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

The 605th Meeting of the Board of Governors
Tuesday, December 5th, 2017 at 4:00 p.m.
Room 2440R River Building, Carleton University

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 INFORMATION
   5.1 Framework for the 2017/2018 Operating Budget
       ▪ Presentation was circulated in advance.
   5.2 Enrolment Report
       ▪ Presentation was circulated in advance.
   5.3 Dominion Chalmers United Church
       ▪ A verbal report will be given.
5.4 Report from the Chair of Community Relations and Advancement Committee
   ▪ A verbal report will be given.

5.5 Report from the Chair
   ▪ A verbal report will be given.

5.6 Report from the President
   ▪ Written report was circulated in advance.

6. OPEN - OTHER BUSINESS

7. OPEN - QUESTION PERIOD
   ▪ There are no questions to be addressed.

8. END OF OPEN SESSION AND BRIEF NETWORKING BREAK
   ▪ Guests and observers are asked to step out of the meeting.
9. APPROVAL OF CLOSED AGENDA
   ▪ The agenda was circulated with the meeting material.

10. CLOSED - CONSENT AGENDA
   ▪ Circulated with this agenda is a Closed Consent Agenda which lists items presented to the Board for action or for information.

11. CLOSED – ITEM(S) FOR DELIBERATION
   11.1 Dominion Chalmers United Church
       ▪ Report was circulated in advance.

12. CLOSED – ITEM(S) FOR INFORMATION
   12.1 Report from the Chair of Audit Committee
       ▪ A verbal report will be given.
   12.2 Report from the Chair
       ▪ A verbal report will be given.
   12.3 Report from the President
       ▪ A verbal report will be given.
   12.4 Update on Comprehensive Campaign
       ▪ Materials were circulated in advance.

13. CLOSED - OTHER BUSINESS

14. CLOSED - IN CAMERA SESSION

15. ADJOURNMENT
OPEN Agenda

AGENDA ITEM 5.1
2017-18 Budgeted Operating Revenues

Total: $470 Million

- Government Grants (37%), $172M
- Tuition Fees (58%), $274M
- Misc. Fees and Income (3%), $16M
- Interest (2%), $8M

Source: Operating and Ancillary Budgets 2017-18
Finance/OIRP  2017-03-30
Total: $470 Million

- Staffing Costs (72%), $337M
- Salaries (54%), $252M
- Employer Pension Contributions (11%), $53M
- Other Benefit Contributions (7%), $33M
- Library Acquisitions (1%), $6M
- Utilities (2%), $10M
- Facilities (8%), $38M
- Equipment (2%), $9M
- Student Aid (7%), $32M
- Enrolment Incentive (3%), $16M
- Campaign Matching (1%), $5M
- Other (4%), $17M

Source: Operating and Ancillary Budgets 2017-18
Finance/OIRP  2017-03-30
## Applicants/Targets - Fall 2017/18

### Ontario University Application Centre Systems Data – First Year

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>% +/-%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicants</td>
<td>151,556</td>
<td>146,524</td>
<td>3.4%</td>
</tr>
<tr>
<td>Confirmations</td>
<td>98,812</td>
<td>96,775</td>
<td>2.1%</td>
</tr>
<tr>
<td>Applicants (H.S. – ‘OUAC 101s’)</td>
<td>90,219</td>
<td>88,798</td>
<td>1.6%</td>
</tr>
</tbody>
</table>

### Carleton University New First Year

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>% +/-%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicants</td>
<td>23,645</td>
<td>23,674</td>
<td>-0.1%</td>
</tr>
<tr>
<td>Approved</td>
<td>18,129</td>
<td>18,115</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Registered</td>
<td>5,995</td>
<td>5,760</td>
<td>4.1%</td>
</tr>
</tbody>
</table>

### Carleton University Target (Full-time, Fall)

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>% +/-%</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Year</td>
<td>6,418 / (6,549)</td>
<td>6,398</td>
<td>0.3% / (2.4%)</td>
</tr>
<tr>
<td>First Year (New)</td>
<td>5,356 / (5,519)</td>
<td>5,356</td>
<td>0.0% / (3.0%)</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>20,684 / (21,309)</td>
<td>20,441</td>
<td>1.1% / (4.2%)</td>
</tr>
<tr>
<td>Total (FT+PT) Enrolment</td>
<td>30,316 / (30,673)</td>
<td>29,795</td>
<td>1.7% / (2.9%)</td>
</tr>
</tbody>
</table>

Carleton data as at Oct. 23, 2017; OUAC data as at Sept. 9, 2017 (with matched dates in 2016)
## 2017-18 BUDGET UPDATE

<table>
<thead>
<tr>
<th></th>
<th>Opening 2017-18 Revenue</th>
<th>Offsetting Adjustments (a)</th>
<th>Revised Estimates (b)</th>
<th>Updated 2017-18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government Grant</td>
<td>171,744</td>
<td>3,482</td>
<td>(129)</td>
<td>175,097</td>
</tr>
<tr>
<td>Tuition Fees</td>
<td>274,202</td>
<td></td>
<td>11,631</td>
<td>285,833</td>
</tr>
<tr>
<td>Other Income</td>
<td>24,123</td>
<td></td>
<td>(67)</td>
<td>338</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>470,069</td>
<td></td>
<td>3,415</td>
<td>485,324</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>470,069</td>
<td></td>
<td>3,415</td>
<td>477,213</td>
</tr>
<tr>
<td><strong>Updated Revenue less Expenses</strong></td>
<td>-</td>
<td>-</td>
<td>8,111</td>
<td>8,111</td>
</tr>
</tbody>
</table>

(a) Offsetting adjustments consist of:
- Expenditures funded by specific income changes: 3,415

