OPEN SESSION

1. CALL TO ORDER AND CHAIR’S REMARKS

The Chair called the meeting to order at 4:00 p.m. and welcomed all attendees, guests and observers. The Open Session was live-streamed to Southern Hall 617 and was audio recorded for the purpose of accuracy of the minutes.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked for any declarations of conflict of interest from the members. No conflict was declared.
3. **APPROVAL OF AGENDA**

Mr. Tattersfield moved, and it was seconded by Mr. Wener, that the open agenda of the 601st meeting of the Board of Governors be approved, as presented. The motion carried.

4. **APPROVAL OF THE CONSENT AGENDA**

Ms. Daly moved, and it was seconded by Ms. Alves, that the open consent agenda be approved, as presented. The motion carried.

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

5.1 **Proposed Ancillary Budget 2017/2018**

In accordance with the annual budget development schedule, the Finance Committee has reviewed and approved the 2017/18 Ancillary Budgets. The Ancillary Budgets constitute non-academic operations that are not included in the Operating Budget.

Mr. Ed Kane was introduced to give an overview of the various units, what they do, and some of the highlights. The mandate of the Ancillary Units is to cover their operating costs. The various units contribute to the over-all experience at the university and campus life.

The student fees cover 40% of the operating costs of Athletics under a fee protocol which can only be changed through a referendum. Other areas for income are programs and membership fees, which are above and beyond the base student fees, facility rentals, and sponsorships with the community. Athletics is one of the highest employers of students on campus with approximately 350 student employees. This past year the turf on the field was replaced, lighting in Ravens Nest as well as Ravens Field was increased and upgrades were made to the Athletic Complex. Revenues are fairly static. Any surplus is spent on deferred maintenance. The outstanding debt is not large.

The Bookstore is a service that has seen a lot of changes over the years as the industry is evolves with less hard-cover books being sold. Students can now rent textbooks and buy e-texts. There have not been substantial increases in sales. The store also sells merchandise. The contract with Follett has been renewed and includes a renovation to the store and textbook price matching. Last year the store became debt-free. The accumulated surplus is modest. There is no deferred maintenance.

Health and Counseling Services student fees are covered by a fee protocol. Revenue comes from various sources including student fees, OHIP and UHIP. There are 15 General Practitioners. The Director of Health and Counseling Services has done a fine job at turning around a once difficult operation putting the service on firm footing.
lots of visits to the facility. A small surplus has been accumulated which is being held for deferred maintenance once infrastructure changes are complete in the CTTC building. One additional room was added to the service and a dedicated Sexual Assault Counsellor will provide additional support.

Housing, Residence Life, Conference Services, and Dining are amalgamated under one roof. 3,600 student are housed in Residence during the school year (9 months) and during the summer months the buildings undergo renovations or are used by Conference Services. Dining Services was renovated two years ago and set-price meal plans were adopted. Renovations and modernization planned for summer 2017 including Glengary Phase 2. $15 million has been set aside for renovations to the building and they have to be done floor by floor during the summer months. Glengarry houses about 650 students during the school year. Lounges will also be upgraded to include game consoles. Wifi upgrades are also planned. Revenues are static due to a decrease in demographics. Residences have a small surplus but also have outstanding debt as well as an estimated $24.5 million in deferred maintenance.

Parking Services has six lots and two parking garages. License plate recognition has been installed in two parking lots. They will be doing renovations to P9. Revenues are fairly static with a surplus of $2.6 million dollars. Higher revenue is expected over the summer due to the increase in tourism in Ottawa. Two additional parking garages are planned for the long-term future.

The University Centre is an ancillary service and is operated on a cost recovery basis. It acts as the centre of student activities, groups and associations. There is deferred maintenance to be completed.

The Print Shop has amalgamated with Campus Card. Satellite operations have been shut down across campus and have been consolidated in Robertson Hall. There are copiers and printers across the campus. The Campus Card which was originally started as a meal plan card is now being used as well for access control. There is no outstanding debt and they have a small surplus. There will be some need for upgrades to machinery.

Carleton has two property rentals which include the National Wildlife and Resource Centre as well as CTTC. NWRC is a government operation that does have connections with programs on campus. The CTTC is about 50% vacant currently and FMP is using it as swing space for staff displaced by renovations. There are some deferred maintenance costs and outstanding debt.

The Ancillary Capital Fund was established a number of years ago and has income from the various ancillary units. There is no outstanding debt and no deferred maintenance.

