize courses for face-to-face delivery based on learning outcomes, pedagogy and choice for students.
- Provide key experiential learning opportunities (e.g. teaching labs) while maintaining safe distances. This will be achieved by modest increases in lab capacities where deemed safe by Environmental Health and Safety.¹

We recommend that Carleton remain flexible in building the schedule over the coming weeks as both government regulations and public health recommendations continue to evolve in real time. CUSP will continue to monitor the implications of the evolving situation for the continued success of our academic mission.

¹ Well ventilated environments (such as lab spaces) are considered low risk for transmission when face coverings are used (Jones et al., BMJ 2020; <https://doi.org/10.1136/bmj.m3223>).

AGENDA ITEM

6.2

To:	Board of Governors	Date of Report: 23 November 2021
From:	Provost and Vice-President (Academic)	Date of Meeting: 3 December 2021
Subject:	Community Engagement: Centre and Strategic Plan	
Responsible Portfolio:	Provost and Vice-President (Academic)	

1.0 PURPOSE

For Approval For Information For Discussion

2.0 MOTION

This report is for information only.

3.0 EXECUTIVE SUMMARY

Community is central to Carleton’s values and is pervasive across the university’s activities, including teaching and learning, research, and service. Community engagement (CE) also emerged as a foundational aspiration and key strategic direction in Carleton’s 2020-2025 Strategic Integrated Plan (SIP). In light of these aspirations, Carleton has participated since 2019 in the Canadian Pilot Cohort of the Carnegie Classification on Community Engagement – an initiative to evaluate and recognize university community engagement. Both of these activities highlighted the need to take a more strategic and coordinated approach to community engagement. In July 2021, Carleton established the Centre for Community Engagement to support community engaged initiatives across campus and our partners in the community.

Reporting to the Deputy Provost, the Centre serves as a hub for Carleton’s ‘hub and spoke’ model of community engagement. This model recognizes the expertise, energy, resources, and innovation already existing at the unit level while enabling the university to work more holistically to fulfil its responsibilities. The Centre’s goals include supporting reciprocal relationships with community partners and evaluating the impacts of the university’s community engagement at a systems level. The Centre will act as a focal point for strategically aligning CE across the university and with our partners.

Prof. Chantal Trudel (Associate Professor, School of Industrial Design) was appointed as the Centre’s inaugural Director in July and is supported in this work by the Centre’s Administrator, Rebecca Drodge. The Centre held its official internal launch on Oct. 27th, 2021, with 160 attendees from across Carleton. The event included presentations by 24 Carleton faculty members and staff on their work in CE plus discussion groups reflecting on the role of the Centre in moving community engagement forward.

The Centre for Community Engagement is taking a lead role in developing the university’s first Strategic Plan for Community Engagement (SP4CE). A broadly representative Task Force of faculty, staff and students has been appointed to develop this plan. The Task Force is Co-chaired by Prof. Chantal Trudel (Director of the Centre), Dr. Lorraine Dyke (Deputy Provost) and Dr. Karen Schwartz (Associate Vice-President, Research and International). Internal consultation sessions with Carleton faculty and staff are underway and external community consultations are set to begin in Spring 2022.

4.0 INPUT FROM OTHER SOURCES

The development of the Centre for Community Engagement emerged from 2 key activities which involved extensive consultation: 1) Carleton’s 2020-2025 Strategic Integrated Plan (SIP) and 2) Carleton’s pilot Carnegie Classification application. The development of the Strategic Plan for Community Engagement will involve broad-based consultation with both internal stakeholders (now underway) and the external community (beginning in spring 2022).

5.0 ANALYSIS AND STRATEGIC ALIGNMENT

The Strategic Plan for Community Engagement (SP4CE) is aligned with all three of the University’s Strategic Integrated Plan (SIP) directions but particularly ‘Serve Ottawa, Serve the World.’ The pathways associated with this strategic direction are strongly aligned with initiatives that support community engagement: We will open our doors to the community; We will encourage community engagement in research and learning; We will develop and foster partnerships with purpose; We will build bridges to the world; and We will embrace our role as a global institution in a G7 capital. The Centre’s work with units across campus and our community members presents a strategic opportunity to enhance these pathways.

6.0 FINANCIAL IMPLICATIONS

Fiscal funds have been set aside to support the staffing of the Centre on a pilot basis for three years.

7.0 RISK, LEGAL AND COMPLIANCE ASSESSMENT

The risks associated with community-based activities are dependent on the specific activity and partnership. These risks include but are not limited to: risks emerging from inadequate communication, information, and resources to support partnerships; reputational risks; ethical conduct and related considerations; health, safety, and insurance; and workload considerations for both Carleton stakeholders and community partners; among other factors. Two key steps are being undertaken to help identify and mitigate potential risks associated with Community Engagement. First, consulting with both the internal and external community will help identify and rank potential risk factors more clearly. Second, having a strategic plan and governance structure to support community engagement will support the necessary coordination and consultation required to help mitigate these risks. As part of this process, the Centre is working closely with the Office of Risk Management to enhance our process for developing MOUs with community partners.