(b) Revised Estimates
- Revenue - Increase (decrease)
  - Government Grant - increase Int'l Student Recovery: (129)
  - Tuition Increase - Enrolment Over Budget: 11,631
  - Other: 338

- Expenses - (Increase) Decrease
  - Mandated Student Aid: (884)
  - ELBA: (2,845)

**Net Change May 1 to October 31, 2017**: 8,111
**Carleton University**  
**Capital Expenditures Report**  
**Oct-17**

<table>
<thead>
<tr>
<th>Programs</th>
<th>Budget</th>
<th>Expenditures at Sept 30/17</th>
<th>Work Completed to Date</th>
<th>Anticipated Expenditures to Come</th>
<th>(Over) Under Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Renewal 2015/16</td>
<td>14,000,000</td>
<td>10,178,957</td>
<td>11,558,932</td>
<td>2,441,068</td>
<td>0</td>
</tr>
<tr>
<td>Capital Renewal 2016/17</td>
<td>14,000,000</td>
<td>9,935,854</td>
<td>13,473,333</td>
<td>526,667</td>
<td>0</td>
</tr>
<tr>
<td>Capital Renewal 2017/18</td>
<td>14,000,000</td>
<td>486,252</td>
<td>1,845,234</td>
<td>12,154,766</td>
<td>0</td>
</tr>
<tr>
<td>ARISE (SIF Grant)</td>
<td>29,518,000</td>
<td>5,372,503</td>
<td>10,616,179</td>
<td>18,901,821</td>
<td>0</td>
</tr>
<tr>
<td>Energy Project (SIF Grant)</td>
<td>20,465,299</td>
<td>8,667,834</td>
<td>8,903,158</td>
<td>11,562,141</td>
<td>0</td>
</tr>
<tr>
<td>Cogeneration Facility</td>
<td>20,700,000</td>
<td>7,807,411</td>
<td>8,881,222</td>
<td>11,818,778</td>
<td>0</td>
</tr>
<tr>
<td>Health Science Building</td>
<td>52,000,000</td>
<td>36,000,088</td>
<td>38,489,132</td>
<td>13,510,868</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>164,683,299</strong></td>
<td><strong>78,448,899</strong></td>
<td><strong>93,767,190</strong></td>
<td><strong>70,916,109</strong></td>
<td></td>
</tr>
</tbody>
</table>
• Ongoing Labour Negotiations (CUASA & CUPE 2424)
  - CUPE2424: Pension Wording and Pay Equity
  - CUASA: Governance

• Bill 148 – Fair Workplaces, Better Jobs Act
  - Minimum Wages
  - Casual and temporary employees

• New Pension Plan Framework
  - Provision for Adverse Deviation (PfAD) reserve
Finance Committee
Operating Budget Framework 2018-19

NOVEMBER 14, 2017
Annual Planning Process

Carleton Planning Framework

- **March**: Receive Budget Decisions
- **April**: Refine Planning
- **May**: Share Plans and Measure Progress
- **June to October**: Implement Operational Plans
- **November**: Start Planning Cycle for Coming Year (Preliminary Planning)
- **December**: Communication of Budget Priorities and Framework
- **January**: Complete Preliminary Planning and Share Plans
- **February**: Budget Requests Submitted to FPG

Board of Governors – December 5, 2017 #9
| October 2017 | Board Retreat: Strategic Planning Framework |
| December | Strategic Integrated Planning Committee (SIPC) Meeting: Inform the budget priorities, SMA update, STG update, and Strategy Moving Forward |
| | Communication of the Budget Framework for the Year |
| January 2018 | Strategic Integrated Planning Committee Retreat: Share high-level initiatives, identify potential synergies and areas for cross-functional collaboration, SMA, Strategy Moving Forward, and Carleton Leader |
| February | Faculties and Administrative Support Units Complete Plan |
| | Ancillary Budget Meetings |
| | Financial Planning Group (FPG) Operational Budget Meetings |
| March | Board Approval of Ancillary Budgets |
| April | Board Approval of Operating and Capital Budgets |
| | Faculties and Administrative Support Units Refine Plans Based on Budget Approvals |
• Current SIP will end in 2018 – Framework for new Strategic Plan (start with Board Retreat)

• Rethinking Strategic Actions: identify those actions that we need towards SMA3

• Key Performance Measures: which ones do we need to focus on - which will drive operating priorities (see Appendix)
Planning Themes:

1. Develop an overarching vision for the institution
2. Support branding the institution and the development of effective strategic communication plan
3. Create a policy on allocations of operating surpluses
4. Create conditions/policies/approaches to monetize land assets, intellectual property and facilities
5. Encourage development of academic experimentation/ flexibility / leadership
• Strategic Mandate Agreement SMA 2 (Frozen accessibility grants at 2016-17 level)

• New Pension Framework

• Bill 148 - Fair Workplaces, Better Jobs Act (e.g. Minimum Wages, Equal Pay for Equal Work)

• Capital Infrastructure Renewal Program
2016-2022 Planning Assumptions

Long-Term Operating Financial Forecast

$ Millions


Base Operating Revenue  Base Operating Expenditure

Finance/Institutional Research and Planning - Oct. 30, 2017
• Stable enrolment - no first-year growth
• Tuition fees: Domestic +3% / International between 3%-5% (part of approved 2 year tuition framework)
• Govt. funding:
  - Undergraduates: 2016-17 level
  - Graduates: + 180 spaces (max. available $4.5M)
• Potential additional funding for: deferred maintenance and Cap & Trade projects
• Salaries and Benefits (CUASA and CUPE 2424)
• General cost increases (discretionary funds)
• Pay Equity – CUPE 2424
• New Health Science and ARISE buildings (operating costs)
• Special pension payments (new govt. framework)
October 2017

- Pension $104m
- Capital $121m
- Research $27m
- Ancillary $25m
- Investment Equalization Fund $21m
July 1st, 2016 Valuation: $M
- Going concern deficit 80
- Solvency deficit 223

2017-18 Funding:
- Base funding 18
- Required special payments 10
- Appropriation to pension reserve 25

2017-18 Pension Reserve (after appropriation) 129
• Third round of temporary solvency funding relief made available by Province to university plans.