Overall, the Ancillary units’ revenues and expenses are fairly stable. There is a surplus but there is also outstanding debt and deferred maintenance obligations.
Mr. Wener moved, and it was seconded by Mr. Dinsdale, as recommended by the Finance and Executive Committees, to approve the proposed budget for Ancillary Units for 2017/2018, as presented. The motion carried.

5.2 Approval of Board of Governor Members on the University Secretary Search

The University Secretary is filled currently in an Acting capacity by Ms. Goth. When the former University Secretary resigned, Ms. Goth was seconded to the position on a career development assignment for up to a year. It is now time to conduct a search for the University Secretary and strike the search committee. In accordance with the appointment guidelines members of the committee include: the President, Vice-President (Finance and Administration), three members of the Board elected by the Board, a member of staff and the AVP Human Resources.

It was moved by Dr. Runte and seconded by Mr. Tattersfield as recommended by the Executive Committee to approve Dr. Chris Carruthers, Mr. Bob Wener, and Mr. Ken Evans to serve on the University Secretary Search Committee, as presented. The motion carried.

6. ITEM(S) FOR DISCUSSION

6.1 Internationalization at Carleton

Dr. Pauline Rankin, Associate Vice-President (Research and International) was introduced to the Board. Dr. Rankin has done exceptional work on internationalization at Carleton which includes research, teaching and exchanges as well as working with the International Student Services Office (ISSO). Dr. Jerry Tomberlin, Dean of the Sprott School of Business was also introduced to discuss the School of Business that has a selection of programs offered internationally. Dr. Fred Afagh, Dean of the Faculty of Engineering and Design also outlined programs and services offered in his Faculty.

Internationalization is not run out of a single office or under a single Vice-President, instead it crosses all the portfolios. Internationalization encompasses a global perspective and opportunities across sectors. The Strategic Integrated Plan references internationalization efforts through the portfolios of academic, research and student experience. In January 2017, at a Senior Management Retreat, a fulsome set of objectives were adopted which was done to encourage cross portfolio corporation in an even deeper way. The focus is still student experience in internationalization and strategic partnerships leveraging our location in Ottawa. We want to ensure we have the capacity to engage in opportunities as they arise while providing leadership in global networks,
making sure we are ready for professional opportunities for our staff members and having the ability to respond quickly and nimbly to opportunities as they arise. We also want to ensure we have a culture that supports cross-cultural learning and acts when needed e.g. anti-racism, religious tolerance. We are respecting the experience of our diverse community and are supporting the changing needs of our student, faculty and staff population.

The objectives flow from the recommendations of a benchmarking report that was done in 2015. The process benchmarked the activities on campus through interviews and focus groups with graduate and undergraduate students, document review and then compared Carleton to eight other universities; four national and four international. The purpose was to see our strengths and weaknesses and where we might consider engaging in new initiatives.

The benchmark recommendations fell into four areas:
1. Need for better coordination of our efforts which has led to the strengthening of Carleton International Office
2. Need for collaboration
3. Review of policy and procedures
4. Focusing on internal and external communications to ensure that others know that we are open to opportunities and where to find information and assistance

Overall, we need to ensure that the culture of the university is open and supportive of internationalization by supporting international learning, globalization in the classroom, supporting study abroad initiatives, and opportunities for domestic and international student interaction.

International research has been building partnerships with 60 research-focused MOUs across 25 countries. The greatest number of partnerships are in China, India and Brazil but they are expanding quickly to up to 15 countries. The Visiting Scholar and Researchers program is continuing to grow. Last year we welcomed 150 researchers who were coming for short or longer-term visits to work in labs or classrooms from 33 countries. We have many diplomatic and trade visits to Carleton with 65 visits last year. We have renewed our focus in looking for institutional international partnerships with benefits university-wide.

International student recruitment is now being done directly in 53 countries and we are exploring new areas. There is increased activity in Eastern Europe with new and existing partners.
The Business School has had international partnerships for a long time and the Strategic Plan includes: entrepreneurship, globalization, and global business. We have strong research areas in international business with a unique program in international business where students have to acquire a new language and study abroad for a year to study in that language. The consequence is heavy participation in student exchanges. With the highest number of international students of all Faculties (20%+). The MBA program, which has been offered abroad since 2002, is offered at four sites: Ottawa (122 students in November 2016), Iran (graduated 9 cohorts with 308 graduates, now suspended), Shanghai (started in 2015, 10 cohorts), and Columbia (started in 2014, 4 cohorts). There are differences among the programs. Originally for the program in Iran students were required to come to Ottawa for the summer to take courses. This was suspended as Visas became difficult to get. In China, the students were never required to come to Canada. For the Columbia program, we have a summer program in Ottawa.

