CONSENT AGENDA

to the Open Agenda of the 602nd Meeting of the Board of Governors

Monday, April 24th, 2017
Room 2440R River Building, Carleton University

4.1 ITEM(S) FOR APPROVAL

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

a) Approval of the Open Session Minutes of the 601st meeting on March 23rd, 2017.

4.2 ITEM(S) FOR INFORMATION

4.2.1 Committee Minutes

a) Finance Committee
   ▪ 288th Meeting, March 8th, 2017

4.2.2 Minutes from Senate Meeting

   ▪ Approved Minutes from February 2017 Senate meetings were circulated in advance.
Minutes of the 601st Meeting of the
Board of Governors

Thursday, March 23rd, 2017 at 4:00 p.m.
Room 2440R Richcraft Hall, Carleton University

PRESENT:  Dr. F. Afagh  Mr. D. Fortin  Ms. J. Ostrajanskiy
Mr. F. Alhattab  Ms. C. Gold (phone)  Dr. R. O’Reilly Runte
Ms. D. Alves  Mr. O. Javanpour  Ms. C. Switzer
Ms. D. Armstrong (phone)  Mr. P. Dinsdale  Mr. A. Tattersfield
Mr. M. Bueckert  Dr. I. Lee  Ms. R. Thompson
Dr. C. Carruthers (Chair)  Mr. N. Nanos  Mr. A. Ullett
Ms. G. Courtland  Mr. J. Nordenstrom  Mr. B. Wener
Ms. L. A. Daly  Dr. B. Örmeci  Mr. M. Wernick (Vice Chair)
Mr. K. Evans (phone)

REGRETS:  Mr. D. Craig  Dr. P. Merchant  Dr. E. Sloan
Mr. J. Durrell  Mr. G. Owens  Ms. L. Watson

STAFF:  Ms. S. Blanchard  Mr. E. Kane  Mr. T. Sullivan
Ms. J. Conley  Mr. S. Levitt  Dr. J. Tomberlin
Mr. D. Cumming  Mr. M. Piché  Mr. B. Winer
Ms. A. Goth  Dr. P. Rankin
Dr. R. Goubran  Ms. B. Springer

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 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. There are
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 aboard 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.
1. CALL TO ORDER AND CHAIRMAN’S REMARKS

The meeting was called to order at 4:03 p.m. The Chair welcomed Financial Services attendees to the meeting and noted additional materials were distributed.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked if anyone on the Committee felt the need to declare a conflict of interest regarding any of the items on the agenda. No conflicts were declared.

3. APPROVAL OF AGENDA

It was moved by Mr. Nordenstrom and seconded by Dr. Afagh that the agenda of the 288th meeting of the Finance Committee be approved, as presented. The motion carried.
4. APPROVAL OF MINUTES

4.1 Minutes of the previous meeting

Minutes of the 287th Finance Committee were circulated. It was moved by Ms. Switzer and seconded by Mr. Nordenstrom that the minutes be approved, as presented. The motion carried.

4.2 Business Arising

At the 287th Finance Committee the percentage of students that would pay tuition was requested. The slide found in appendix A provides the information.

5. ITEM(S) FOR APPROVAL

5.1 Ancillary Budget 2017/2018

Mr. Kane presented an overview of the ancillary budget and plans for the coming year. Ancillary units are expected to break even over time after covering all direct and indirect costs. The 2017-2018 proposed budgets show the ancillary units will be in overall surplus at the end of the year. The surplus will be applied to outstanding loans and deferred maintenance.

As Health and Counselling Services is an ancillary unit, it was asked if any extra operating funds are put toward services in this area. The clinic services are funded through student fees and OHIP. Academic support for students such as the case manager, FIT: Action program, etc. are funded by the operating budget. In light of the Sexual Violence Policy an additional full-time trauma counselor has been hired and an additional staff person will be included in the operating budget for next year.

It was asked if a cost-benefit analysis had been done comparing renovating residence building Glengarry House versus constructing a new building. No cost-benefit analysis done but with the $15 million in renovations, the building’s life has been extended. The building is on a difficult footprint to do new construction and it has a high volume of beds (600+).

The deferred maintenance costs referred to in the report and presentation are separate from the capital deferred maintenance funds administered through Facilities Management and Planning.

The Football budget is separate and apart from the ancillary budget. Part of the scholarships provided do come from the ancillary capital fund.