• Effective July 1, 2017, University special payments increase by approximately $4 million ($6 million to $10 million) compared to previous actuarial valuation.

• In effect for three years until July 1, 2020.
May 19, 2017 - Province announces intent to change pension plan funding rules

Solvency funding only if funded status falls below 85%

Going concern rules strengthened
  - 10 year amortization of deficits (now 15)
  - New “Provision for Adverse Deviations”

Details of rules have not been released

Impact on Carleton special payments unknown
Appendix – SMA2 Metrics
## Innovation in Teaching and Learning Excellence

<table>
<thead>
<tr>
<th>Institutional Metric</th>
<th>Current</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of programs with three or more experiential learning</td>
<td>74%</td>
<td>77%</td>
</tr>
<tr>
<td>% of Faculty and Contract Instructors who have participated in EDC teaching development programs</td>
<td>33%</td>
<td>42%</td>
</tr>
<tr>
<td>Average Teaching Evaluation Score</td>
<td>4.4/5</td>
<td>Maintain</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>System-Wide Metrics</th>
<th>Current</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Composite score on NSSE questions related to students’ gains in higher order learning outcomes</td>
<td>27.3</td>
<td>28</td>
</tr>
<tr>
<td>Proportion of programs with explicit curriculum maps and articulation of learning outcomes</td>
<td>83%</td>
<td>95%</td>
</tr>
<tr>
<td>Graduation rate (7 Year - CSRDE)</td>
<td>71%</td>
<td>72%</td>
</tr>
</tbody>
</table>
## Access and Equity

### Institutional Metric

<table>
<thead>
<tr>
<th>Metric</th>
<th>Current</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Students registered with the Paul Menton Centre</td>
<td>2,311</td>
<td>Maintain</td>
</tr>
<tr>
<td># of Non-Conventional students in Enhanced Support Program and Aboriginal Enhanced Support Program</td>
<td>304</td>
<td>315</td>
</tr>
</tbody>
</table>

### System-Wide Metrics

<table>
<thead>
<tr>
<th>Category</th>
<th>Current</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Indigenous students, First generation students, Students with disabilities, and Francophone students</td>
<td>3% 12% 10% 3%</td>
<td>Maintain</td>
</tr>
<tr>
<td>Share of OSAP recipients</td>
<td>49%</td>
<td>Maintain or reflect Prov. Increase</td>
</tr>
<tr>
<td>Number of transfer applicants and registrations – Appl. Registrations</td>
<td>981 90</td>
<td>Maintain 100</td>
</tr>
</tbody>
</table>
# Research Excellence and Impact

<table>
<thead>
<tr>
<th>Institutional Metric</th>
<th>Current</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total research funding excluding tri-council funding</td>
<td>$37M</td>
<td>$40M</td>
</tr>
<tr>
<td>Number of Formal Research Partnerships</td>
<td>347</td>
<td>375</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>System-Wide Metrics</th>
<th>Current</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tri-council funding (total and share by council) (All categories)</td>
<td>2013/14 NSERC: $14.3M/ CIHR: $.9M/ SSHRC: $7.3M Total: $22.4M Carleton National Share: NSERC: 1.6%/ CIHR: .1% SSHRC: 2.4%</td>
<td>Total $24.5M</td>
</tr>
<tr>
<td>Number of papers (total and per full-time faculty)</td>
<td>To be supplied by province</td>
<td></td>
</tr>
<tr>
<td>Number of citations (total and per paper)</td>
<td>“</td>
<td></td>
</tr>
</tbody>
</table>
NSERC – Research Grants - Carleton – 2010
- Financing Level : $10,850,928
- Proportion of national total: 3.73%
- National Rank: 79
- Average Financing Per research (variation from national mean): -$12,235

SSHRC – Research Grants - Carleton – 2010
- Financing Level : $2,658,921
- Proportion of national total: 4.20%
- National Rank: 67
- Average Financing Per research (variation from national mean): -$1,831
Innovation, Economic Development and Community Engagement

<table>
<thead>
<tr>
<th>Institutional Metric</th>
<th>Current</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Companies with Carleton Origin (since 1975)</td>
<td>495</td>
<td>525</td>
</tr>
<tr>
<td>Number of Students in Entrepreneurship Courses/Programs</td>
<td>578</td>
<td>670</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>System-Wide Metrics</th>
<th>Current</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate employment rates</td>
<td>6 months: 85%</td>
<td>Maintain</td>
</tr>
<tr>
<td></td>
<td>2 years: 92%</td>
<td></td>
</tr>
<tr>
<td>Number of graduates employed full time in a related job</td>
<td>86%</td>
<td>Maintain</td>
</tr>
</tbody>
</table>
Differentiation Areas of Focus

<table>
<thead>
<tr>
<th>Area of Focus</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Excellence and Impact</td>
<td>40%</td>
</tr>
<tr>
<td>Institutional Approach to Improving Student Experience</td>
<td>20%</td>
</tr>
<tr>
<td>Innovation in Teaching and Learning Excellence</td>
<td>20%</td>
</tr>
<tr>
<td>Innovation, Economic Development and Community Engagement</td>
<td>10%</td>
</tr>
<tr>
<td>Access and Equity</td>
<td>10%</td>
</tr>
</tbody>
</table>

Note: **Red** and **Green** balanced at 50% each …
Identify KPI’s that we will want to prioritize in 2018-2019
OPEN Agenda

AGENDA ITEM 5.2
REPORT TO THE BOARD OF GOVERNORS
BOARD OF GOVERNORS MEETING
DECEMBER 5, 2017

Office of the
Vice-President (Students and Enrolment)
The recruiters from the Undergraduate Recruitment Office completed more than 600 high school visits this fall.