In China and Iran the programs were started due to opportunities. The program in Columbia was started strategically because we wanted to engage with Latin America. We also have undergraduate student exchanges and research partnerships with Columbia. The challenges that remains is to achieve interaction among the programs at the four different sites.

The Faculty of Engineering the Design’s (FED) graduate student program backbone is made up of Internationalization and international students as is common in most schools in North America. The Faculty has many graduate programs with Masters in Engineering and Masters of Applied Science and PhDs in five different areas. The number of incoming international students and the number of international student applications are both quite high. We have to be aware of the international students’ needs and the main need is usually language. To address this, short courses for all students are offered on thesis writing. Many of the MOUs mentioned earlier are from FED and Faculties all over the world. We have faculty that are cross-appointed between Carleton and other universities world-wide.

Canadian students are hesitant to study abroad and there is a campaign underway that is being spearheaded by the Canadian Bureau for International Education (CBIE) with 87 colleges and universities across the country participating in fact finding across their campuses to figure out the barriers. Carleton has been holding focus groups to get views from our students on international study. The idea is that all the colleges and universities will collate the information together and there will be a public distribution of information and findings at the CBIE Meeting in November 2017. Less than 3% of Canadian students
have an international experience during their post-secondary education. Barriers could include language, funding and time. One of the ways we have been helping students with study abroad is through the International Student Bursary Fund and helping to subsidize trips. The award is run through the Awards Office but communicated through a variety of ways.

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

7.1 **Report from the Chair**

   a) **Ontario Government Compensation Framework**
      
      The government wants an executive compensation framework developed for senior executive positions across the public sector. The development of the framework for Carleton is an ongoing process which has a schedule for completion by June 29th. The process will be transparent and public with the proposed framework posted publicly. We are currently seeking advice from consultants to find appropriate comparators.

   b) **Higher Education Quality Council of Ontario**
      
      The council receives funding from the government and puts out comparative metrics for universities. The specific metrics will be discussed at the committee level. Carleton overall stands out well. Governors who would like a copy of the report should email the University Secretary.

7.2 **Report from the President**

   a) **Strategic Mandate Agreement (SMA)**
      
      Dr. Runte gave a presentation on the SMA. Carleton has been working with the provincial government on the SMA. Bonnie Paterson will be on campus meeting with senior administration in late March. An initial draft of the SMA has been request by March 31st. Funding will remain the same for the next two years. The principle risk is if we go above or below the mid-point of the assigned enrolment corridor. The demographics in Ontario for 18-25-year old’s indicate decline especially in northern and eastern Ontario. The GTA is of particular concern for Carleton. The government has also announced the opening of three new universities and they have been assigned 1,000 students each. While operations will likely not start for a few years, they will pull numbers from the GTA making recruitment more competitive. The impact will be financial. We need to increase our recruitment nationally and internationally to increase the number of applications. We have a strong reputation. International student numbers, diploma and certificate programs
are not included in the corridor. Graduate student allocation will be limited and this will be an issue for new graduate programs which have just started recruiting students. This can affect the number of graduate students we can accept thus reducing our research activities, success and reputation. We need to be creative and seek funding from other sources including putting money into the endowment and use it to match money that we raise for students.

The Province is embarking on this project to hold universities accountable for the use of public funds without inserting themselves too much into the process. They are outlining the areas in which they want universities to be accountable and this is quite reasonable. They are also trying to get a sense of the identity of the universities. Each institution will define its own identity through this process.

There will be no new funds for new programs, innovation, etc. Carleton has been very innovative, creating many new academic programs that do not exist anywhere else and increasing our student numbers which then pay for the innovation. The question is with a budget that will not increase, where will money for innovation come from? It is likely that many universities will hold the line for the next two years. This is the time, however, where we have to keep planning new innovation and acting on the plans. We need to work with other institutions, government, organizations, etc. go after targeted funds and take advantage of all opportunities. This will be challenging but will be exciting and worthwhile.

Government measures include areas where Carleton excels and other areas where our results are less than remarkable. Some measures include retention, and employment upon graduation. When students are asked “What you learned in university, do you apply it in your job?” our student tend to say “no”. We need to work on an education campaign for our students on what skills from university are transferable to the workplace such as critical thinking, logic, and research methods. The co-curricular record does this well.

