

**CONSENT AGENDA
to the Open Agenda of the 607th Meeting of the Board of Governors**

**Thursday, October 5th, 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 605th meeting on December 5th, 2017.

4.2 ITEM(S) FOR INFORMATION

4.2.1 Committee Minutes

- a) Building Program Committee
 - 151st Meeting, September 19th, 2017
- b) Community Relations and Advancement Committee
 - 105th Meeting, September 25th, 2017
- c) Finance Committee
 - 290th Meeting, September 19, 2017
- d) Governance Committee
 - 35th Meeting, October 11th, 2017

4.2.2 Minutes from Senate Meeting

- Approved Minutes from June, September, October and November 2017 Senate meetings were circulated in advance.



Canada's Capital University

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

**Minutes of the 605th Meeting of the
Board of Governors**

**Tuesday, December 5th, 2017 at 4:00 p.m.
Room 2440R Richcraft Hall, Carleton University**

PRESENT:	Dr. F. Afagh	Mr. G. Farrell	Ms. N. Prowse
	Ms. D. Alves	Mr. D. Fortin (phone)	Dr. E. Sloan
	Mr. E. Berhe	Mr. L. Harrington	Mr. R. Stiles
	Dr. C. Carruthers (Chair)	Ms. L. Honsberger	Dr. A. Summerlee
	Ms. G. Courtland (phone)	Mr. O. Javanpour	Ms. C. Switzer
	Ms. L. A. Daly	Dr. I. Lee	Mr. A. Tattersfield
	Mr. P. Dinsdale	Dr. P. Merchant	Ms. L. Watson
	Mr. J. Durrell	Mr. N. Nanos (Vice-Chair)	Mr. B. Wener
	Mr. K. Evans (phone)	Mr. J. Nordenstrom	Ms. C. Young
REGRETS:	Mr. D. Craig	Ms. R. Thompson	Mr. A. Ullett
	Dr. C. Gold		
STAFF:	Ms. S. Blanchard	Ms. A. Deeth	Mr. M. Piché
	Mr. D. Boyce	Ms. A. Goth (Secretary)	Dr. J. Tomberlin
	Ms. J. Conley	Dr. R. Goubran	Mr. B. Winer
	Mr. D. Cumming	Mr. S. Levitt	

OPEN SESSION

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 4:00 p.m. All attendees, guests and observers were welcomed. The observers were introduced and included representatives from the faculty, students, staff, reporters from the Charlatan, Artsfile and the Ottawa Citizen. The Open Session was live-streamed to Southam Hall 617.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair asked for any declarations of conflict of interest from the members. There were none declared.

3. APPROVAL OF AGENDA

Mr. Dinsdale moved, and seconded by Mr. Javanpour, that the open agenda of the 605th meeting of the Board of Governors be approved, as presented. The motion carried.

4. APPROVAL OF THE CONSENT AGENDA

The following items were circulated in the open consent agenda for approval: open session minutes of the 604th meeting October 5th, 2017, Board Award Jury, and HR/Compensation Subcommittee of the Executive Committee Terms of Reference.

The following items were circulated in the open consent agenda for information: Talk Exchange Report (Executive Summary, Compilation of comments and feedback), and Committee minutes for Community Relations and Advancement, Finance and Governance Committees.

Mr. Wener moved, and seconded by Mr. Tattersfield, that the open consent agenda be approved, as presented. The motion carried.

5. ITEM(S) FOR INFORMATION

5.1 Framework for the 2017/2018 Operating Budget

A presentation entitled *Budget Update and Planning Framework* was circulated in advance.

Mr. Wener, Chair of the Finance Committee introduced the item. The Board is responsible to review and approve the framework for the operating budget for each year. Administration prepared the framework taking into account those matters that will affect funding and expenditures in the upcoming year. The Finance Committee has reviewed the framework and brought it forward to the Board for information.

Mr. Piché (Vice-President, Finance and Administration) was introduced to give an update on the 2017/2018 operating budget and the key considerations for the 2018/2019 operating budget. A summary of the enrolment applicants and targets for fall 2017 with a focus on the financial impact of enrolment on the operating budget. The total enrolment for the full-time and part-time equivalent was + 2.9% for 2017/2018 which is considerably higher than expected initially and continues the trend that Carleton has experienced over the last five years, showing Carleton is a university of choice for many students. The significant impact of the increased enrolment is increased tuition fee revenue of \$11.6 million for 2017/2018 which has created a surplus of \$8.1 million. The revised estimates include increased mandated student aid (\$884,000) and increased Enrolment Linked Based Allocation (ELBA) to the faculties to offset increased workload

(\$2.8 million). Additional changes in the operating budget for 2017/2018 are not expected.

Key planning dates for the 2018/2019 operating budget framework were outlined. The planning started with the Board Retreat in October, which set the stage for future directions and priorities. Since the retreat, the Strategic Integrated Planning Committee (SIPC) has met to discuss operating priorities for 2018/2019, address the ongoing regulatory issues and strategies going forward. SIPC has helped inform the budget letter from the President which was disseminated in early December. SIPC retreat is occurring in late January 2018 to share high-level initiatives, identify synergies and cross-functional collaboration.

The current Strategic Integrated Plan is ending in 2018. Development of a new framework for the next five years is needed as Carleton starts rethinking how various academic and administrative activities are managed to establish performance metrics. Key Performance Measures that are linked to the Strategic Mandate Agreement (SMA) 2 which will impact our funding in SMA3.

The planning themes that came forward during the Board Retreat are:

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 leverage land assets, intellectual property and facilities; and
5. Encourage development of academic experimentation/flexibility/leadership.

The key regulatory areas that will impact Carleton's operations in the coming years include:

1. SMA 2 which freezes enrolment growth funding at 2016/2017 level and also provides directed funding for graduate studies, STEM disciplines, and potentially the capital infrastructure renewal program.
2. New Pension Framework, which will deal with the solvency deficit and will introduce other requirements that may require the use of reserves to cover investment risks.
3. Bill 148 – Fair Workplaces, Better Jobs Act will have a direct impact on universities due to the increase in minimum wage. The fair workplace pay for equal work will need to be addressed at the university level but will be a focus in the coming years and there could be a significant cost associated with this item.

A long-term operating financial forecast was provided including the base operating revenue and expenditure. Assuming the present regulatory funding regime remains, Carleton's revenues will equal expenses in 2022-2023. The only funding available to offset cost increases will be tuition fees.

The revenue planning assumptions include:

- a) stable enrolment with no first-year growth (criteria have been established to inform enrolment growth within a balanced budget).
- b) Tuition fees increase of 3 percent and 3 to 5 percent for international students (Carleton is currently in the 2nd year of the 2 year framework established by the Board in 2016/2017).
- c) The government will be funding undergraduate spaces based on the 2016-2017 level but have award an additional 180 spaces for graduate students and 50 for international spaces funded at the domestic student level. As Carleton has implemented many new graduate programs and this funding is essential.
- d) There is potentially government funding for deferred maintenance projects and Cap and Trade type projects. A committee has been established last summer to identify how best to present infrastructure projects to the Treasury Board. It is possible the government will fund up to 50 percent of infrastructure projects.

The expenditure planning assumptions include:

- a) Salaries and benefits impact of negotiations with the CUASA and CUPE 2424 union groups.
- b) General cost increases.
- c) Impact of Bill 148 – equal pay for equal work and minimum wage increase.
- d) Internal and external pay equity issues for CUPE 2424 union group (approx. \$300,000 annually).
- e) Operating costs of the new Health Sciences Building (\$1.5M increase annually) and the ARISE building (small increase annually).
- f) Special pension payments (depending on the new government framework but it is expected that Carleton will have enough funds in Pension Reserve to cover payments).