Mr. Nordenstrom moved, and it was seconded by Mr. Nanos, that it be recommended to Executive Committee and the Board, to approve the ancillary units budget for 2017/18, as presented. It was carried.
5.2 Actuarial Valuation of the Carleton University Retirement Plan

Ms. Springer gave a presentation on the major findings of the actuarial valuation as of July 1, 2016. Legislation requires that an actuarial valuation of the Carleton University Retirement Plan be undertaken at least every three years, and that the valuation be filed with the Financial Services Commission of Ontario and the Canada Revenue Agency. An actuarial valuation was prepared for the period ending July 1, 2016 by Mercer. The Pension Committee reviewed and approved this valuation at a meeting on February 6, 2017 and recommends that it for approval. The valuation must be filed by March 31, 2017.

The valuation shows that the Plan is 93% funded on a going-concern basis at July 1, 2016 (90% at July 1, 2013), and 83.1% funded on a solvency (wind up) basis (84.3% at July 1, 2013). Special annual contributions to the Plan are required to amortize the deficits. These are in addition to the regular “current service” contributions to fund benefits being earned by active members.

Actuarial assumptions were outlined which included: investment return of 6.1% per annum before retirement and 6% after retirement, a 4.5% increase in salary rate, use of the 2014 mortality tables, retirement age of 65 and approximately 2.5% solvency interest rate at July 1, 2016 (set by the government).

The Ontario government approved the third round of temporary solvency funding relief in October 2016, and the impact of this relief was reflected in the valuation. This relief will be effective for the next three years and will result in significantly lower special payments than would otherwise be required. The special payment deficit gives some consideration of the going concern.

The investment mix is based on asset-modelled studies which use live data from the plan to model projections under difference scenarios and asset mixes. The plan is actively managed and did out-perform during the three-year period under review.

Ms. Armstrong moved, and it was seconded by Dr. Afagh, that it be recommended to Executive Committee and the Board, to approve the actuarial valuation of the Carleton University Retirement Plan as of July 1, 2016, as presented. It was carried.

5.3 Operating Budget 2016/2017 Update

The current financial projections indicated that there will be $38 million in unallocated funds available at fiscal year-end 2016-17 showing revenues over budget by $15 million and lower expenses of $23 million. The higher-than-budgeted revenue is due to government grants, tuition fees (higher-than-expected enrolment), investment incomes, and other income. Favourable lower expenses are due to lower
than expected pension contributions because of the extension of the government solvency relief program.

It is proposed that $12 million be appropriated to the Pension Liability Reserve.

It is proposed that $20 million be appropriated to the Endowed Student Aid and five Faculty Research Chairs. The Endowed Student Aid can raise matching funds and will earn interest for students in the future. Five Canada Research Chairs will be sought to help improve research development excellence at Carleton thus making Carleton more competitive for research grants and recruitment of faculty and students. The funds would be allocated $2 million per Faculty and matched by the Faculty. A report on the average percentage of Research Chairs at other institutions and how Carleton compares was requested for the next meeting.

Surpluses will need to carefully considered moving forward with the uncertainty in the funding framework moving forward.

Ms. Switzer moved, and it was seconded by Mr. Nordenstrom, that it be recommended to Executive Committee and the Board, to approve the appropriation of 2016-17 unallocated funds as follows: $20 million towards matching Endowed Student Aid and five Faculty Chairs, $6 million towards an Investment Income Equalization Fund, and $12 million towards the Pension Liability Reserve, as presented. It was carried.

6. ITEM(S) FOR INFORMATION

6.1 Investment Report

The Carleton University Endowment Fund is comprised of three subsidiary funds – the General Endowment (which is where most donations to the University are directed) and two smaller, single-manager funds: the Sprott Bursary fund and the Jarislowsky Chair in Water and Global Health.

In June 2016, the asset mix of the Endowment Fund was changed materially. The Sprott Asset Management (SAM) equity mandate within the General Endowment was terminated as was the SAM hedge fund mandate in which the endowment for the Sprott School of Business was invested. The rebalancing took place over the third quarter of 2016. The funds received from the liquidation of these mandates have been reallocated to two other investment managers – Phillip, Hager & North and MFS – who have had mandates within the Endowment Fund for several years.

The General Endowment totaled $209.6 million at December 31, 2016, up from $200 million at June 30, 2016. The General Endowment outperformed the benchmark for the portfolio over one year by 0.2% and by 2.8% over two years. Over longer periods, the General Endowment underperformed the benchmark due to poor results from SAM.
The Sprott Bursary totaled $15.8 million at December 31, 2016. The return for the quarter was -19.5%, the return for one year was 51.1%, the return for two years was 18.4% and the return for four years was -8.4% (annualized).

The Jarislowsky Fraser Chair in Water and Global Health Endowment return for the quarter ended December 31, 2016 was 3.7% (benchmark was 2.2%) and for one year, 6.7% (equal to the benchmark).