8.0 REPUTATIONAL IMPLICATIONS AND COMMUNICATIONS STRATEGY

The Centre will help to make the diverse community engagement initiatives at Carleton more visible externally and thus contribute to enhancing Carleton’s reputation. As part of the development of a Strategic Plan for Community Engagement, a plan for external consultation and communication will be developed. This initiative will draw on the expertise of Carleton’s communications professionals.

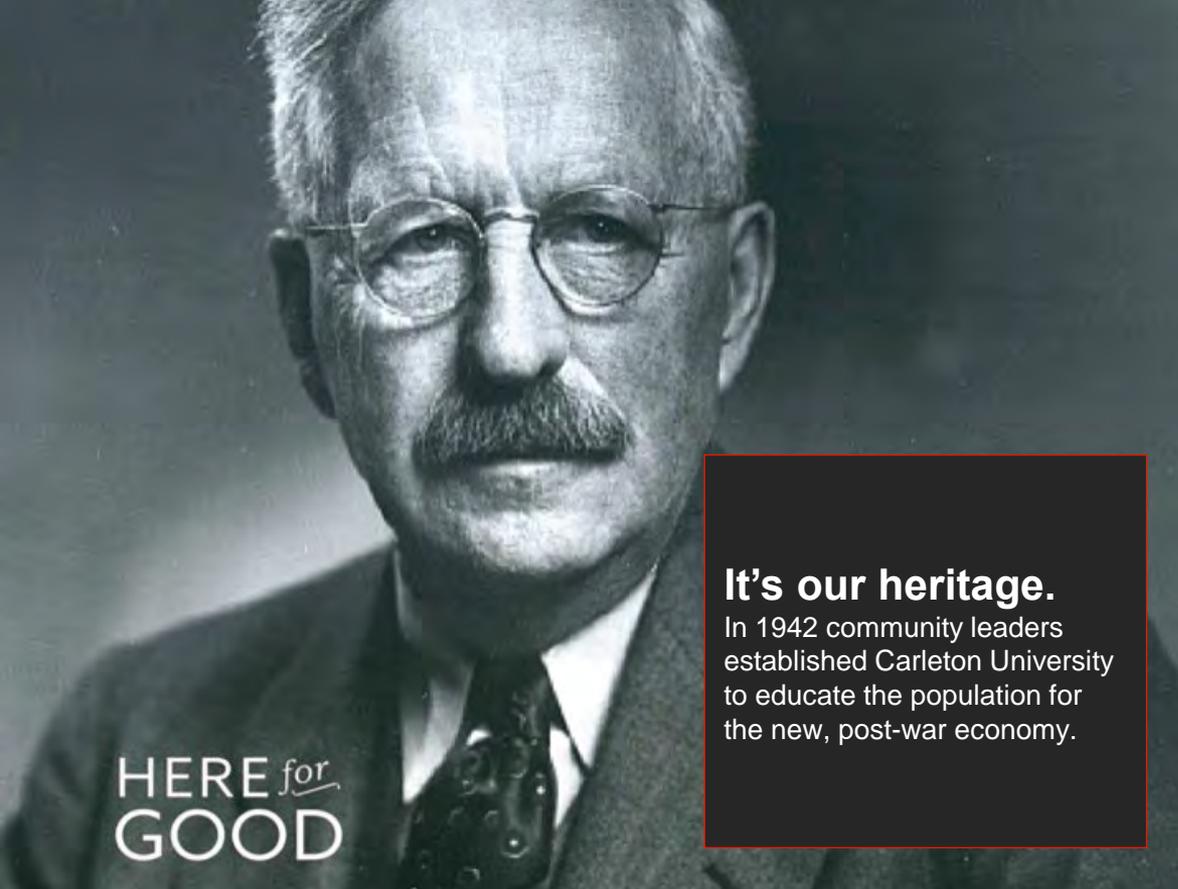
9.0 OVERALL RISK MANAGEMENT ANALYSIS

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

Centre for Community Engagement

Introducing our newest community initiative.

Dr. Lorraine Dyke, Deputy Provost
Prof. Chantal Trudel, Director Centre for Community Engagement



HERE *for*
GOOD

It's our heritage.

In 1942 community leaders established Carleton University to educate the population for the new, post-war economy.

Centre for
Community
Engagement

Carleton
University 

▶ Strategic direction: Serve Ottawa Serve the world



The Community

From the eastern side of campus, Carleton opens to Bronson Avenue, a major arterial road—one that connects the city, links to its cultural and economic core and the seat of the Government of Canada, and leads ultimately to the international airport, the gateway to the world. It is a permeable edge—the main point of access between campus and the surrounding neighbourhoods. It serves as a powerful reminder of our original purpose and founding story—built by, for and with the community—and symbolizes our deep and enduring connection to Ottawa and its population, our country and the globe.

Ottawa is a nexus of change. It is a growing city, which brings with it the attendant challenges of social justice, housing, transportation, safety, culture and economic prosperity. At the same time, the city's status as the national capital provides an important context. From here, solutions to Canada's shared social, economic, ecological and political challenges are created—from public policy to health to technology to the changing North. From a global perspective, other nations look to Ottawa as a symbol of Canada's evolving role on the world stage.

Local, national and international organizations are engaging institutions of higher education as partners in this transition.

IN THIS MOMENT, CARLETON CAN DRAW ON THE COMMUNITY TO INSPIRE AND GUIDE OUR COMMITMENT AND RESPONSIBILITY TO SOCIETY.