The SMA2 metrics were outlined and were established from a system-wide and institutional level. The metrics will be managed internally but also by the government to establish KPIs for SMA3. The key metrics need to be established so that they can become part of the operating plans that will establish the types of initiatives that need to be put into place. Administration is drafting a policy on allocations of operating surpluses for review by the Finance Committee and Board approval. The Board will also approve any surplus allocation in accordance with the policy in April 2018. It was noted that in the 2018/2019 budget framework expenditures one of the assumptions not listed is the decision on the Dominion Chalmers United Church property and its potential impact (property and programming) on the operating budgets.

There was a question regarding why the university would be eligible for Cap and Trade funding. The Government of Ontario is funding projects that reduce CO₂ emissions and/or reduce energy consumption. The university will have the ability to submit proposals for funding capital projects that reduce energy consumption.

There was a discussion regarding the ARISE Building in terms of total costs. The Board was advised that ARISE is expected to be on budget. All buildings in progress right now have the funds set aside either in prior reserves or in the current operating environment.

5.2 Enrolment Report

A report from the Office of the Vice-President (Students and Enrolment) was circulated in advance.

Full-time first year student enrollment is up 2.69%. Total students are up 3.5%. International students are up 5% which means that we have been able to attract and retain more students than the domestic population. For Masters students, Carleton is just shy of the number of spaces that we have available but for the PhD's Carleton is on target due to transferring some international students to domestic student spaces. With the new initiatives by the government, Carleton is on target for the Masters and PhD's spaces.

The two-year retention rate (which is the number of students that have stayed for two years and are starting their third year) saw an increase of 2.14%. Carleton is assessing the initiatives currently underway to determine sustainability year over year. The various initiatives to support retention and graduation rates are one of the reasons Carleton has seen the total of full-time undergraduate students increase. In terms of the type of student Carleton attracts, Carleton is successful in our market share.

In terms of the quality of students, the number of students starting at Carleton with grade averages above 80% is at 76%, unchanged from last year. The rest of the report described initiatives by the Student and Enrolment area, activities on campus in terms of student success and employability as well as the success of the athletic and varsity teams. Ms. Blanchard and her team were congratulated for a successful year and that it was recognized that Carleton's numbers increased as the demographics decreased.

It was asked if the retention rate is analyzed by different demographics such as gender, minority groups, indigenous, students with disabilities. Ms. Blanchard responded that working with the Office of Institutional Research and Planning, they do full breakdowns of the students from different populations but there is a challenge is students do not always self-identify. Focus has been put on students having a sense of belonging on campus through interactions with peers, staff and/or faculty and having a positive experience on campus are all closely related to retention and graduation. Programming has also been developed to help students link their degree program to their future goals so they can see the value of their investment. There are also specific programs and centres for indigenous students and incredible support for students with disabilities. It was suggested another way to track or extrapolate data on specific groups would be from the feeder school funding.

There was a discussion regarding the provincial government funding model in association with SMA3. It was asked if there is a growing trend in the number of women attending university. At Carleton, the breakdown is about 50% women and 50% men. It was asked if the number of US students recruited has increased. An increase in the number of students coming from the US was seen but there was also a significant increase in the number of students with either dual-citizenships or Canadians returning to Canada from the US for University. Carleton is seeing an impact in the number of students coming to Canada instead of the US.

5.3 Dominion Chalmers United Church

There was a discussion on the general idea and academic rationale for the possible acquisition of the Dominion Chalmers United Church (DCC) property.

Mr. Wener, Chair of the Finance Committee was introduced to give a summary of project. In early 2017, administration was approached with the idea of acquiring the property and to continue to provide space for the United Church congregation, as well as its continued use of the space for various groups that had used the space for performances throughout the year and add to that programming from Carleton. Throughout the past 10 months the administration has reviewed the opportunity. There have been numerous meetings both internal and external with various groups to establish the value the property and what it would bring to Carleton and its mission. In the summer, the University spent time on due diligence which was extended through the fall with the results of the due diligence being compiled and continue to be refined.

Dr. Summerlee (Interim President and Vice-Chancellor) and Mr. Piche (Vice-President, Finance and Administration) were introduced to provide further details on the opportunity. The university has been considering the need for a performance space associated with the Faculty of Arts and Social Sciences (FASS) programming for the past ten years. To build performance space on campus would be very expensive and Carleton's programming would not expand to fill a performance space 100% of the time. The opportunity arose for the acquisition of the DCC property which not only has an outstanding central performance space but it also has additional facilities. The funds have been raised to support the capital acquisition of the property and to cover the renovations of the property. The facility is currently rented out to groups and individuals who would be interested in continued lease arrangements. The rental of space is anticipated to create a revenue of base funding to offset the costs of operating the performance space.

One of the original reasons for considering performance space is FASS cannot operate or expand programming without additional space. FASS represents about a quarter of Carleton's total undergraduate enrolment numbers and about 15% of our graduate enrolment. The university has done a number of things for other faculties within the university but has not been supporting FASS programming in the same way. FASS has continued to maintain and even improve enrolment in some of their programs, which is

actually contrary to what is happening in the rest of the province where demographics have started to shrink and Arts and Social Science programs are beginning to decrease in enrollment. Carleton does not want to lose its momentum in enrolment numbers. The faculty is interested in expanding its activities with particular regard to offering programming in performance in the public sphere and attract students for programs in a minor in indigenous studies and moving toward a degree program. For the music program, Carleton needs sophisticated recording facilities, which are not available on campus. Additionally, Carleton could create a research hub downtown where a “research shop” could operate open for graduate students to offer support for local community or business groups working on specific projects. This could provide the students experience and practical skills. Architecture and Design, Drama, the Carleton University Art Gallery, and the Retirees Association are also expressing interest in the space to be able to expand programming.

A large proportion of fundraising is specifically for the purchase and renovation of the facility. Not moving forward with negotiations would potentially have an immediate impact on our capital campaign efforts and the overall ability to reach campaign targets. There is a possibility of naming both the facility itself (which would need to be a discussion as negotiations begin with the church) as well as cadre of naming opportunities facilities inside the building creates opportunities. Scholarships for students could be established to enhance the performance experience and these opportunities can be marketed. The individuals that have offered to support the purchase and renovation are self-identified, but there are a number of individuals and organizations have said if this goes forward they would be interested in supporting projects financially. A communications plan has been developed that would include immediate outreach for a “yes” or “no” vote. Communication with the community in the medium to long term needs to be established.

From a student perspective, students in the music program travel downtown for Master Classes to meet with contractual teachers. If Carleton had the ability to offer students a downtown hub, where they could also store their instruments rather than carry them, it would be beneficial. Carleton has experience scheduling joint programs, which aims to minimize the amount of transfer of students from one place to another. Community roots are important to Carleton and there is huge potential for engaging with the downtown community and to support experiential learning. This could assist with Carleton’s performance in the metrics for SMA3. The Board was advised that there is support for the project both internally and externally.

The property will need to be re-zoned to Major institutional to allow for Carleton’s use. In early December there was a meeting of the city planners with the local community and the local community groups who expressed 100% support for the re-zoning. It is anticipated the re-zoning will be completed by the end of February.

Some concern was raised about the association of Carleton University with a religious institution. Carleton is in an agreement with the Dominican University College and has already shared space with organizations with religious association. Carleton will need to be able to accommodate students with options and advise that part of the programming would be held in a facility that was once consecrated for Christian belief. In talking to the student groups, they have not expressed the issue as a concern. The matter would be addressed appropriately when and if it arose. Administration has had a conversation with Church officials who will remove religious artifacts from the facility and use them as required.

The Administration recommended to the Board to proceed with negotiations to acquire the Dominion Chalmers Church property.