Carleton does very well in measures of student services, student satisfaction, and research. Some of these metrics are unpredictable and we cannot guarantee that surveys will reflect the reality. Changes can and will affect our funding. We need to continue fundraising, and good communications, focus on our strategic management plan, and remain positive.

Partnerships, clusters, regional economic and socially responsible development are key words in the provincial and federal budgets. We are well suited to talk about regional economic development through the Ontario Regional Economic Development Task Force, initiatives in Cornwall,
Orleans, Kanata, the City of Ottawa, and partnerships with Algonquin College, La Cité, University of Ottawa and the work with the ARISE project.

Carleton has economic, social, cultural, high-tech development all linked to our Strategic Integrated Plan of building smarter stronger communities.

It is likely that the SMAs will be finalized the end of April.

Points addressed during question period:
- Funding for additional students and new programs will not be a priority for the province but an area on which we can focus may be research. If, for graduate students, research funding can be sought outside of the government and internationally we can position Carleton higher in research ratings.
- There has been an increase in upper-year transfer students, the numbers are not known currently.
- Modelling using statistics is underway. We are also monitoring what other universities are doing.
- Focusing on graduation rates and giving students every opportunity and supports to graduate are important considerations.

b) Update on Community Activities

The Federal budget was released on March 22nd. There are some opportunities for universities including: innovation and employment, housing, community infrastructure. The granting agencies did not receive additional funding in their budgets however there is a report on research and innovation that will be released in April it is hoped that the government will provide additional funding at that time.

The men’s basketball team won gold and the women’s basketball team won bronze in the national championships. The Sprott School of Business won gold in the international world competition which is the 4th time they have won.

The Board received a letter concerning the Sexual Violence Policy with some suggestions for amendments. Student Affairs will be a responding. There is a regular process for reviewing the policy. All suggestions will be considered.

The university administration received a letter from CAUT regarding the Board’s Code of Conduct and Bylaws and advising of a notice of motion of
censure. The President asked for additional information from CAUT which was sent. A response will be provided to CAUT.

c) University Communications Report

Three documents were circulated:

1) There is a feature story about Dr. Steven Fai and the virtual tour that he created for the Canadian Senate, very relevant to the 150th anniversary.

2) A summary of the events going on across campus for the 75th anniversary

3) A double-sided summary of the projects the Department of University Communications has been working on including: 5G Wireless, and a CBC program featuring Dr. Tim Cook.

7.3 Committee Chair Updates

7.3.1 Building Program Committee (C. Carruthers)

The ARISE Building tender came in below the approved funding. The building is on schedule with set-up for construction beginning. The next meeting of the committee will be May 16th.

7.3.2 Community Relations and Advancement Committee (L.A. Daly)

The first “Talk Exchange” event which addresses community engagement in our mandate occurred on March 20th. The event had participation from faculty, staff, students, alumni and donors with 32 registered participants. Note-takers from the Paul Mention Centre were arranged.

The event focused on two questions:

1. What is your ambition for Carleton for the next 75 years?
2. What kind of a Carleton to you want to build for future generations?

Interesting discussions took place. Each table had representation from the various constituencies so that different perspectives were heard. Dr. Carruthers opened the event and welcomed everyone. Mr. Cumming and Ms. Goth were thanked for their assistance with organization. The notes from each table will be summarized in a report which will be presented to CR&A Committee in May and then be presented to the Board in June.

Commonalities among tables included a recommendation to value inclusive and caring environment that Carleton has and continue supporting the large number of student support services.
Dan Rubenstein, from DUC produced a story which is highlighted on the Carleton homepage about the event (a copy was distributed).

7.3.3 Finance Committee (B. Wener)

At the March 8th meeting, the committee received an update on the expected operating result for the year ended April 30, 2017. There will be a surplus and the allocation of the surplus will come to the Board for approval on April 24, 2017. The committee also received an update on the progress of the major capital projects and with respect to the financial budgets everything is within budget.

7.3.4 Governance Committee (K. Evans)

The next meeting is in early May and at that time we will be carrying out the three year mandated review of the appointment guidelines for senior administration and the president’s guidelines for senior administrators.

8. OPEN-QUESTION PERIOD

There were no questions.

9. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

It was moved by Ms. Daly and seconded by Mr. Wener that the Board of Governors adjourn the Open Session at approximately 5:40 p.m. The motion carried.