As we look to the future, we will focus on community engagement and outreach. Our vision is to extend our influence beyond campus, inspire our students to be engaged citizens and strengthen meaningful community partnerships. We will serve Ottawa and the world by remaining true to our community-empowered roots and sense of purpose.



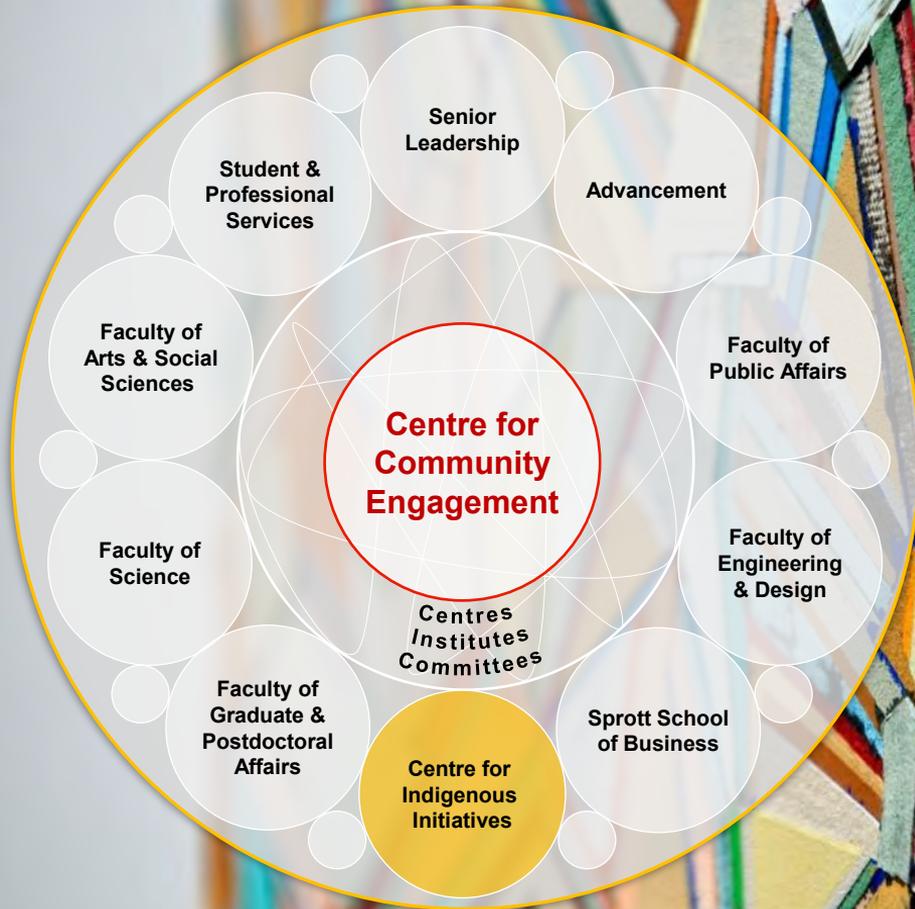
Our working definition

At Carleton community engagement is a powerful method to develop, translate and mobilize knowledge for the **greater good**.

We emphasize respectful, **reciprocal** relations with neighbours.

We engage with communities and institutions locally, nationally and globally, from **all sectors** of society.

A hub and spoke approach.



Artwork by Paul Yanko - Clarity of Vision Block Hub Spoke, 2011
Terry Jarrard-Diamond Studio 24-7

Centre for
Community
Engagement





Centre for Community Engagement

Goals

Strategic Engagement

Governance

Partnership Development

Measurement

Communication

Strategic Results

Alignment

Impact

Recognition

Accountability





Centre for Community Engagement

Strategic Planning Process

Determine where we are in community engagement.

Collectively identify what's important.

Define what we need to achieve to support our competencies and growth in community engagement.

Determine who is responsible and how they are involved to make it happen.

Perform regular reviews.

Strategic Planning Consultation 2021-2022 SP4CE

September
October

November
January

February
March

March
April

May
June



Launch
Centre for CE

Internal Consultation
CE 'Concepts'

Internal Consultation
CE 'Emerging Themes'

Draft of **SP4CE**
Shared with
Internal Community

Launch of External
Consultation Phase



Carleton student working with a resident from Bruyère Saint-Louis Residence Long Term Care on dementia-friendly designs.

Centre for
Community
Engagement

Carleton
University 

PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

December 3, 2021



REPUTATION AND COMMUNITY HIGHLIGHTS



Carleton's performance in the *Maclean's* rankings stems from the work of faculty, students and staff

Carleton Gets High Marks from *Maclean's*

The *Maclean's* [2022 university rankings](#) are out and they once again underscore [Carleton's sector leadership](#), particularly in research, student awards and Indigenous initiatives. Carleton maintained its top-five ranking in the comprehensive category, jumped to number two in social sciences and humanities research funding and maintained its number five position in science and medical funding. Carleton also secured the number four spot for course instructors and rose to number five for promoting Indigenous visibility.