Fall Open Houses were held on October 21, 2017 (Engineering and Design, Science – over 1,600 participants) and October 28, 2017 (Arts and Social Sciences, Public Affairs and Sprott School of Business - over 2,100 participants). The total 2017 Fall Open House participation was 3,796, up from last year’s 3,683.

Carleton hosted 111 Guidance Counsellors on October 20, 2017, for the annual Guidance Breakfast. Counsellors were welcomed by Janice O’Farrell, Associate Vice-President (Enrolment Management) followed by a presentation on the new Bachelor of Media Production and Design by the program director, Chris Waddell. We also hosted the popular current student panel and provided updates from Admissions, Awards and Undergraduate Recruitment.

To support the Ministry of Advanced Education and Skill Development’s net tuition initiative, the Awards Office, along with the Business Office, participated in a pilot project to present net billing information to all Carleton students who are in receipt of full-time OSAP. Carleton Central’s Calculate Amount to Pay feature now includes the anticipated amount of OSAP to be remitted for a student per term, federal and provincial student aid payments received per term and the balance owing net of OSAP aid and institutional awards.

** Preliminary Fall 2017 at November 1st and final November 1st, 2016

*Includes Graduate Diplomas/Certificates, excludes off-campus MBA and Dominican students

---

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall first-year, full-time students</td>
<td>6,398</td>
<td>6,524</td>
<td>1.97</td>
</tr>
<tr>
<td>Fall first-year, full-time students (new)</td>
<td>5,356</td>
<td>5,500</td>
<td>2.69</td>
</tr>
<tr>
<td>Fall full-time undergraduate (degree programs)</td>
<td>20,576</td>
<td>21,284</td>
<td>3.44</td>
</tr>
<tr>
<td>Fall full-time international undergraduate (degree programs)</td>
<td>2,317</td>
<td>2,442</td>
<td>5.39</td>
</tr>
<tr>
<td>Fall full-time master’s*</td>
<td>2,338</td>
<td>2,448</td>
<td>4.70</td>
</tr>
<tr>
<td>Fall full-time international masters</td>
<td>570</td>
<td>637</td>
<td>11.75</td>
</tr>
<tr>
<td>Fall eligible FTE master’s</td>
<td>1,860.8</td>
<td>1,881.2</td>
<td>1.10</td>
</tr>
<tr>
<td>Fall full-time PhD</td>
<td>960</td>
<td>951</td>
<td>-0.94</td>
</tr>
<tr>
<td>Fall full-time international PhD</td>
<td>170</td>
<td>165</td>
<td>-2.94</td>
</tr>
<tr>
<td>Fall eligible FTE PhD</td>
<td>657.6</td>
<td>644.6</td>
<td>-1.98</td>
</tr>
<tr>
<td>Two-year retention rate (CSRDE methodology)</td>
<td>79.3%</td>
<td>81.0%</td>
<td>2.14</td>
</tr>
</tbody>
</table>

*Includes Graduate Diplomas/Certificates, excludes off-campus MBA and Dominican students

** Preliminary Fall 2017 at November 1st and final November 1st, 2016
• The Gairdner Lecture on October 24, 2017 (attended by over 353 local students and 18 teachers and volunteers) featured Dr. Janet Rossant, the President of the Gairdner Foundation and the 2015 Canada Gairdner Wightman Award recipient for her outstanding scientific contributions to developmental biology, for her exceptional international leadership in stem cell biology and policy-making, and in advancing research programs for children’s illnesses.

STUDENT SUCCESS AND STUDENT EXPERIENCE

• 2017 Fall Convocation:
  - 694 graduates at the undergraduate level
    Faculty of Arts and Social Sciences: 255
    Faculty of Engineering and Design: 50
    Faculty of Public Affairs: 221
    Faculty of Science: 102
    Sprott School of Business: 66
  - 498 graduates at the graduate level
    Faculty of Arts and Social Sciences: 89
    Faculty of Engineering and Design: 90
    Faculty of Public Affairs: 203
    Faculty of Science: 69
    Sprott School of Business: 47

• We have launched a new mental health and well-being website (carleton.ca/wellness). This website provides centralized information on mental health and well-being resources in addition to supports and initiatives that are available across campus to help students understand, manage and foster their mental health and well-being while at university. We continue to encourage everyone to explore the site to find the tools and information to provide support to students, friends and each other.

• Carleton has joined other Ontario universities in participating in More Feet on the Ground, to which we were key contributors. More Feet on the Ground is an online training tool developed to provide information on how to support student mental health and addiction concerns. The tool contains several modules that can be completed with flexibility, including a brief online assessment of learning, references to local resources and a certificate upon completion.

• The Student Mental Health Student Engagement Committee has been established and is actively working collaboratively with students on creating a Supporting a Friend in Distress resource (similar to the Supporting a Student in Distress document provided to faculty and staff) and has launched Pop-up Wellness Centre activities.
• The OVPSE and Office of Student Affairs continues to work with Equity Services on initiatives relating to sexual violence. Collaboratively, we are currently developing a print resource for faculty and staff on how to respond to a disclosure, an accompanying one-page process flowchart and ongoing training.