Dr. Lee, Academic Staff Representative of the Board, sighted strategic concerns including damage to the University's reputation with the proceeding with the potential acquisition. Concerns noted were Carleton:

- Entering the religious business and sending our multi-cultural students to the building.
- Entering into purchasing a heritage building and the preservation and restoration of old buildings.
- Becoming a real estate developer.
- Believing the church is the optimal downtown location when other space could be rented at a lower cost to the institution.
- Owning a building off campus.
- Maintaining the operating cost for the building including potential underestimated renovation costs.
- Acquiring the building to support a small program.
- Administration may not have full support of the academy.

The President responded indicating that about eight hours of space on campus a week could be freed up in one of the lecture theatres that is being used for music and drama activities currently. The property will also allow a recording space that is needed to support programs.

There was a discussion about indigenous studies programming. The plan is to strengthen the indigenous programming on campus and space on campus is needed to do so. It was noted in this era of reconciliation the United Church themselves have been at the forefront of what the Truth and Reconciliation Commission has done. The United Church has taken incredible leadership to be honest and acknowledge their responsibilities and doing active measures to address the issues that occurred during that era. The property in cooperation with representatives from the United Church and with indigenous organization particularly (Algonquin peoples), and community members can reclaim that area in a very important and significant manner. This should be considered in communication and the outreach process moving forward.

It was asked how the facility would enhance Carleton's reputation, marketing abilities and fundraising opportunities and if there is an ability to quantify those results. In terms of fundraising, it demonstrates a Carleton commitment to community and to culture in the community. There are a number of people that want to come forward to support Carleton financially should we move forward with this opportunity. The second is Carleton's standing in the community. For an institution whose roots began in the community to have a facility that is a downtown celebrating arts and culture speaks to a commitment and willingness to be engaged in community. Third, recruitment of students is assisted if Carleton has an arts and culture hub downtown in the capital city at Canada's Capital University. It is a marketing opportunity for Carleton in an area where as the demographic shrinks, pressure recruiting students into the arts and social science areas increases.

5.4 Report from the Chair of Community Relations and Advancement Committee

A presentation on Employability that was given at the CR&A Committee meeting on November 20th was circulated in advance for information.

Linda Ann Daly, Chair of the CR&A Committee reported, the Director of Career Development and Coop-Education presented the various initiatives and referred to Career Services as a one-stop-shop.

CR&A also hosted a Talk Exchange in October. The open consent package includes an Executive summary, all comments and feedback. The second Talk Exchange of this year will be March 19th from 1-3pm in Residence Commons 3rd floor. The topics likely are going to be two from the Board Retreat: 1) "How to create conditions, policy approaches that would monetize, leverage our land assets, intellectual property and facilities?" and 2) "How do you encourage the development of academic experimentation, flexibility, leadership?" The Talk Exchange is about the community, students, faculty, staff, donors, alumni and how we can talk together about how to move forward.

The applications for the Board Award are now being accepted. The award is a \$2000 prize for outstanding community contribution. The application deadline is February 19th. It was emphasised Board members should spread the word. The recommendation from CR&A to the Board for the recipient will come this spring.

Ms. Daly, Mr. Nordenstrom and Mr. Nanos were congratulated for having the Talk Exchange, as it has been tremendously advantageous and engaging for our communities, it has worked out well, and the feedback has been positive.

5.5 Report from the Chair

The Presidential Search is ongoing with updates to the community regularly and a dedicated website. Appropriate ads have been placed in the academic journals, the Globe

and Mail and other media. The committee anticipates receiving the long list of those that are actively interested in the New Year. The search firm, Perrett Laver has been reaching out globally to engage with potential candidates.

The Executive Compensation Framework is ongoing with the province. Once the government approves it, the document will be publically posted for 30 days and then come to the Board for discussion and final approval.

5.6 Report from the President

A written report and a memo regarding planning priorities for 2018/2019 was circulated in advance. Mr. Fortin and the members of Advancement were thanked for their work for the Great Grads Good Deeds events that have now been held in a number of different cities and some very successful offers to support the university were received in that process.

The volunteers who helped with convocation were recognized in making it a success.

The Ontario 150 Awards that were hosted at Carleton including a visit from the Lieutenant Governor who had sometime to talk about some of the initiatives at Carleton, helping her to understand some of the issues that are being promoted and being worked on.

Administration will be initiating an external search for a new CIO in the coming month. The Director of ITS Security has been appointed as acting CIO. It is expected to have the position filled within the next 4-6 months.

6. OPEN- OTHER BUSINESS

No other business was raised.

7. OPEN-QUESTION PERIOD

There were no questions raised.

8. END OF OPEN SESSION AND BRIEF NETWORKING BREAK

It was moved by Mr. Tattersfield and seconded by Mr. Nordenstrom to adjourn the Open Session of the Board of Governors at approximately 5:49 p.m. The motion carried.

**Minutes of the 151st Meeting of the Building Program Committee
Tuesday, September 19th, 2017 at 1:00 p.m.
Richcraft Hall 2440R**

MINUTES

Present:	Mr. D. Craig, Chair Dr. A. Summerlee M.s G. Courtland Mr. N. Nanos	Dr. C. Carruthers Mr. A. Ullett Ms. L. Watson Mr. E. Berhe
Regrets:	Mr. J. Durrell, Vice-Chair	
Staff:	Ms. S. Blanchard Ms. A. Goth Dr. R. Goubran	Mr. S. Levitt Mr. M. Piché Dr. J. Tomberlin
Guests:	Mr. D. Boyce Mr. D. Meinhart (Hariri Pontarini) Mr. R. Wener	Mr. K. McKinley Mr. S. Hariri (Hariri Pontarini)

1. CALL TO ORDER AND CHAIRMAN'S REMARKS

The meeting was called to order at 1:00 p.m.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF THE AGENDA

It was moved by Ms. Courtland and seconded by Ms. Watson that the agenda be approved as presented. The motion carried.

4. APPROVAL OF THE MINUTES AND BUSINESS ARISING

It was moved by Dr. Carruthers and seconded by Ms. Watson that the minutes for the 150th meeting of the Building Program Committee and the meeting of the Joint Finance and Building Program Committee meeting of June 19th be approved, as presented. The motion carried.

5. ITEMS FOR APPROVAL

5.1 Business Building Final Design

A working paper, control document, building design and floor plan were circulated in advance. The President outlined the process to date and that the focus of the meeting was to review the final design of exterior and interior of the building and consider moving forward to tender.

Rationale:

The rationale to proceed with the project is to enhance the competitiveness of the university, to showcase entrepreneurial activities, and to provide much needed teaching space. The need to expand teaching space in the university was emphasized. It was also noted that current spaces in use on campus are not adequate for modern pedagogical practices; there is a need for more flexible teaching and learning spaces, which the new building can provide. In addition, it will be a signature building that will make a statement on campus.

Not proceeding with the project could negatively impact the university in several ways. First, Carleton could lose competitiveness, and enrolment in the faculty could decline. If Carleton is perceived as a less attractive and as a noncompetitive choice, the quality of students could also deteriorate. Currently the business school provides 8% of total enrolment. If those numbers decline, a potential loss of base funding for the university could result. And finally, if the project does not proceed, the funding provided by Wes Nicol for the project (\$10M) could be lost.

The budget for the building was outlined as \$48M, including \$10M from Wes Nicol (now worth \$11.8M with interest), \$8M from the 2017/18 operating budget, and \$28.2M from Capital Reserve Fund.

Presentation by Architectural Firm:

The architects for the project introduced 3 main themes of the building:

- It will be a signature building, a “jewel” on the campus that acts as a gathering place.
- The arc form resembles an embrace and signifies intimacy, bringing people together and taking care of them. The radial form concentrates energy around a central “hive” of activity in the building.
- The simple form, its openness and transparency is welcoming, and creates a sense of community.