CU@Kanata launch with Ottawa Mayor Jim Watson and local MPP Merrilee Fullerton

Carleton Opens Innovation Space in Kanata North

On October 28, Carleton launched [CU@Kanata](#), a purpose-built space at Kanata North's [Hub350](#), a new ecosystem in Canada's largest technology park for industry, finance and academic partners to collaborate, connect and innovate. With meeting rooms, a café and garden terrace, the tech park's more than 540 companies can plug directly into Carleton's growing talent pipeline.



"I have loved every minute delving into experimental particle physics," says Manuella Vinciter

Physics Researcher Wins Major National Medal

Carleton's [Manuella Vinciter](#), an experimental particle physics researcher, has received [the Henry Marshall Tory Medal from the Royal Society of Canada](#). Vinciter is a leader in the international physics community and deputy spokesperson for the ATLAS project, the largest particle detector experiment at the Large Hadron Collider, a particle accelerator at CERN in Switzerland.



Striving for wellness is of the key pillars of Carleton's Strategic Integrated Plan

Carleton Nets Two Excellence Canada Awards

In October, Carleton became the [first university in the country](#) to be recognized by [Excellence Canada](#) with two national certifications. Within the Healthy Workplace framework, Carleton was awarded the Canada Order of Excellence, the highest level of recognition, and received the Platinum Level certification in the Mental Health at Work framework. "We can all take pride in all the progress we have made in building our health and wellness culture," said Carleton President Benoit-Antoine Bacon.



Spirits were high at Carleton’s virtual graduation ceremony on November 13

Celebrating 75 Years of Graduates

When Carleton’s newest group of alumni received their degrees this fall — for a record-breaking 6,800 graduates this year — they shared the celebration with the university’s first graduating class. October 23, 2021, marked the 75th anniversary of the very first degrees awarded in 1946, presented to three public administration graduates and three journalism graduates. From those humble beginnings, Carleton now counts more than 168,000 graduates in its alumni network worldwide.



Elizabeth Manley’s interest in mental health advocacy comes from her own life experiences

Elizabeth Manley Named Mental Health Champion

In the wake of her [keynote talk](#) at [Psychology Mental Health Day](#) on October 7 and winning the inaugural Courage to Speak Award from the [Mental Health and Well-Being Research and Training Hub](#) (MeWeRTH) and [Department of Psychology](#), Olympic silver medallist Elizabeth Manley has joined the Carleton community as the first MeWeRTH Champion. Manley will be available to the community for events, conversations and other engagements on mental health and wellness.



“I’m proud that my research helped to launch this incredible storytelling,” says Shane Gero

Whale Researcher Helps Land Emmy Award

[Secrets of the Whales](#) won [an Emmy](#) in September for Outstanding Documentary or Nonfiction Series, and [much of the material](#) in the National Geographic/Disney+ collaboration is drawn from Carleton Scientist-in-Residence [Shane Gero](#)’s research into [whale culture and social structures](#). Gero sought to support conservation by shifting perceptions of whales by helping viewers see them as “complex creatures with differences owing not just to genetics but also to their cultures.”



Melanie Adrian wants to engage all students because everyone brings knowledge to the classroom

Professor Wins Prestigious Teaching Award

Carleton Law and Legal Studies professor Melanie Adrian has built a reputation as someone who takes her students’ voices seriously, which is one of the reasons she is [one of seven recipients](#) of the 2021 [Ontario Confederation of University Faculty Associations Teaching Award](#). Presented annually, the award is the highest honour an educator can receive in Ontario. Adrian is the 25th Carleton educator to win the award since it was established in 1973.



A food drive helped stock Minwaashin Lodge’s emergency cupboard

Carleton Community Supports Minwaashin Lodge

Campus Safety Services’ food drive in support of Minwaashin Lodge in mid-September resulted in a substantial amount of items collected from the campus community during the Orange Ribbon Campaign. These items helped to stock Minwaashin Lodge’s emergency food cupboard and Oshki Kizis shelter. Minwaashin Lodge is a local Indigenous women’s support centre which provides several family services and community programs.

RESEARCH

Erik Anonby Elected to the College of New Scholars, Artists and Scientists

[School of Linguistics and Language Studies](#) and [Department of French](#) professor [Erik Anonby](#) has been [elected to the Royal Society of Canada's College of New Scholars, Artists and Scientists](#) in recognition of his role in the emerging generation of Canadian intellectual leadership. Anonby probes and maps the contributions of linguistic diversity to individual human experiences, collective heritage and survival.



A pre-pandemic College of New Scholars, Artists and Scientists new members ceremony

Water Canada Recognizes Banu Örmeci with Water's Next Award

[Department of Civil and Environmental Engineering](#) researcher [Banu Örmeci](#), the Jarislowski Chair in Water and Global Health, was [named the recipient of Water Canada's 2021 Water's Next Award](#) in the Academic Leader category. The annual Water's Next Awards recognize individuals, projects and technologies that have made significant contributions to the water industry in Canada and beyond.



Banu Örmeci's research helps track coronavirus levels in sewer systems

Examining Internet Connectivity in Rural, Remote and Indigenous Communities

A new report released by the Council of Canadian Academies shows that inequities in internet connection in remote areas of Canada persist. Carleton Department of Systems and Computer Engineering professor [Halim Yanikomeroglu](#) was a [part of the expert panel](#) examining the reason for these systemic issues.