• The Paul Menton Centre hosted their annual Make the CUT event on November 15, 2017, which assists students with learning disabilities in making a successful transition from secondary school to college or university. The event saw 250 students attend. This event marks the 25th anniversary of Make the CUT and more than 6,000 students have participated since its inception.

• Adam Jones, a student in the Bachelor of Arts in Greek and Roman Studies program competed in the athletics and indoor rowing events at the Invictus Games held in Toronto from September 23-30, 2017. Adam speaks highly of the support he has received from the Paul Menton Center.

• Between September 1 and November 9, 2017, the Academic Advising Centre (AAC) has served approximately 4,500 students via email, telephone and through one-on-one advising sessions. The AAC has also delivered “How to Read Your Audit” presentations to select First-Year Seminar classes this term.

• Throughout the month of November, the Awards Office promoted several on-campus events including budgeting workshops, debt and credit management seminars and our popular weekly money saving tips Twitter contest. They also hosted three special presentations - Rob Carrick (Globe and Mail personal finance columnist), Robert Brown (author of Wealthing Like Rabbits) and Desirae Odjick (Half Banked personal finance blog).

• Scheduling and Examination Services (SES) have begun to provide unused classroom space to students to use for group project work and study spaces in the evenings and during exam time. Students can reserve space through the room booking portal which is available on the website and the Carleton Mobile app. SES and CUSA have also been collaborating to have CUSA space appear in the room booking portal.

• The Student Experience Office (SEO) and Housing and Residence Life is pleased to announce and welcome Canadian Commander of the International Space Station, Colonel Chris Hadfield as the keynote speaker at SOAR! (the Student Leadership Conference) in January 2018.

• The First Year Connections program, which helps first-year students make a successful transition to university, grew by almost 20% this year – connecting nearly 700 students with 136 trained peer mentors.

• The Mentorship Network has trained 191 students as mentors this year with our Mentor Certification program which has seen a total of 1,528 training hours completed.
• The International Student Services Office (ISSO) expanded its presence at the Ottawa International Airport this fall, welcoming Carleton students and their families arriving in Ottawa for the start of the fall term. We were able to welcome 407 students over the course of the week and our staff connected students with transportation services, ensured that they had a place to stay and provided information about all upcoming orientation programs and services.

• The pedestrian bridge renovation in Recreation and Athletics has been completed and N45 Architecture has been hired to conduct a preliminary design and costing of a fitness centre expansion.

• Housing and Residence Life has begun to work with Hanbury on a market and demand analysis for Housing and Residence Life Services. This work will allow us to predict, with reasonable accuracy, what the market will look like in the future, in addition to what students are looking for in terms of housing. Results are expected to be completed by the end of April 2018.

EMPLOYABILITY AND EXPERIENTIAL LEARNING

• Carleton provided additional funding this year to increase the number of work-study jobs available on campus. We currently have 294 students confirmed in work-study placements compared to 228 last year.

• A number of career events were held over the fall term:
  
  • The Part-Time Job Fair saw 19 employers attend.
  • The Career Fair (held over 2 days) saw 62 employers attend. Career Services also featured a Career Lounge prior to the Career Fair to help students with their resume, networking skills, etc.
  • The Global Internship Fair saw 9 international partners speak about the opportunities available within their organizations.
  • The Indigenous Career Fair saw 8 employers attend.
  • Our first industry specific event (STEM Net Night) had 50 companies attend and were represented by 100 employer representatives in attendance.
  • The Student Work Integrated Learning Program (SWILP), a wage subsidy program launched by the Federal Government in September 2017, is being promoted on the Co-operative Education website. In addition, targeted messaging is currently being developed for employers and students. One employer has secured funding from the program and has already hired a Carleton co-op student for the winter 2018 term. We have employers already confirming interest in participating in SWILP for the summer 2018 co-op recruitment cycle.
We have been approved for the first stream of the Government of Ontario’s Career Ready Fund. With this funding, we will be looking at various experiential learning initiatives under the following areas: internships; international experience support; learning enterprise projects; opportunities for students with disabilities in partnership with the Paul Menton Centre (PMC). We have also secured a letter of intent for the second stream of this funding.

ATHLETIC EXCELLENCE


Football ended the regular season with a 3-5 record. Despite missing the play-offs, seven individual players were recognized as OUA All Stars. Kene Onyeka (fourth-year Bachelor of Engineering) was honoured as the OUA Outstanding Lineman of the Year (J.P Metras Award).

Men’s Soccer qualified for the U Sports National Championships for the first time since 2012. They finished sixth in overall losing to York 5-4 in penalty kicks in the consolation final. Gabriel Bitar (enriched support program) was named U Sports Rookie of the Year for his outstanding performance this season. The young team has 15 first-year student athletes and a bright future ahead.

Women’s Soccer saw two student athletes recognized as OUA All Stars: Melat Cherent (fourth-year Bachelor of Arts in Law) and Emily Copeland Dinan (fourth-year Bachelor of Science in Biology).

Women’s Rugby ended with their best regular season record since becoming a varsity sport (4-3). A team highlight was hosting a unique initiative for children with disabilities on October 19, 2017, where six schools from the Ottawa Catholic School Board participated in a skill development session with the team. It was a partnership with the OCSB, Rugby Canada and the Abilities Centre.

The Men’s Rowing lightweight eights crew took home a bronze medal at the OUA (Provincial) Championship in St. Catharines, Ontario while three other crews finished just out of the medals in fourth place.

Both basketball teams are off to a great start with the Men’s team currently ranked #1 in the country and the Women’s team currently ranked #4 in the country.

The Men’s Ice Hockey team cracked the top ten rankings in early November in U Sports (10th) and sit near the top of a very competitive OUA East division.