This building, pointing towards the river, will be a centerpiece for the new quad to come. The elevation shows a strong simple order that utilizes an aluminum curtain wall system with bronze finishes. The upper windows will have a slight bronze tint and one band of real bronze will run across the base of the building.

The interior central area suggests circular movement, again with the concept of embrace and a community gathering space, with classrooms and breakout spaces

radiating around and above. The floors will be mostly concrete but the ceilings will be wood (important for acoustics). Lines of bronze will run through the space but otherwise the finishings will be mostly simple.

The lower level will connect to the tunnels and above there will be two entrances into the middle incubators. The staircases will be splayed to generate movement. Classrooms will feature big windows looking out onto the quad and state of the art modules that are flexible and can be reconfigured over time. The unique shape of the building will enable all rooms to have windows; skylights above also will bring light into the interior.

The third floor features a 200 seat Lecture Theatre with sloping accessibility ramp and takes advantage of the long southward views with an expansive glass-louvered wall.

The Atrium will be 4 stories high, and the upper floor will be a terrace with a long view to the river. The fifth floor is currently unfinished for growth expansion; it could have the same footprint as other floors. To finish this floor is estimated to cost approximately an additional \$2M.

Discussion:

Space allocation was discussed by the committee. The campus is currently at 90% capacity (above the sector norm) for space. Moving to 80% would be preferable, and would allow for options if one or more of the existing buildings on campus required maintenance/repairs and could not be occupied. Once 2,000 students move to the new business building, spaces in other buildings will become free. However, some classrooms in the new building can also be used by other faculties, since they will be unique state-of-the-art spaces for collaborative learning and other new pedagogical practices.

One committee member sought clarification for the system used for the curtain wall and the availability of contractors to do this work. The system used will fit into a 5-foot module with pre-cast fins and will be open spec system. Three manufacturers were consulted for the project, including Old Castle, Alumni-Core, and one other. Triple vs. double glazing is still to be decided.

Sustainability has been a consideration for the design of the mechanical system as well. Sensors will be placed in every room so that, for example, if a window has been opened in an office, the A/C is shut off for that room. Radiant heating will be used for the perimeter, and heated air will be moved as needed. Most of the moving air will be for ventilation. Thermostats will be installed in every classroom, and in every third office. Very little equipment needs to be installed on the roof.

Committee members also asked about event space, within the building. The middle space (Atrium) can hold 200 -300 people. Stairs surrounding that space can be used as platforms, and the balcony areas can accommodate more people if

needed. Large classrooms on the 3rd floor also can be used for events and can accommodate 200 people. Furniture in these rooms is movable and so the rooms can be multi-functional. Finally, the quad also can be used as an external event space for the school.

The committee brought the discussion back to the “swing space” on the 5th floor, and whether it could or should be configured for large spaces/rooms. The 3rd floor is for classrooms, and the 4th floor for offices. One idea is to reserve the 5th floor for graduate students, so that faculty on the 4th floor can easily engage with undergraduates (on the 3rd floor) and graduates on the 5th. The first three floors would have the greatest traffic.

Some committee members stressed that the space on the 5th floor is needed now. Programming has expanded since the design process began 3 or 4 years ago, and some new faculty do not have offices. The extra space would also make deferred maintenance elsewhere on campus easier. As there is a demonstrated need for the space, a decision was made to tender with the 5th floor fit-up as a separate price. If additional funding is needed over the \$48M requested, it could come back to the Finance Committee.

A request was also made to estimate the cost to fully finish the ARISE, and Health Sciences buildings. The committee also discussed the new quad space, which will need to be designed with input from the community.

It was moved by Mr. Craig, and seconded by Dr. Carruthers to recommend to proceed to final design and tender of the Nicol Business Building, subject to the presentation of acceptable business case and rationale to the Finance Committee for their funding approval. Management is also to investigate the additional cost of finishing the 5th floor of the building. The motion carried.

6. ITEMS FOR INFORMATION

6.1 Dominion Chalmers United Church

A memo was circulated in advance. The committee members were encouraged to submit any additional items that should be part of the final report to the President. A joint meeting of the Finance and Building Program Committees will be required this fall to consider the proposed acquisition.

There was a discussion about why the church is being considered as an acquisition since it is off-campus. Three main connections were outlined including: a) community focus; b) entrepreneurship; and c) pressure on campus for performance space for music, drama and recording.

A clear communications plan for either option (acquire or not) are being developed to minimize reputational risk.

6.2 Correspondence from OCA Concerning Prequalification Procedures

A working paper, correspondence from OCA from June 30, 2017 and May 2, 2017, and the Building Program Committee Terms of Reference Annex A were circulated in advance.

In response to a letter from OCA in early May, Mr. Boyce attended the OCA Board Meeting on May 29, 2017. When the meeting was concluded there seemed to be a view that the OCA Board was satisfied with Carleton's process. The response from OCA was that future prequalification process should have greater clarity as outlined in the letter.

It was suggested by the committee, that the language for the 10 points allocated the previous Carleton experience be expanded to previous post-secondary institutional experience. The misunderstanding is thought to have arose from the use of the words "short-listing" versus "pre-qualification" which was causing concerns for contractors and sub-contractors. The concern relates to optics and it needs to be addressed and dispelled.

6.3 Major Construction and Deferred Maintenance Projects Update

The major construction projects on campus are all tracking according to schedule apart from the ARISE Building which is 2 – 3 months behind schedule. Problems during construction were encountered through the summer. The government has been notified of the revised schedule and it will be important to continue to keep them informed of the progress. The delay in schedule is not foreseen to affect the Strategic Investment Fund funding for the project.

A MOA is being considered with the City of Ottawa in regards to the tunnel connection between the light rail line and campus tunnel system. During the shut-down of the light rail line (April 2020 – September 2021) additional buses service to campus is being planned. The addition of three stories to the parking structure is also being considered during the light rail shutdown.

The addition to the University Centre space is still being considered. It was requested that administration think of the timing of this renovation relative to the completion of the Nicol Building and the establishment of the quad in P2. Engagement with student (especially undergraduate) will be needed for this space with options and preferences determined.

An expansion to Athletics is under consideration and Ancillary funding would be used for such a renovation.

6.4 Work Plan and Meeting Dates 2017-18

The work plan with the meeting dates for the 2017-2018 board year were circulated in advance. Members were encouraged to send corrections or additions to the plan to Ms. Goth.

There was a discussion about possibilities for campus in relation to the Campus Master Plan which included: additional vehicle entrance at Bronson and Colonel By Drive (branding), improved bus service and routes to improve safety, improvements to traffic flow on campus, and cyclist/pedestrian safety on campus.

7. OTHER BUSINESS

There was none.

8. ADJOURNMENT

It was moved by Ms. Courtland and seconded by Mr. Ullett to adjourn the meeting at approximately 2:48 p.m.



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**Minutes of the 105th Meeting of the Community Relations
and Advancement Committee**

**Monday, September 25, 2017
Room 2440R, Richcraft Hall**

Present:	Ms. L. Daly, Chair Dr. A. Summerlee Dr. C. Carruthers Mr. D. Fortin (phone) Mr. L. Harrington	Mr. J. Nordenstrom, Vice-Chair Ms. C. Switzer Ms. J. Teron (non-voting member) Dr. E. Sloan Ms. N. Prowse
Staff:	Ms. S. Blanchard Ms. A. Goth	Mr. S. Levitt
Guests:	Mr. G. Aulenback Mr. D. Cumming	Ms. J. Conley
Regrets:	Mr. N. Nanos Ms. R. Thompson Mr. R. Goubran	Mr. M. Piché Mr. J. Tomberlin

1. CALL TO ORDER AND CHAIR'S REMARKS

The meeting was called to order at 1:00 p.m.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF THE AGENDA

It was moved by Ms. Switzer and seconded by Dr. Summerlee that the Community Relations and Advancement Committee approve the agenda of the 105th meeting, as presented. The motion carried.