Halim Yanikomeroglu examines why many Canadians can't access essential services online

Researcher Explores Online Vaccine Hesitancy

In a timely study, Law and Legal Studies professor [Michael Christensen](#), in collaborating with colleagues in Carleton's School of Computer Science and School of Journalism and Communication, is [analyzing and categorizing thousands of posts on Twitter](#) to look for commonalities between people who are reluctant to take the COVID-19 vaccine. This research could ultimately lead to recommendations on how public health officials can more effectively reach vaccine-hesitant Canadians.



Analyzing anti-vax communities can help health officials reach them more effectively

Early Interventions to Stop Parkinson's Disease

Neuroscience researcher [Natalina Salmaso](#) is a part of [an international effort](#) to advance research on Parkinson's disease. Salmaso's contribution to the initiative led by the Michael J. Fox Foundation for Parkinson's Research is focussed on the role played by brain cells called astrocytes, which support the function of neurons and control permeability of the blood-brain barrier. Understanding why these cells die, which occurs before Parkinson's symptoms show, could lead to interventions that stop disease progression.



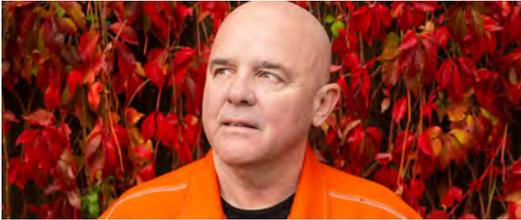
Natalina Salmaso wants to help develop treatments for Parkinson's disease



Erin Tolley plans to help develop research-driven responses to political inequality

New Canada Research Chair in Gender, Race, and Inclusive Politics

Carleton is adding to its roster of [Canada Research Chairs](#) (CRC) with Political Science professor [Erin Tolley](#), the [new CRC \(Tier II\) in Gender, Race, and Inclusive Politics](#). Tolley's research will generate knowledge on the representation of race and gender in Canadian politics. She will develop ways to track diversity among electoral candidates, conduct a project on the measurement of race in political science research, and examine institutional structures that support or suppress representation.



Rick Colbourne's new research will trigger social and economic urban transformation

Indigenous Perspectives on Urban Restructuring

Sprott's [Rick Colbourne](#) received [\\$250,000 from the Exploration stream](#) of the [New Frontiers in Research Fund](#) to support his interdisciplinary research on Indigenous responses to restructuring in cities and urban centres. Using Two-Eyed Seeing and regulation theory, Colbourne, Sprott's assistant dean of [Equity and Inclusive Communities](#), is helping to frame the ways cities are being restructured. The Exploration stream seeks to inspire projects that bring disciplines together beyond traditional approaches.



Matthew Johnson's research will help Canada reduce methane emissions

Transforming How Oil and Gas Sectors Measure and Mitigate Emissions

To meet Canada's goal of reducing methane emissions by at least 40 per cent by 2025, federal and provincial governments are rolling out regulations to fix methane leaks on oil and gas facility equipment. To detect these leaks, Mechanical and Aerospace Engineering researcher [Matthew Johnson](#) and his team are [testing a new laser-based monitoring tool](#) by deploying wind sensors and creating blinded controlled methane releases to better understand the capabilities of the airborne measurement system.



The New Small Wheel at CERN's ATLAS Experiment, the largest particle detector in the world

Building Advanced Sensors for Next-Gen Particle Physics Research

Researchers at Carleton are part of an international collaboration that has designed the New Small Wheel, a [new technology](#) that will allow the [ATLAS Experiment](#) at the European Organization for Nuclear Research (CERN) near Geneva to better detect muons. These tiny, abundant elementary particles are produced when other elementary particles decay rapidly, and a better understanding of their properties could help lead to commercial applications, including in ultra-fast computing, semiconductors and clean energy.



The next phase of this research partnership will focus on a complete home monitoring system

Carleton and Partners Conduct New Aging in Place Research

[Best Buy Health](#) and [AGE-WELL](#) are partnering with the [Bruyère Research Institute](#) and Carleton in [new research](#) that will help older adults continue to live independently. Carleton and Bruyère researchers, with financial and technology contributions from Best Buy Health and AGE-WELL, are investigating in-home sensor-based smart technologies that monitor various aspects of older adults' safety and well-being. The systems can detect changes in daily functioning and alert remote caregivers to out of the ordinary activity.

ACADEMICS

Community Engagement Centre Launched

On October 27, more than 150 Carleton faculty, staff, students and community partners gathered to formally mark the launch of the university's new [Centre for Community Engagement](#). The centre was established earlier this year to support the value and practice of community engagement, a priority highlighted in Carleton's Strategic Integrated Plan.

Teaching and Experiential Learning

- After launching in May 2021, Carleton's new learning management system, Brightspace by D2L, is now fully operational and has proven to be faster, more reliable and continues to offer a wide range of possibilities to the teaching and learning community that did not exist before, including an integration with Zoom.
- Carleton unveiled a new type of classroom technology in time for the fall term: HyFlex (for hybrid-flexible) was implemented in 45 classrooms to support student flexibility and continuity of teaching and learning throughout the pandemic. In a HyFlex class, instructors teach in class and online simultaneously. During the fall 2021 term, 167 classes included a HyFlex approach.
- The I-CUREUS program continues to provide an opportunity for undergraduate students to conduct hands-on, faculty-supervised research. Since August, 99 students have participated in the program, bringing the total number of students participating in 2021 to 262.
- Carleton continues to be a leader in fostering collaboration between instructors and learners to design courses through the Students as Partners Program (SaPP) — the largest program of its kind in Canada — which helps build meaningful academic relationships that promote trust and engagement. This model accelerates innovation in teaching and has tangible results, better preparing students for their transition to working. Since the program started in January 2020, SaPP has run more than 500 projects.