The Women’s Ice Hockey team are having a breakout season starting with their best record in their young history and are currently 3-2 in the RSEQ - arguably the toughest league in the country.

Carleton will host the OUA Water Polo Championship November 25-26, 2017.
OPEN Agenda

AGENDA ITEM 5.4
Career Services Overview

• Career Support
  • MySuccess / CU Hire
  • Job Postings
  • Job Search and Networking
  • Resume, Cover Letter & CV Guides
  • Major Exploration
  • Online Interview Tools
  • Online Chat Feature
  • Online Career Counselling (Skype)
  • Your Degree, Your Future website
  • Accessible Career Transitions (ACT)

• Events
  • Career Fairs
  • Networking Events
  • Information Sessions
  • Workshops

• Experience
  • Work Study (On-Campus)
  • Job Shadow
  • Work Abroad
  • Volunteer Opportunities
  • Co-operative Education
Your Degree, Your Future

- Helps students identify the skills they can develop through their program
- Provides students the opportunity to see future career possibilities
- Connects students with the career paths of recent graduates
- Lists the transferable skills contribute to learning outcomes
  - People, Thinking, Personal, Research and Planning skills
    - Critical thinking
    - Emotional intelligence
    - Communication
    - Time management and prioritization
    - Project management
- Encourages involvement in on- and off-campus activities
- Accessible through the Current Student website and the Carleton Mobile app

students.carleton.ca/degree-to-future
Your degree, your experiences and the skills that you gain while at Carleton are valuable and open you up to endless possibilities in a rapidly changing world.

Explore Your Degree, Your Future to identify the skills you can develop through your program, to see future possibilities and career paths of recent graduates, and to find out how to improve your employability by getting involved and gaining experience.

This is your time to be curious, get involved, take chances and be open to new opportunities. You never know what you might learn about yourself, about the world around you and where this knowledge may take you!

Browse Your Degree, Your Future:

- KNOW YOUR SKILLS
- GET EXPERIENCE
- NEXT STEPS

Begin by selecting your program

If you don't see your program listed below, please use the menu above to access helpful information about making the most of your time at Carleton.
Skills and knowledge you may gain from your program:

- Formulate reasoned arguments through research and textual evidence on current contemporary questions faced by society
- Communicate arguments clearly and forcefully in writing and through oral expression
- Design, manage, and complete self-directed research projects that require independent thought, organization, follow-through, and mastery of a range of documents and texts
- Participate effectively and respectfully in collaborative inquiry, presenting complicated problems and issues to members of a research group and adapting points of view in response to feedback
- Manage unexpected issues and competing perspectives during the research process while successfully juggling a number of different goals and activities
- Build historical, political, and ethical knowledge with which to understand the complex values underlying the textual culture of the past and present
- Recognize the diversity of human experience and expression, and make the consideration of that diversity a part of reading, writing, and communicating

See What Alumni are Doing

- Technical Writer in Federal Government
- News Production Operator in Media and Television
- Website Content Manager in E-commerce
- Donor Relations and Database Coordinator in Museum Sector
- Marketing Specialist in Banking
- Account Executive in Communications and Media
- Strategic Coordinator and Issues Management Officer in Museum Sector
- Court Clerk in Municipal Government
- Media Buyer in Communications and Media
- Fundraising Coordinator in Non-Profit
- Senior Policy Analyst in Federal Government
- Information Developer in Anti-Fraud Software Development
- Electoral Coordination Agent in Federal Government
- Reporter in Public Broadcasting
- First Nations Liaison Officer in Oil and Gas

Career Areas of Alumni

- Communications
Support and Collaboration with Faculty

Our career consultants and counsellors work closely with faculty to bring employability resources to the classroom.

Our services to the faculty and Faculties include:

- In-class workshops/presentations
  - resume review
  - job search
  - major or career exploration
  - change of degree or course path
- Customized presentations on any of the topics listed above, but geared towards that course
- Promotion of events specific to student interest (by Faculty)
- Presentations to Faculty Boards about Career Services
- Designated staff for outreach in specific Faculties:
  - Faculty of Arts and Social Sciences
  - Faculty of Public Affairs
  - Faculty of Engineering and Design
  - Faculty of Science
  - Faculty of Graduate and Postdoctoral Affairs
Accessible Career Transitions (ACT)

- We are committed to supporting the employment needs of students with disabilities
- ACT was jointly developed last year by Career Services, the Paul Menton Centre (PMC) and the READ Initiative
- Provides career education and university-to-workplace transition programming
- Offers students 1-on-1 booked appointments and drop-in times
- Connects students with job opportunities within the accessible employment field and to info/recruitment events
- Provides networking, job search assistance and disclosure guidance

Quick Stats

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<th>2016-17</th>
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<tr>
<td>Students registered in the ACT program</td>
<td>188</td>
</tr>
<tr>
<td>Students registered with the PMC who came to Career Services for all services we provide.</td>
<td>440 (increase of 21% over last year)</td>
</tr>
</tbody>
</table>
Accessible Career Transitions (ACT)

ACT’s career development programming guides students to:
- create solutions to overcoming barriers to employment
- obtain volunteer and work experience relevant to field or study
- establish professional relationships through mentorships and professional networking
- develop an effective resume, cover letter and interview skills
- gain confidence in having conversations regarding disability disclosure and accommodation requests
Prominent employer events held in Fall 2017:

- Net Night: STEM
- Net Café: Public Policy/Communications/Community Organizations

Employer information sessions:

- 51 employers came to campus to showcase their organization for the purposes of recruiting new grads or to provide information about their organization
- More than 1,200 students attended
Employer Connections and Networking Events: Top Employers

- S.i. Systems
- Global Advantage
- Trend Micro
- MD Financial Management
- MD
- Co-op placement at the Office of the Auditor General
- Excel HR
- IBM
- MARCH

- Pythian
- CDCI Research
- you.i

- Bombardier
- ACCENTURE

- Canada
- ONTARIO POWER GENERATION

- BNP PARIBAS
- Ross
- Microsoft
On-campus work study jobs:

- contribute to the successful transition of students into the world of work after graduation
- have the ability to match students to jobs that will connect learning outcomes to their degree
- allows students to create contacts for future opportunities (i.e. references)
- hone in on key employability skills
- increases student engagement and retention

Carleton University provided additional funding this year to increase the number of work study jobs available on campus.