4. APPROVAL OF MINUTES

It was moved by Dr. Carruthers and seconded by Mr. Nordenstrom that the Community Relations and Advancement Committee approve the minutes of the 104th meeting, as presented. The motion carried.

5. BUSINESS ARISING

There was no business that arose from the minutes.

6. ITEMS FOR DELIBERATION

6.1 Board Award Criteria

A draft 2017/2018 Carleton University Board of Governors Award for Outstanding Community Achievement Criteria were circulated in advance.

At the recommendation from the Board Award Jury of 2016/2017 two additional criteria were added and after discussion it was decided that the criteria shall state that recipients must be expecting to graduate in the academic year 2017/2018 and the recipient cannot be a current board member.

It was moved by Dr. Sloan and seconded by Ms. Switzer to recommend the approval of the Board Award Criteria, with revision to the Board of Governors. The motion carried.

6.2 Talk Exchange Proposal

A Board Engagement Talk Exchange Event proposal was circulated in advance.

It was discussed that the focus of the Board must be understanding relationship development between constituencies and to continue ongoing positive relationships.

The Talk Exchange was seen as an effort in doing so. During the 2017/2018 school year the Board wishes to run 2 sessions: October 5th 2017 and spring 2018 (Date TBD).

The purpose of the Talk Exchange is to facilitate a discussion between constituencies. Questions should be asked with a focus on a compassionate and our caring community. The Talk Exchange will be facilitated by Mr. Nordenstrom and Ms. Daly, with greetings performed by Dr. Carruthers. The seating at the event will be mixed at each table with an assortment of Board of Governors members, students, faculty, and alumni, with volunteer note takers from Paul Menton Centre. These notes will be used for discussion during the Board Retreat.

A new event has been set up to follow the Talk Exchange this year, called the Rumour Mill. This is an opportunity for the Carleton community to speak with the Provost and President directly. The purpose of this event is to demonstrate that what is being said at the Talk Exchange is being heard. The addition of this event will help to round out the process and establish what is being done moving forward. The Rumour Mill event will be Podcasted live and all questions and answers will be posted.

It was noted that it can be perceived that the Board is out of touch with issues affecting the students, faculty and staff on the ground level. Obtaining the feedback during this event will provide the Board at large with relevant information to be used when making decision that impact these groups.

It was noted that the elevators within the hall the Talk Exchange is to occur are currently under renovation and delays are to be expected.

6.3 Work Plan and Meeting Dates

The work plan and meeting schedule were circulated in advance. The work plan focuses on the three parts of the CR&A mandate: a) Reputation Protection and Enhancement; b) Relationship Development and Engagement; c) Revenue Generation.

7. ITEMS FOR INFORMATION

a) Dominion Chalmers Church

The importance of conducting due diligence during the potential purchasing of the Dominion Chalmers Church (DCC). All reports for purchase will be considered at a Joint meeting of the Building Program and Finance Committees. Following this consideration a recommendation will go to the Executive Committee and the full Board of Governors.

It was noted the main function of the church will be to serve as an auditorium for both performances and rehearsal space to support the Music and Drama programs. The benefits discussed included:

- Revenue generations
- Providing students with a facility to learn reverberation techniques during performance
- Opens space on campus for other classes and activities
- Offers benefits to the community
- Provides community outreach and an avenue for Carleton to extend out into the community beyond campus

The Community Relations and Advancement Committee will be consulted on the communications plan for DCC decision. There is still a considerable amount of due diligence to be performed and a number of items to consider moving forward.

It was discussed that KPMG has been enlisted for their independent consultancy services. Also discussed were options for management structure with four being highlighted. It was suggested that a Business Trust is established with a principal trustee and separate Board to manage the new facility. Carleton University will hold a controlling interest however, the facility will be operated separately from the University. There are several examples of other institutions that have done this successfully as well as examples that have not experienced success.

b) Relationship Development and Engagement

A presentation was circulated in advance.

Ms. S. Blanchard presented new statistics to the Board that highlighted several increases in enrollment for Fall 2017. The overall new intake of full time undergraduate students is up 3.6%. The statistics also indicate a 3.9% increase in the total full time undergraduate students. The two-year retention rate is currently at 81%. This represents a 2% increase compared to last year. Ms. S. Blanchard indicated that as of last year, Carleton was 3% below the system average for the two-year retention rate. We will be able compare with the system average, at a later date, to see if we are closer to the system average.

International undergraduate student enrollment is up 8.0%. Enrolment from the United States has increased by 20%.

The issue of English language proficiency was discussed as a concern in regards to student success. Carleton University does offer ESL programs and there is a Culture Works Program in place to assist students with improving their English Language skills prior to commencing their regular studies.

Student success and graduation is a priority focus for the University. Many student success initiatives are underway. Students tend not to attend programs or sessions not included in their curriculum. Therefore, it is preferable that student success programs are integrated into the curriculum. The University has opted to implement a term by term report card for all students. The report cards will indicate a green, yellow or red status. This will provide students with advance notice on how they are performing in their studies; excellent, satisfactory or needs improvement respectively.

The concept of three year and four year degree programs was discussed. Many students withdraw from programs prior to completion for unforeseen reasons. The United Kingdom has begun adopting the models of shorter degree programs leading to increased conversion and retention rates. It also provides opportunity for mature students contemplating a second career. It was noted that there is still a stigma associated with degrees that are less than four years. This is a stigma that will be difficult to alter and will take time should the concept of shorter degree programs be pursued in the future.

Ms. Blanchard shared a few video commercials that are currently being advertised in promotion of Carleton University. The advertisements highlight the key message “Be Part of the Solution”. The current media coverage uses the following platforms:

- Social Media
 - YouTube

- Facebook
- Bus Boards
- Billboards
- Radio
- Cinema
- Television

Ms. Blanchard also discussed the update to the current student website. It has been changed to create a more fluid and intuitive design to facilitate student success and easy access to tools and services, as well as several resources focused on employability.

c) Revenue Generation

A University Advancement Update was circulated in advance.

Ms. Conley presented a summary of the comprehensive campaign. The Campaign total is over \$240 million raised to date translating to 80% completion. Total raised fiscally to date is \$9.5 million. Gifts of over \$100,000 were highlighted including 3.2 million from Fulbright Canada for visiting Chairs and a 1 million commitment from Elaine Keillor. Of note, the Campus Community Campaign has been launched to encourage faculty, staff and retirees to support selected fundraising priorities. Currently 25% of the campus community supports Carleton financially, indicating a great level of engagement. Also discussed was the combined effort between Advancement Communications and Annual Giving to execute an awareness campaign in support of fundraising appeals both to the internal community and the alumni community. This campaign will reinforce Carleton's mission and donor's opportunity to support the greater good of society through a gift to Carleton. Successful completion of the campaign, and furthering the vision and mission to be Here For Good, are Advancement's #1 priority.

Mr. Fortin discussed the Campaign Completion Plan, highlighting the following:

- Presidential Transition: Dr. Summerlee has quickly adapted and adopted the Campaign's ethos. He has had several successful fundraising meetings already.
- Staff-lead Funding: The matched funds must be used more fulsomely to incentivize and leverage further investment
- Here for Good: emphasizing the importance of the brand and message and including it in conversations with all stakeholders will enhance investment
- Planned Giving: increased volume and velocity
- Academic Research: Non-Government Funding being sought in coordination with VPRI

- Creating a Centre for Philanthropy: development of a program with FPA to attract transformational donors
- Board Lead Strategic Initiatives: Passion Projects with an inventory of opportunities

A campaign completion plan is being developed with Mr. Michael Sinkus and Mr. Fortin will give a presentation to the Board on October 5th.

The committee discussed the importance of securing large gifts with donors and vendors. The potential challenges when engaging with large companies was discussed and the importance of eliminating undue influence was emphasized. Vendors that also make donation contributions will not be giving preference or undue benefit.