Academic Programming

- The Faculty of Graduate and Postdoctoral Affairs launched [Data Science and Analytics programs](#), subject to ministry approval.
- The Political Science Dual Master's Program with the University of Lucerne [celebrated its first graduates](#).

Recognitions and Awards

- Martha Mullally (Biology) was awarded the [Carleton University Chair in Teaching Innovation](#) for her dedication to encouraging new teaching practices within the STEM disciplines. The Chair in Teaching Innovation appointment provides a \$45,000 grant spanning three years to undertake projects that advance the Scholarship of Teaching and Learning (SoTL) at Carleton.
- The Faculty of Public Affairs presented the [2021 FPA Excellence Awards](#): Evelyn Maeder (Criminology and Criminal Justice) received the Research Excellence Award; Leah West (International Affairs) received the Public Commentary Excellence Award; Robin Dunbar (Criminology and Criminal Justice) received the Staff Excellence Award; Brett Popplewell (Journalism and Communications) received the Teaching Excellence Award (Faculty); and Noah Schwartz (Political Science) received the Teaching Excellence Award (Contract Instructor).
- Dale Spencer (Law and Legal Studies) was appointed as a [Faculty of Public Affairs Research Excellence Chair](#).
- Mario Santana Quintero (Civil and Environmental Engineering, Azrieli School of Architecture and Urbanism) was named a Fellow of the Association for Preservation Technology International.



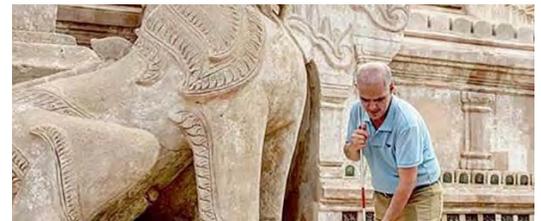
David Hornsby, AVP (Teaching and Learning), champions the Students as Partners Program



Carleton and Lucerne professors flank the first cohort of dual master's grads



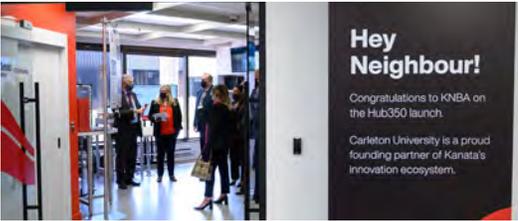
Faculty of Public Affairs Excellence Award winner Prof. Evelyn Maeder



"Heritage sites are carriers of knowledge and sense of place," says Prof. Mario Santana Quintero



Carleton President Benoit-Antoine Bacon talks to students at the opening of Kanata North's Hub350



Carleton is boosting its innovation outreach as a founding academic partner at Hub350



Kwende Kefentse, the executive director of CKCU, which has partnered with Spratt



Alumnus Tim O'Loan and Linguistics and Language Studies Prof. Marie-Odile Junker

New Partnerships

- The Innovation Hub has signed a memorandum of understanding with L-Spark, a startup accelerator located in Kanata North. Through this partnership, students and their ventures will be able to participate in the L-SPARK ecosystem and benefit from its network of seasoned executives, coaches, mentors and investors.
- The Innovation Hub is a new partner with Carleton's Co-operative Education program, providing a unique opportunity for students to experience entrepreneurship in action.
- The Sprott School of Business has signed a memorandum of understanding with CKCU to pioneer strategies and solutions that will help the local media sector across Canada adapt to rapidly changing media and technological landscapes, and to address challenges to social entrepreneurship in the creative and cultural sectors.
- Sprott has partnered with INSOFE in India to provide an accelerated admission pathway for the Sprott MBA to eligible graduates of INSOFE's professional graduate program in business analytics.

Equity and Inclusive Communities

- The Department of Equity and Inclusive Communities (EIC) hosted Carleton's third annual Inclusion Week to raise visibility and awareness of the value of human rights work and EDI, explore practical ways to integrate its principles into our organizational structures and culture, and strengthen the potential for prosperity in the community. More than 500 Carleton community members registered for the events through the week-long series.
- EIC concluded its inaugural speaker's series, which provided professional development workshops to frontline sexual assault support workers and advocates. Five panel events with 700 registrations were hosted over the course of 2021 covering topics on accountability, accessibility, spirituality and more. This series was organized in collaboration with Algonquin College and the Ottawa Coalition to End Violence Against Women.
- EIC launched the CUrious Campaign, a six-week campaign that was established to facilitate open conversations about sexual violence prevention, consent, support and self-care as well as inform incoming Carleton students of the resources that are available on campus. EIC mailed more than 400 self-care kits to Carleton students, facilitated a bystander intervention training, and hosted a panel event on consent and cyber-sexual violence.