### Quick Stats

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<th>2016-17</th>
<th>2017-18</th>
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<tbody>
<tr>
<td>Students Approved</td>
<td>307</td>
<td>386</td>
</tr>
<tr>
<td>Jobs Available</td>
<td>347</td>
<td>392</td>
</tr>
<tr>
<td>Students Confirmed</td>
<td>228</td>
<td>294</td>
</tr>
</tbody>
</table>
On-campus employers provide:

- meaningful opportunities
- professional work environments
- real-life job experiences
- accountability
- a link to learning outcomes of their program
- essential skills in communication, critical thinking, problem solving, time management and prioritization, etc.
- supportive workplace environment on campus
Job Shadow

- Annual program that allows upper-year BA students to spend the day with an employer at their workplace
- Helps students make connections between classroom learning and work requirements
- Helps students gain a better understanding of the knowledge, skills and educational requirements they may need to follow their career interests

"[Participating in Job Shadow] showed me that it is okay to try out new positions in fields you’re not sure you would like because you may end up enjoying the unexpected decision and find aspects of the job you like. This was important for me to see because it made me realize I should expand my job search window to include positions that may not interest me at first, but I should try them anyway because they could show me something new that I may end up enjoying."

- Claudi Ptaszyski
  4th Year psychology student

Quick Stats

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<tr>
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<th>2016-17</th>
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<tbody>
<tr>
<td>Job Shadow Pairings</td>
<td>52</td>
</tr>
</tbody>
</table>
Placement Examples

- Trade Policy Analyst – Agriculture and Agri-Food Canada
- Speech Pathologist – Ottawa-Carleton District School Board
- Policy Officer – Indigenous and Northern Affairs Canada
- Junior Policy Analyst – Employment and Social Development Canada
- Conflict Management Consultant – Quintet Consulting Corporation
- Competition Law Officer – Competition Bureau Canada
- Senior Research Analyst – RCMP
- Parole Officer – Correctional Service Canada
- Consulting Analyst – Accenture
- Analyst – Global Affairs Canada
- Legal Research Officer – City of Ottawa
- Research Associate – Conference Board of Canada
International Internships

The 2016-17 Pilot Year

• 24 partnerships established
• 17 students successfully sent to opportunities in 11 countries including South Korea, Uganda, Senegal, England and Peru
• Fields include global development, global policy education, law, etc.
• This pilot was part of the BGINS program, but we plan to expand it to other students

Success Stories

• Benjamin Bushell interned with Global Affairs Canada (GAC) at the United Nations
  • Attended meetings and negotiations
  • Produced written materials to inform Canadian foreign policy
  • At the end of his internship, Ben received summer employment with GACs International Humanitarian Assistance Bureau and was recently hired to lead Canada’s institutional relationship with UNICEF

• Oliver Flint interned as the Global Content Editor with Group IDD, a creative marketing agency in South Korea
  • Assisted with a series of major Korean brands, specifically Samsung and Hankook Tire, in producing English content for their global social streams like Facebook, Instagram and LinkedIn
  • The company offered Oliver a similar position upon his graduation
International Internships

Our partners include:

For 2017-18 we are continuing to develop new partnerships with a focus on embassies and geographic locations such as Europe and Asia.
Co-operative Education

Support for Students
• Resume Seminars (COOP 1000): designed for students to apply course content to their resume
• Students at Work: advisors check in with co-op students regularly and conduct site visits
• Job Search Kick-off Event: Business Development Coordinators provide current industry information
• Student Check-ins: advisors check in regularly with seeking students to offer assistance with applications, job search strategies and mock interviews

CU Alumni are Hiring Our Students
• 237 co-op students were employed over the past year with an employer (contact) who is a Carleton graduate

Student Work Integrated Learning Program (SWILP)
• Recent announcement of federal funding to support partnerships between employers and Post-Secondary Institutions to create more work placement opportunities for post-secondary students in STEM and Business programs
• We are promoting SWILP to our Co-op employers via the Co-op website and social media
• We have secured student placements in SWILP and this program is getting some traction

New Employer Centre in 2018
• In early 2018, we will have 2500+ sq. ft. of newly renovated interview space for our employers and students on the 4th floor Carleton’s Technology and Training Centre
Co-operative Education

In 2016-17, Carleton saw 1,357 co-op students employed through the year - the highest number since the program's inception in 1988.

Since 1988, we have seen steady growth of 15-20% co-op student enrolment per annum.

Top Employers:

Canada

In 2016-17, Carleton University sent 1 co-op student to each of the following notable tech companies:
The provincial government has a Career Ready Fund and Carleton has applied for funding within this fund.

We are looking at various experiential learning initiatives under the following areas:

• Internships
• International experience support
• Learning enterprise projects
• Opportunities for students with disabilities in partnership with the Paul Menton Centre (PMC)
OPEN Agenda

AGENDA ITEM

5.6
DATE: November 24, 2017

TO: Members of the Board of Governors

FROM: Alastair JS Summerlee

COPIES: Amanda Goth
         Sandra Slate

RE: President’s Report – Item 5.6

- Enrolment numbers remain strong as expected at the official count date of November 1 (this is the date that determines the level of grant that the University will receive).