The committee can help with the campaign by engaging with fellow alumni. Any existing contacts and new introductions would be positive. The Amazon H2Q Submission was discussed and seen as an opportunity to discuss Carleton University's role. The committee believed this to be an opportunity that will open doors for Carleton.

Mr. D. Fortin took the opportunity to thank Ms. J. Conley for her efforts on building the Advancement Team following the departure of Dr. Runte. He also commended Dr. Summerlee for his role in taking up the challenge. The committee responded by thanking Mr. D. Fortin for his role in the Campaign as well.

d) Reputation Protection and Enhancement

A copy of the nine banners was circulated in advance. Six ads were circulated highlighting professors Marie-Odile Junker, Richard Yu, Stephan Schott, Linda Duxbury, Kim Matheson, and Dr. Summerlee.

Carleton's 75th Anniversary Reputation Campaign was discussed. The campaign was launched the week of September 11th, 2017. Eight highly accomplished members of the Carleton community were identified through consultations with Deans, Faculties and Departments. They are being celebrated on an outdoor banners with engaging photographs and with new profiles on the CU75 website (Carleton.ca/cu75). A ninth banner with an archival photograph of an early-years class at the university will thank Carleton's community partners for their support over the past 75 years. Next steps for the campaign were discussed. Billboard advertisements will begin in the coming months.

The CU75 Academic Expo was discussed. It was noted that this is a signature event that will focus on connections. The 4 themes were highlighted:

- Indigenous Community
- Accessibility
- Sustainability

- Global

It was noted that Mr. David Onley will be the keynote speaker during this event and there will be various presentations by other community groups. Ad campaigns for the event will run in local media outlet.

The Carleton at Queen's Park event on October 25th, 2017 was discussed. The event will consist of advocacy meetings and an end-of-day reception taking place in the legislative building. It was noted that Dr. Summerlee will attend with faculty members along with students. It was advised that the discussion during the event will focus on research, infrastructure, funding and new initiatives. An awareness campaign for the event will be circulated in the Globe and Mail.

A review of the upcoming events was outlined:

- Talk Exchange – Thursday, October 5th, 2017 from 12:00PM – 1:30PM
- Presidential Search Town Halls – Thursday, October 12th, 2017 from 9:00AM & 12:00PM
- Presidential Search Town Halls for Graduate Students October 12th from 4:00PM – 5:00PM
- Presidential Search Town Hall for Undergraduate Students October 11th from 3:00PM – 4:00PM
- Rumor Mill – Wednesday, October 18th, 2017
- Collective Bargaining – November
 - Will focus on continued communication

The question of how the success of the Global Awareness Campaign will be measured was brought forward. It was advised that while there is no easy and straight forward method, stats will be recorded.

8. OTHER BUSINESS

The continued South expansion of the O-Train was raised as a concern and if there are alternative being discussed with the City of Ottawa. The need for better communication between the municipality and the university was discussed. There is an opportunity for Carleton University to rethink transit options to and from campus. Other opportunities raised were fundraising and addressing safety concerns of traffic and pedestrians on campus.

9. ADJOURNMENT

It was moved by Mr. Harrington and seconded by Dr. Sloan to adjourn the meeting at approximately 3:02 p.m. The motion carried.



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**Minutes of the 290th Meeting of the Finance Committee
Tuesday, September 19th, 2017 at 4:00 p.m.
Room 2440R, Richcraft Hall**

Present: Mr. B. Wener, Chair
Ms. D. Alves, Vice-Chair
Dr. F. Afagh (non-voting)
Dr. C. Carruthers
Mr. P. Dinsdale (phone)
Mr. G. Farrell
Ms. L. Honsberger
Mr. N. Nanos
Dr. A. Summerlee

Staff: Ms. S. Blanchard
Ms. A. Goth
Dr. R. Goubran
Mr. T. Lackey
Mr. S. Levitt
Ms. A. Marcotte
Ms. N. Merriman
Mr. M. Piché
Mr. T. Sullivan
Dr. J. Tomberlin
Mr. B. Winer

Guests: Mr. R. Simm (KPMG)
Mr. B. Travers (KPMG)
Ms. L. Mittelstadt (KPMG)

Regrets: Ms. C. Gold

1. CALL TO ORDER AND CHAIRMAN'S REMARKS

The meeting was called to order at 3:58 p.m. The Chair welcomed the new members to the committee and the staff and management of the University introduced themselves.

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 Ms. Alves and seconded by Mr. Nanos that the agenda of the 290th 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 289th Finance Committee and Joint Finance and Building Program Committees meeting held on June 19, 2017 were circulated. It was moved by Dr. Carruthers and seconded by Mr. Nanos that the minutes be approved, as presented. The motion carried.

4.2 Business Arising

At the 289th Finance Committee, it was requested that an Ancillary Fee Protocol Committee be convened. The administration responded that the committee has been convened and will report back to the Finance Committee on any items for action.

5. ITEM(S) FOR APPROVAL

5.1 Review of Committee Terms of Reference and Work Plan

The committee terms of reference and work plan were provided in advance. Ms. Goth is to consult with Ms. Betsy Springer about the timing of a report to the committee on the Pension Plan and add it to the work plan.

5.2 Business Building

A working paper, memo, control document, and building rendering were provided in advance. To date the Building Program Committee reviewed the provisional schema of the building, Finance Committee reviewed the rationale, Executive Committee and the Board of Governors approved moving forward to a final design of the building. The final design phase cost \$2.5M. The business case for the building has not fundamentally changed since the initial presentation but has been updated to reflect increased enrolment and the growing needs of the university for teaching and office space.

The committee was asked to review the final design and make a recommendation about whether to move forward to tender.

The rationale to proceed was outlined by Dr. Summerlee and a presentation was displayed. The rationale to proceed with a new business school building is to house faculty and students in one space, maintain and enhance competitiveness, and create space for entrepreneurial activities. The rationale to proceed from a university-wide approach is to provide needed teaching space which is necessary to accommodate additional growth, improve teaching spaces to align with modern pedagogy, and provide facilities to improve employability skills. It was also stated that the building will be a signature building on campus.

The impact of not proceeding was also outlined. By not proceeding the future of the business school could be impacted due to Carleton losing competitiveness, enrolment quality and number of students will fall and Carleton is likely to drop out of the new funding corridor set with the Province of Ontario as the School of Business accounts for 8% of enrolment. The impact on campus will also include a necessary reduction in student intake overall as the current teaching space will not be able to accommodate flow-through growth and there will be a long-term decrease in revenue to the institution and a loss of \$10 million donated to build the building.

The Sprott School of Business is showing a 4% increase in first year student enrolment in 2017/18. Enrolment has not fallen since 2004 if you include both undergraduate and graduate enrolment numbers. The master's programs in the school have been revamped and have led to higher numbers of graduate students.

The Business Building will be a resource for the whole campus and will foster entrepreneurship on the whole campus. Currently the university is operating above the sector average for classroom spaces (90 – 95% usage) and if we were to lose a building unexpectedly the university would have no flexibility to find alternative space as class scheduling is constrained. From a business continuity perspective, more space is needed to mitigate interruption of business for the whole campus. We have increased enrolment but do not have enough space to accommodate the growth.

The Business Building will be the signature building on campus that will be used to highlight Carleton and to increase our reputation and increase our recruitment numbers.

Wes Nicol donated \$10M (now worth \$11.8M) to build the Business Building and the building will be named the Nicol Building which will highlight entrepreneurship specifically linked to employability skills. The funding for the project is projected at \$48M with the remainder of funds coming from \$8M allocated from the 2017-18 budget, and \$28.2M accumulated in the Capital Reserve Fund.