Indigenous Initiatives

- In honour of Orange Shirt Day, the Centre for Indigenous Initiatives and the Department of Social Work invited the Carleton community to a [conversation with residential school survivors](#) to reflect on truth and reconciliation in Canada. Senator Mary Jane McCallum and Elders Irene Barbeau and Thomas Louttit discussed the intersection between Indigenous experiences with colonialism and settler action towards reconciliation.
- The School of Public Policy and Administration honoured the National Day for Truth and Reconciliation with an [event featuring Carleton alumnus Tim O'Loan](#).
- The 53rd Algonquian Conference — an international meeting for Indigenous and non-Indigenous researchers and community members to share research papers, workshops, engagement circles and storytelling activities related to Algonquian peoples — was hosted virtually by professors Marie-Odile Junker and Chris Cox (Linguistics and Language Studies).

ADVANCEMENT

Revenue (May 1, 2021 to November 1, 2021)

Philanthropic	\$3,943,603
Gifts in Kind	\$5,342,312
Sponsorships	\$548,905
Holistic & Research Partnerships	\$19,536,013
Total	\$29,370,833

University Advancement's continued focus throughout the 2021/22 academic year is to engage new stakeholders and broker meaningful partnerships with alumni, volunteers, donors and industry. Advancement invites donors to give through Carleton, rather than to Carleton — investing in elements of higher education such as student aid and research, with community, economic and social impact as the shared goal.

Several new initiatives are underway to accelerate these efforts:

- Advancement is developing a new **“purpose-based” message framework**, engaging supporters around societal issues such as health and wellness, tech innovation, economic recovery, sustainable development and vibrant communities. Data from a fall survey to 20,000 stakeholders is informing this framework; Advancement plans further research and an outreach campaign in 2022.
- Following a successful **Throwback** homecoming event (mostly virtual), Advancement continued to engage alumni and community partners around social issues and Carleton expertise. A series of webinars, presented in collaboration with Athletics, demonstrated the individual and community benefit of varsity athletics. Working with the Faculty of Science, Advancement featured alumnus Jay Woo (CEO of the Canadian Automobile Association), who presented on the real-world value of data science and analytics.
- Fall fundraising efforts at the annual giving level focus on **equity, diversity and inclusion**. Donors are invited to support financial aid initiatives that increase access to education and promote success for equity-seeking student groups.
- The major gifts team has secured a number of noteworthy contributions that align with Carleton's values-based framework, including significant gifts to support energy efficiency and sustainability, **new awards to support EDI and Indigenous students**, and sponsorship investments to support entrepreneurship and economic renewal.
- Outreach for **Giving Tuesday 2021** (on November 30) concentrated on social issues and societal challenges and emphasized how student projects and Carleton research initiatives can make a meaningful community impact. Matching funds and crowdfunding strategies create extraordinary enthusiasm for this annual Carleton tradition.
- Into the winter, working with Rafik Goubran, Vice-President, Research and International, Advancement is leading outreach efforts to amplify Carleton's **Holistic Integrated Partnerships** (HIP) strategy and develop contacts in new industries (including finance and insurance). The HIP team is also planning stewardship and reporting strategies for existing industry partners (such as Ericsson and BlackBerry QNX) to showcase the success of these shared efforts.

In these efforts, Advancement welcomes the support and advice of the university's champions on the Board of Governors. Their experience and extensive community connections will help Advancement build “partnerships with purpose” and ensure that Carleton fulfills its commitment and responsibility to society.



Throwback 2021 in early fall was an opportunity for Carleton to open its virtual doors



Varsity sports like women's hockey provide both individual and community benefits



Giving Tuesday on Nov. 30 emphasized the community impact of student projects



President Bacon at an event with Ericsson, part of Carleton's Holistic Integrated Partnerships strategy

STUDENT LIFE



Carleton's Pride Festival in early October featured a week-long series of events



Industrial Design student Aimee DeCruyenaere competed in CBC's *The Great Canadian Baking Show*



Rick Hansen Foundation Accessibility Certification™ training helps measure accessibility



The First Year Connections Mentorship Program supported over 750 first-year students

Carleton is committed to reviewing its [Sexual Violence Policy](#) every three years. The last comprehensive review was completed in April 2019, so during the fall 2021 term the university launched [a broad and inclusive consultation process](#) towards the next iteration. Over the course of the year, Carleton will be engaging with the community to work collaboratively toward further strengthening the survivor-centered policy and processes.

This fall Carleton launched [a consultation process](#) towards **updating its Student Mental Health Framework (SMHF)** to version 3.0. The [SMHF 2.0](#) was launched in 2016, and since that time, all 38 recommendations have been implemented or addressed.

Carleton has partnered with the [Child Welfare Political Action Committee](#) to tackle the challenge of **equitable access to post-secondary education for current and former youth in care** through the [CU Youth in Extended Society Care Tuition Assistance Bursary](#) program. This initiative will help up to 20 undergraduate students, five students per year for four years, overcome the financial barriers current and former youth in care commonly face when accessing post-secondary education.