6.2 Update on Capital Projects

The Chair stated that a change in the terms of reference for the committee will be sought in the 2017/2018 board year to include regular updates on Capital Projects.

A summary of the five capital projects currently underway for the year ending April 30, 2017 was circulated. For the two projects that are funded through the SIF Grant, timelines have been shortened while, for the other three projects, timelines have been extended to compensate.

Bids for the ARISE Building were received and the main bid was under budget. The Chair of the Building Program Committee was informed. Notice of construction on the ARISE Building has been sent out to the campus community and construction is to begin March 13th.

The Health Science Building is on-track to be sustainably completed by August 2017. There are no scheduled classes in the building until January 2018.

The final design of the Business building is continuing.

In the summary there were no indications of any over or under budget costs.

7. IN-CAMERA SESSION

An in-camera session was not held.

8. OTHER BUSINESS

No additional business was raised.

9. ADJOURNMENT

It was moved by Mr. Nanos and seconded by Dr. Afagh to adjourn the meeting at approximately 5:30 p.m.
Appendix A:

<table>
<thead>
<tr>
<th>% Carleton students in the OSAP category</th>
<th>Weighted Average Sticker Price Tuition</th>
<th>Weighted Average Net Tuition</th>
</tr>
</thead>
<tbody>
<tr>
<td>OSAP – All</td>
<td>48%</td>
<td>$6,887</td>
</tr>
<tr>
<td>Max OSAP (subset of OSAP All)</td>
<td>17%</td>
<td>$6,993</td>
</tr>
<tr>
<td>Students receiving Ontario Tuition Grant only (no OSAP)</td>
<td>8%</td>
<td>$6,825</td>
</tr>
<tr>
<td>Students with no OSAP and no OTG</td>
<td>44%</td>
<td>$6,849</td>
</tr>
</tbody>
</table>

Source: COU/Carleton study on net tuition (2016) for full-time Ontario undergraduates, using 2014-15 tuition and ancillary fees/grants/scholarships/aid amounts (includes tax credits)
Carleton University acknowledges and respects the Algonquin people, traditional custodian of the land on which the Carleton University campus is situated.

Carleton University Senate
Meeting of February 17, 2017 at 2:00 p.m.
Senate Room, 608 Robertson Hall

MINUTES


Open Session:
1. Welcome
   The Chair welcomed everyone to the open session.

2. Approval of Agenda (open)
   It was MOVED (A. Plourde, M. Neufang) that Senate approve the open agenda of the meeting of February 17, 2017. The motion PASSED UNANIMOUSLY.

3. Approval of Minutes:
   a) January 27, 2017
      It was MOVED (S. Sur, S. Taylor) that Senate approve the minutes of the meeting of January 27, 2017. The motion PASSED.

4. Chair’s Remarks
   The Chair reported that we are preparing for the new Strategic Mandate Agreement (SMA). The provincial government has not yet announced the
release date for the final version. The Chair stated that provincial funding will likely remain the same for the next two years. Any new programs will be funded by student enrollment. It is vital that Carleton’s SMA include any potential new programs, as it will be more challenging to add them to the next round of agreements. The Chair encouraged Senators to propose any ideas for new programs for the next five years to their faculty boards now, as they must be included in this round of the SMA.

5. Discussion Period: Update on the Strategic Mandate Agreement
Dr. P. Ricketts provided a presentation on the SMA (see Appendix). He stated that Carleton has received a draft version of the SMA formula but is waiting for final documents from the government. We have entered stage two (SMA2) which involves revising metrics. This stage will not include any transfer of funds between institutions. However, in stage three (SMA3), performance targets will be implemented and have an impact on funding levels. This agreement may also be affected by a provincial election, expected in 2018. Dr. Ricketts explained aspects of the corridor funding. Currently the graph on slide 6 does not show graduate and undergraduate enrolment separately, even though funding for these groups will be significantly different. The government has also not yet announced the caps for masters or doctoral students, or the penalties for breaching caps. The government may develop a disincentive for institutions that go above their corridor maximum. Carleton has growing enrolment and we expect continued growth with the implementation of new programs. The Chair stated that we do not yet know when the five year moving average will start.

Dr. Ricketts presented Carleton’s current Key Performance Indicators (KPIs) and then the draft SMA metrics for the five categories: student experience; innovation in teaching and learning excellence; access and equity; research excellence and impact; and innovation, economic development and community engagement. He stated that we need to present positive and achievable goals as future funding will be linked to our success. Dr. Ricketts stated that he plans to report back to Senate with the draft SMA and a finalized version by June.