Completion of the 5th floor of the building was discussed and administration was asked to complete a rationale for completion of the floor and present any additional costs to the Finance Committee.

Ms. Honsberger moved and it was seconded by Mr. Nanos, to recommend to the Board, the approval to proceed to the final design and tender of the new Business Building at a cost not to exceed \$48 million, and to release the designated funds of \$28.2 million accumulated in the Capital Reserve Fund as per the capital project approval and control document. Any additional costs including related to potentially finishing the 5th floor of the Business Building are to be brought back to the Finance Committee for review. The motion carried.

6. ITEM(S) FOR INFORMATION

6.1 Dominion Chalmers United Church Project (DCC)

A memo, draft report from KPMG, and a draft risk register was circulated in advance. An engagement letter from KPMG, question and answer document in response to the KPMG report, KPMG Tax Planning Consideration document were circulated at the meeting.

The proposed purchase was brought to the Executive, Finance, and Building Program committees several times in the last year. Prior presentations and information was often disjointed. Building Program and Finance Committee met to discuss the proposal in June 2017. The Board of Governors subsequently decided to sign an expression of interest on August 18, 2017 with DCC and to undertake a 90-day due diligence period to consider the project.

Mr. Simm, Mr. Travers and Ms. Mittelstadt were introduced from KPMG.

Dr. Summerlee gave a presentation entitled *Dominion Chalmers United Church Interim Report Finance Committee September 19, 2017* which outlined the proposed contents and areas to include in the final report, the many community group supporters, and the scope of work for KPMG Consultants to date.

The areas of focus for the Finance Committee include: draft financial projections, possible ownership structures and the draft risk register. The draft financial projections are based on December 31st, 2017 DCC financials, assessment of letter of intent from various groups, adequate staffing requirements, 10% variance, rental costs, predicted costs of renovations (estimated at \$800,000). It was indicated that the preliminary view is that major maintenance is not needed over the next 5 – 10 years but a contingency fund from any surpluses for operation of the facility could be set-up to minimize risk.

The potential options for possible ownership of the facility were outlined in the draft KPMG report and included: direct ownership/management, non-profit holding corporation, for profit (taxable) corporation and business trust. The business trust is the preliminary recommended option. Leasing the facility was not considered as an option because it would involve contract employees, no option to benefit from donations and provincial grant, is not a viable option for vendor and was seen as reputational risk. In the business trust model Carleton would be treated as a tenant and would be required to pay the market rate for the facilities use. According to KPMG, the sole potential rationale for the business trust model is to decrease potential risk to the university's charitable status. If the university directly owns the facility, the operation must not impact the University's charitable status. The trust may allow Carleton to diversify the risk of ownership with other post-secondary institutions such as the University of Ottawa and Algonquin College. The Province is

familiar with the business trust management option but will need to approved any structure pursuant to the Transfer Payment Agreement with the Province.

It was asked that on the risk register that it be indicated why the mitigation strategies are in the low category. Additional issues to consider as part of the ongoing due diligence include the impact of renovations on an operating church which could cause a reputational risk. The committee felt there was further clarification required on whether or not Carleton University would be featured on the exterior of the building.

Funds to purchase DCC as well as renovations have been secured at an amount of \$6-8M from the Province of Ontario (\$5M must be spent by March 2018 or an extension sought), private and corporate donors. The operating cost of for a Business trust is estimated to be \$25,000 for set-up and \$15,000 annually. It was asked that the estimated cost of investigation into the purchase and due diligence be reported. If the business trust management option is used donations will not be provided directly to the DCC project but can be donated to Carleton and then lent to the DCC with a pay back and ongoing basis.

6.2 Investment Manager for the Pension Fund

A working paper was circulated in advance.

The administration of the Carleton University Retirement Plan is delegated to the Pension Committee, with certain recommendations subject to the approval of the Finance Committee and Board of Governors. The Pension Committee is currently composed of: Angelo Mingarelli (CUASA), Manfred Bienefeld (CUASA), Martha Attridge Bufton (CUPE 2424), Ed Kane (non-unionized employees), Ron Jastremski (CUPE 910, CUPE 3778, OPSEU 404), Michel Piché (Vice- President, Finance and Administration), Bob Wener (Chair of the Board of Governors Finance Committee), and Betsy Springer (Director, Pension Fund Management) as Chair of the Committee.

The total market value of the fund is \$1.2 billion which is managed by ten managers in diversified markets. The Statement of Investment Policies and Procedures is brought every year to the Finance Committee for approval.

The working paper outlines the Pension Committee's recommendation to engage Brandes Investment Partners for a C\$60 million Global Small Cap Equity mandate for the Retirement Fund which is approximately 5% of the Fund's market value. Brandes is a well-known manager and investment into this type of equity is in line with best practices.

This item was brought to the Executive Committee on August 28th for approval on behalf of the Board of Governors.

Ms. Alves moved and it was seconded by Dr. Afagh to approve the recommendation of the Pension Committee to hire Brandes Investment Partners for a \$60 million

Global Small Cap Equity mandate for the Carleton University Retirement Fund, as presented. The motion carried.

6.3 Financial Reports for the 2016/2017 Fiscal Year

A working paper, presentation and the 2016-2017 Financial Report to the Board of Governors was circulated in advance. Mr. Piché gave a presentation entitled *Fiscal Year 2016-2017*.

Overall, Carleton had a very successful year in fiscal year 2016-17. Total student enrolment was up 2.8% which contributed to a surplus of \$53.2M (\$14M higher than projected) that was allocated in accordance with board approval as \$10M to student aid matching, \$10M to endowed chair matching, \$12.2M to Pension Reserve, \$21M to Investment Income Equalization Reserve.

The Pension Liability Reserve currently totals approximately \$92M. In March 2016, the valuation showed that the Plan is 93% funded on a going-concern basis at July 1, 2016, and 83.1% funded on a solvency (wind up) basis. Special annual contributions to the Plan are required to amortize the deficits in addition to employer and employee contributions.

The Ancillary budget showed a \$4.8M positive return. Any surplus is used to off-set renovations, capital debt and outstanding debt.

6.4 Update on Provincial Funding Formula

A memo and the Strategic Mandate Agreement 2017-20 (SMA2) was circulated in advance.

The Province of Ontario through the Ministry of Training, Colleges and Universities established a process to develop three-year agreements between individual institutions and the government. The second round of discussions is nearing completion with the newly named Ministry of Advanced Education and Skills Development. The SMA3 (2020-2023) will be linked with achievement of certain metrics (KPIs) that will affect revenue envelopes and universities will be expected to meet or exceed to qualify for funds. An announcement is expected over the coming months of three additions to the funding envelope and adjustments will be made to the budget planning process for 2018/19 in accordance with this but it is assumed no new money will be put into the higher education system.

6.5 Update on the 2017/2018 Operating Budget

The University is well on track to achieve its budget in 2017/2018 with a total enrolment increase of 3.7% in overall enrolment (4.6% increase in undergraduate enrolment).

An ongoing financial risk remains for: a) uncertainty of the SMA2 funding, specifically funding of flow-through enrolment and graduate spaces; b) labour negotiations; c) SIF funding for the ARISE spending post March 31st, 2018.

6.6 Insurance Report

A working paper was circulated in advance. A small typo on page 2, paragraph 3, of the report was identified. The insurance policy is in good stead. There was a rise in claims this year (7). Cyber Liability is in place and the total claim made last year was \$190,000 with a break-down of \$100,000 for recovery, \$50,000 deductible and the remainder was the over-time accumulated for staff. It will be negotiated with renewal that the over-time for staff be included in future coverage. Carleton's insurance premium increased approximately \$1,200 following the cyber claim.