- The number of mental health issues continues to be a concern. After the mid-semester break, there was a lull in cases, but the number of cases will likely increase towards the end of the semester. The University received additional provincial support which we have been able to allocate to additional counselling support and support of the FITA program.

- Although the Raven’s football team did not make the play-offs we did win the Panda Game. Men’s soccer qualified for the U Sports National Championships. Men’s Rowing (Lightweight) won silver medal at the OUA Championships. Men’s Ice Hockey are number 2 in the OUA and Women’s Ice Hockey as the toughest Canadian team at the moment. The performance of the basketball teams (men’s and women’s) continues to be stellar.

- At the end of November, the majority of staff and faculty will move into the Health Sciences building as expected. Unfortunately, the completion of the animal floor is delayed. This means that faculty and students in Neuroscience will again be disrupted. The contract with OttawaU to allow faculty and staff to remain at the facilities downtown has been extended but the disruption will cause severe problems particularly for graduate students. Working with the deans and the chairs, a compensation package has been developed for affected graduate and post-doctoral students. Also, faculty whose research programs have been disrupted are being provided with support.

- Feedback from the internal and external community on the decision to build the Nicol Building has been universally positive.

- Carleton received monies for Phase 1 of the Career Ready Fund from the provincial government. We received ~$370 per year for two years. The money provides funding for employment. We have applied for Phase 2 (~ $750 total for Phase 2) which is focused on employability support for students with disabilities. I am optimistic that Phase 2 will also be funded.

- The University continues to receive messages indicating that it should revoke the honorary degree given to Aung San Suu Kyi. The Senate Committee on Honorary Degrees is set to meet in December and will first determine a process for revoking degrees. In the meantime, the media is beginning to change its rhetoric to suggest that the military generals in Myanmar are deliberately using this issue to destroy Aung San Suu Kyi’s international reputation for their own purposes.
There is continued national discussion about free speech on campus. There have been some notable challenges in other institutions. This situation is being monitored carefully.

Advancement has held a series of “Great Grads Good Deeds” events in Toronto, Vancouver and Calgary. They have been well attended and received and are part of the process to close the capital campaign and to strengthen the pipeline of potential donors.

The Here for Good campaign continues to proceed well with the support of its champion – Dan Fortin and the excellent team in Advancement.

Carleton at Queen’s Park Day: several members of staff, faculty and students attended a day of advocacy at Queen’s Park for the University. Teams of people visited several ministries seeking ways in which Carleton faculty, staff and students could work collaboratively with Ontario politicians and bureaucrats and to boost Carleton’s reputation. There were several important outcomes from the various meetings including the possibility of internship opportunities for Indigenous students with the provincial government.

The College faculty strike was terminated by back-to-work legislation, faculty and staff at Carleton and Algonquin have worked on a schedule to ensure that the 508 students in the Baccalaureate of Information Technology program can complete their semester without too much disruption or inconvenience.

Convocation was held on Saturday, November 18: Shelagh Rogers (broadcaster, journalist and humanitarian) and Herman van Rompuy (politician and leader from Belgium and leader of the European Council) were awarded honorary degrees. More than 1,000 students attended the two ceremonies.

Helena Borges, Deputy Minister Champion for Carleton visited campus November 16 to meet with faculty, students and staff regarding career opportunities in the Federal Public Service for Indigenous students and recent graduates.

Other events to look forward to this fall:

- Ontario 150 Awards for volunteerism in the Ottawa Community organized through Yasir Naqvi’s office on December 2 in Richcraft Hall. The Lieutenant Governor of Ontario will be addressing the award winners and visiting campus.
- Joint Christmas party for the Board of Governors with the OttawaU Board to be held on Wednesday, December 6, in Dunton Tower 2017(event starts at 5pm).
- 2017 Donor Holiday reception will be held in Richcraft Hall on Monday, December 11th at 7pm.

Following the sad and untimely passing of Denis Levesque, Michel Piché and his staff are working together to ensure that ITS is supported and managed during this difficult transition. In due course an open search will be launched for a new director.
DATE: November 16, 2017

TO: Amanda Goth

FROM: Alastair J. S. Summerlee

COPIES: Chris Carruthers
         Sandra Slater

RE: Next steps for Planning

Amanda,

As you know, at the Board Retreat the participants developed a series of five strategic initiatives for the Board to pursue during this year. These are listed below:

1. Develop an overarching vision for the institution
2. Support branding the institution and the development of effective strategic communication plan
3. Create a policy on allocations of operating surpluses
4. Create conditions/policies/approaches to monetize land assets, intellectual property and facilities
5. Encourage development of academic experimentation/flexibility/leadership

I would like to suggest that the Board should review the following suggestions about the proposed actions on items at its meeting on December 5, 2017:

1. Develop an overarching vision for the institution
   *Defer this item for discussion at a second Board Retreat (perhaps late winter 2018)  suggested by the vice-chair*
2. Support branding the institution and the development of effective strategic communication plan
   *Refer to the administration to bring forward a proposal either for a meeting in the New Year or as part of the second Board retreat*
3. Create a policy on allocations of operating surpluses
   *Request the administration to draft a policy for discussion at Finance Committee in the New Year*
4. Create conditions/policies/approaches to monetize land assets, intellectual property and facilities

   *Defer this item for discussion at a second Board Retreat (perhaps late winter 2018) suggested by the vice-chair*

5. Encourage development of academic experimentation/flexibility/leadership

   *Request the administration bring forward a suggestion for discussion at the Finance Committee in the New Year*