In response to a question, Dr. Ricketts and the Chair provided details on the reformed funding model. Carleton currently has $13 million (8% of total budget) in the differentiation envelope, $1 million (1%) in the special purpose grants, and the remainder $94 million (91%) in the core operating grant. The special purpose grant funds are restricted. Carleton has the ability to
allocate funds as it likes between the five categories of the differentiation envelop. How funds are allocated may impact enrolment. Several Senators stated that focus and funding should be on research excellence and impact. Another concern raised was that funding is higher for graduate students, which may increase graduate enrolments, even though employment prospects may be limited.

A Senator requested and then withdrew a motion to amend the agenda.

6. Senate Administration
   a) Committee Memberships
      There were no updates.

7. Motions to be Presented:
   a) Motion to Request Academic Amnesty
      The Chair invited Senator R. Hoey to speak to the motion. R. Hoey stated that negotiations are in process CUPE 4600 (teaching assistants and contract instructors). This union will be in a legal strike position as early as Monday, March 6. She stated that it is important for students to exercise their choice and also to minimize the disruption of a possible strike on student work. Several Senators spoke in support of the motion and encouraged other Senators to support it. Several Senators spoke of their concern in crossing picket lines and the possible impact on academic activities (deadlines, marking, tutorials, etc.).

      P. Ricketts state that motions similar to this have been presented in the past to Senate. He urged Senate to reject the motion as others have been. He stated that Senate’s standing committee, Emergency Academic Response Committee, has the responsibility and the power of Senate to make decisions to deal with any impact a strike may cause. He stated that the proposed motion asks for amnesty for any and all students regardless of whether they are directly affected or not. The motion also states that Senate should make arrangements with external accreditation. This is far beyond Senate’s abilities. Dr. Ricketts stated that Senate should not be embroiled in negotiations but remain at an arm’s length. He stated that if a senator supports this, then they are not performing their duties to the benefit of the university. P. Ricketts stated that voting against this motion is not a vote against the concepts of the motion. A vote against the motion is a vote to allow the procedures that are already in place to stand.
The Clerk provided the composition of the Emergency Academic Response Committee and that the membership is complete. P. Ricketts stated that this committee has not yet met.

It was moved (D. Buss, A. Arya) that the original motion be amended to omit item three and four and that item two become: Students will be granted a reasonable extension on academic assignments and tests if it was caused by strike-related activity.
In favour: 22; against: 23
The motion failed.

It was moved (R. Hoey, A. Dodge) that Senate approve the request for Academic Amnesty as originally presented.
In favour: 14; against: 27
The motion failed.

b) Motion Regarding Course Outline Availability

It was moved (C. Miller, L. Callaghan) that Senate approve the request regarding Course Outline Availability as presented.

The Chair invited a guest to the Senate, Justin Bergamini, to speak on the motion. Mr. Bergamini stated that from his discussion with the Clerk, he understands that this is an issue for the Senate Committee on Curriculum, Admission, and Studies Policy (SCCASP) to address. He stated this additional time would be very beneficial to students in locating affordable texts, planning for the school year and determining registration decisions.

Senators discussed issues of instructor workload, union consultation, winter break impact on deadlines, and methods of posting. The Clerk stated that SCCASP will work to develop a proposal and then send it to each faculty board to provide input.

The motion passed.

8. Committee Reports:
   a) SAPC (P. Ricketts)
It was **MOVED** (P. Ricketts, M. Butler) that Senate approve the introduction of the Collaborative Specialization in Biochemistry as presented with effect from Fall 2017. The motion **PASSED UNANIMOUSLY**.

P. Ricketts announced that Dr. Alan Steele, Director of the Discovery Centre for Undergraduate Research and Engagement, has won the 3M National Teaching Fellowship.

b) SCCASP (H. Nemiroff)

It was **MOVED** (H. Nemiroff, A. Plourde) that Senate approve revisions to the Journalism program regulations, as presented, effective the 2017-2018 calendar. The motion **PASSED UNANIMOUSLY**.

It was **MOVED** (H. Nemiroff, A. Plourde) that Senate approve revisions to the University Regulations, section 7.5, as presented, effective the 2017-2018 calendar. The motion **PASSED UNANIMOUSLY**.

It was **MOVED** (H. Nemiroff, E. Lai) that Senate approve revisions to the Co-operative Education Regulations for B.A. Geography and Environmental Studies and B. Sc. Geomatics and Physical Geography, as presented, effective the 2017-2018 calendar. The motion **PASSED UNANIMOUSLY**.

9. **Reports for Information:**
   a) Senate Executive: January 17, 2017
      There were no questions.
   
      b) Board of Governors: December 1, 2016
         There were no questions.

10. **Other Business**
    There was none.

11. **Adjournment**
    It was **MOVED** (R. Hoey, P. Ricketts) to adjourn the meeting at 4:20 p.m. The motion **PASSED**.