The [Student Experience Office](#) partnered with 2SLGBTQIA+ students, staff and faculty to host Carleton's first institutionally funded [Pride Festival](#). The week-long series of events facilitated education about sexual orientation and gender identity and raised awareness about 2SLGBTQIA+ issues. Highlights included a virtual Q&A with actor and director Dan Levy; a speaker series on 2SLGBTQIA+ identities in Indigenous, racialized and disabled communities; and a drag show produced by the Carleton University Event Support team.

Career Services virtually hosted its **largest ever career fair** on October 20, with 1,110 students and alumni attending to speak with 241 employer representatives from 58 employers. An average of 583 chat interactions took place per hour, for a total of almost 3,500 individual chat interactions, the largest number of connections to date.

Carleton's [International Internship Program](#) pivoted in March 2020 to offer virtual international internships to continue to provide students with rich career-related experiences in a new cultural context. The temporary virtual program has now become a success story! With increasing demand from students, a record number of 90 students participating in the summer 2021 term and this program continues to show **strong career-related outcomes for students**.

[Aimee DeCruyenaere, an Industrial Design student](#), is competing in the latest season of *The Great Canadian Baking Show* on CBC. The Carleton community will be rooting for Aimee!

The READ Initiative launched the fall 2021 [Rick Hansen Foundation Accessibility Certification™ \(RHFAC\) Training Course](#) on October 25. Following the university's shift to online learning, READ expanded the course offering to new locations and markets and, for the first time, is welcoming a cohort of registrants from all over Canada.

Carleton's [Student Mental Health Engagement Committee](#) has launched again for the 2021/22 year. Over 40 students have joined the committee, whose goal is to provide students with experiences and resources to be well; provide students with the opportunity to voice their opinions on informing, shaping and implementing mental health support on campus; and strive for inclusion and accessibility amongst mental health and wellness supports.

Carleton's [First Year Connections Mentorship Program](#) **supported over 750 first-year students in their transition to university** during the fall 2021 term. Over 2,600 meetings facilitated by 150 trained peer mentors supported students in connecting with the Carleton community, adjusting to post-secondary education and developing plans for success focused on the seven dimensions of wellness.

ENROLMENT AND RECRUITMENT UPDATE

Enrolment Update

Provincial Count Date – November 1, 2021

	2020	2021	% Difference	% Difference FTE*
Graduating class	6,284	6,861	9.2%	-
Fall full-time new undergraduate first year	4,783	4,876	1.9%	3.0%
Fall full-time undergraduate (degree programs)	21,002	20,238	-3.6%	-2.9%
Fall new graduate**	1,727	1,896	9.8%	8.2%
Fall master's**	3,094	3,081	-0.4%	-2.2%
Fall PhD	1,119	1,220	9.0%	9.1%
Total students	32,116	31,409	-2.2%	-
Two-year retention rate (CSRDE methodology)	83.6%	85.1%	1.8%	-

* FTE count – Fall full-time equivalent, including full and part-time students

** Includes graduate diplomas/certificates, excludes off-campus MBA and Dominican University College students

Recruitment Update

Carleton has launched a new Fall Open House Series with virtual and in-person components. As part of the Fall Open House Series, prospective students have the opportunity to join in-person presentations and campus tours every Saturday until December 4. All in-person presentations are also accessible online.

This year the Ontario Universities' Fair went virtual on two dates. On September 25, close to 600 students joined Carleton presentations, while on October 26 over 1,000 students joined.

High school visits are happening both online and in person this year. As of October 2021, virtual visits have been booked with over 350 high schools, and Carleton is also participating in out of province events.

In September and October, the International Recruitment team undertook 84 virtual events, including school visits, online education

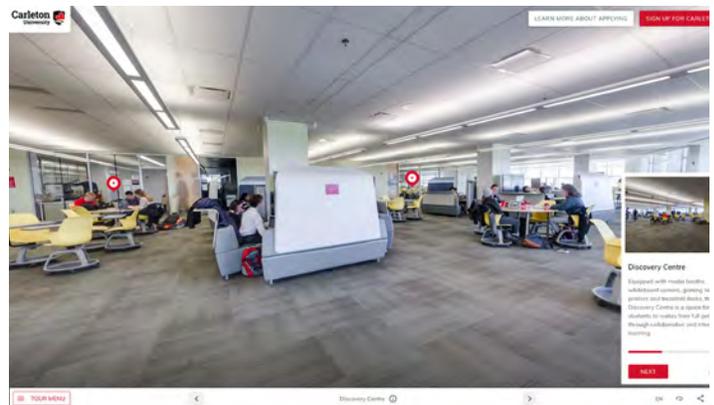
fairs and agent sessions. Carleton continues to engage prospective international students through initiatives such as daily live chats, peer-to-peer messaging with student ambassadors and more.

Carleton has resumed in-person campus tours every Monday, Thursday and Friday, and virtual tours are continuing to be offered daily. In September and October, over 160 prospective students participated in a virtual campus tour, virtual residence tour or in-person campus tour.

Carleton continues to connect with prospective Ravens in a variety of innovative formats, including online chats, the successful Live@Five online event series, the popular Talking Raven Podcast, telecounselling call campaigns, social media, Future Raven Coffee Breaks, virtual program spotlights, the high school outreach program and more!



Recruitment officer Stanley Philippe, host of The Talking Raven podcast, one of many ways to connect with prospective students



One of the places people can visit during a virtual or in-person tour of the Carleton campus