6.7 Update on Deferred Maintenance Projects and Capital Renewal

The major capital projects underway include the Health Sciences Building, ARISE Building, and Cogeneration Facility. The ARISE Building is funded in part by a \$15M grant from the Strategic Investment Fund (SIF). SIF is also funding various energy renewal projects which must be completed prior to March 31, 2018. Other renewal projects amount for \$14M per year over a 10-year period and are prioritized based on Carleton's Facility Condition Index Assessment.

Ongoing projects are being delivered on time and on budget. The ARISE project has been delayed 4-6 weeks and the government has been notified of the revised schedule. Some implementation delays are being experienced with the renewal projects due to the focus on completion of the SIF funded projects to be completed for March 31st, 2018.

7. **IN-CAMERA SESSION**

An in-camera session was held.

8. **OTHER BUSINESS**

No additional business was raised.

9. **ADJOURNMENT**

It was moved by Mr. Farrell and seconded by Ms. Honsberger to adjourn the meeting at approximately 7:00 p.m.

**Minutes of the 35th Meeting of the Governance Committee
Wednesday, October 11th, 2017 at 1:00p.m.
Room 617 Robertson Hall**

Present:	Mr. K. Evans, Chair	Dr. I. Lee (phone)
	Mr. O. Javanpour, Vice-chair	Mr. N. Nanos
	Mr. E. Berhe	Dr. A. Summerlee
	Dr. C. Carruthers (phone)	Mr. A. Ullett
Regrets:	Mr. J. Nordenstrom	Ms. R. Stiles
Staff:	Ms. A. Goth	Mr. S. Levitt

1. CALL TO ORDER AND CHAIR'S REMARKS

The Chair called the meeting to order at 1:02 p.m. The Chair remarked that the meeting will focus on the Executive Committee HR/Compensation Sub-Committee Terms of Reference and the Code of Conduct. There will be a preliminary discussion on presidential assessment which the committee will have a more fulsome discussion about in January 2018.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF AGENDA

Mr. Javanpour moved to approve the agenda as presented. The motion carried.

4. ITEM(S) FOR APPROVAL

4.1 Minutes of Previous Meeting

Mr. Javanpour moved, and it was seconded by Mr. Ullett, to approve the minutes of the 34th meeting of the Governance Committee as presented. The motion carried.

5. ITEM(S) FOR DELIBRATION

5.1 Governance Committee Work Plan and Terms of Reference

The Governance work plan and terms of reference were circulated in advance.

5.2 Code of Conduct

A memo, revised Code of Conduct, letter from CAUT dated September 27, 2017, as well as a summary of CAUT suggestions and recommendations was circulated in advance.

There were three major concerns with the Code of Conduct:

1. Academic Freedom and it's relation to the work and decisions of the Board of Governors. It was discussed that board members have the right and duty to consult on decisions the board will be considering prior to the meeting as the board's decision will benefit from a peer's points of view. Academic Freedom applied to teaching and research has boundaries.
2. Lack of freedom to discuss topics at the Board table. It was discussed that board members can present viewpoints with decorum and respect.
3. Ongoing grievance and arbitration. Dr. Root Gorelick has filed a grievance within the CUASA collective agreement indicating that his rights have been violated and it is argued that the collective agreement does not apply to university governance.

Dr. Peter MacKinnon's book *University Leadership and Public Policy in the Twenty-First Century: A President's Perspective* was recommended as reading for the Board.

The specific amendments to the Code of Conduct were discussed.

Two additional minor revisions were made:

- 1) Section II Fiduciary Duties #7 the words "the principle of" were removed.
- 2) Section IV Process for Declaring a Conflict or Perceived Conflict of Interest, the first sentence now reads: "Both prior to serving on the Board and during their term of office, Governors must openly disclose a potential, real or perceived conflict of interest as soon as the issue arises and before the Board or the appropriate Committee deal with the matter at issue."

ACTION: Dr. Summerlee will take the revised Code of Conduct for information to the student associations and student government. Dr. Summerlee will also have a meeting with CAUT to deliver the revised Code of Conduct and put the changes in context.

It was moved by Dr. Lee and seconded by Mr. Ullett to recommend the amendment of the Code of Conduct to the Board of Governors, as presented.

5.3 Presidential Assessment/Performance Review

A memo, President's Details Goals for 2017/2018, a summary on presidential assessment, four AGB articles on presidential assessment and the 2015/2016 presidential assessment was circulated in advance.

Presidential Assessment is an important contemporary issue. The current processes used need to be updated and a policy may be considered. The President was thanked for his documentation. Assessment is part of good governance and provides transparency and accountability. It is expected that the incoming president will ask about how presidential assessment is completed. The president's involvement in assessment will be a requirement. The topic will be revisited at the January 2018 meeting.

5.4 Participation by Electronic Means

Bylaw section 6.05, and two examples of university board's that have electronic voting as part of their Bylaws was circulated in advance.

During the Bylaw review in 2015, section 6.05 was added but does not specifically address electronic participation. According to the bylaw it is required that "each Governor is to communicate adequately with each other". Participants need to be able to hear and respond to each other. Many universities do have provisions for e-mail voting in their Bylaws but this is technically off-side. It was suggested that the Board revisit this section when the Not-for-Profit Corporations Act comes into effect.

It was suggested that threaded vine discussions or other methods of communications for meetings be investigated by the President.

5.5 Population of Committee Membership

A summary of all the committee compositions for all the board's standing committees was circulated in advance. The process was outlined detailing how board members are assigned to specific committees. The committee composition of the standing committees are considered (as specific contingency representation is outlined) along with the board members interest, background, expertise and experience.

5.6 Executive Committee and HR/Compensation Sub-Committee Terms of Reference

The Executive Committee Terms of Reference and a revised HR/Compensation Sub-Committee were circulated in advance.

There was a request by the Chair of the Board to add additional membership to the HR/Compensation Sub-Committee, specifically allowing a member not on the

Executive Committee to be a member of the Sub-Committee. A conflict of interest section was added to address unionized employees on the committee.

It was moved by Mr. Nanos and seconded by Dr. Summerlee to recommend the amendment of the HR/Compensation Sub-Committee Terms of Reference to the Board, as presented. The motion carried.

6. OTHER BUSINESS

6.1 Board of Governors Communications and Transparency

It was brought forward that the Governance Committee should consider transparency and communications by the Board of Governors to our stakeholders as well as training provided to Board members on good governance practices. It was suggested that specific topics be brought forward.

7. ADJOURNMENT

There being no further business, Mr. Nanos moved, and it was seconded by Mr. Ullett, to adjourn the meeting at approximately 3:00 pm. The motion carried.



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 June 2, 2017 at 2:00 p.m.
Senate Room, 608 Robertson Hall**

MINUTES

Present: (R. Dansereau - proxy for F. Afagh), S. Ajila, F. Alhattab, A. Arya, A. Bellerive, S. Blanchard, A. Bowker, D. Buss, M. Butler, C. Carruthers, A. Chandler, (R. Mann - proxy for W. Clement), J. Coghill, J. Debanné, D. Deugo, A. Dodge, C. Duff, M. Esponda, K. Evans, S. Field, T. Garvey, R. Gorelick, R. Goubran, N. Grasse, J. Hayes, R. Hoey, F. Hosseinian, B. Hughes, O. Javanpour, E. Kwan, E. Lai, M. Martinov, C. Miller, H. Nemiroff, M. Neufang, B. Ormeci, D. Owusu-Akyeeah, M. Pelletier, M. Piché, A. Plourde, P. Ricketts, R. Runte, D. Russell, J. Shepherd, E. Sloan, C. Smelser, J. Smith, M. Sucharov, S. Sur, N. Tait, J. Tomberlin, P. Watzlawik-Li, F. Webster, J. Wolfart

Regrets: F. Afagh, K. Bahir, L. Callaghan, C. Chi, A. Christianson, W. Clement, C. Cruickshank, J. Dalphy, A. Diptee, M. El-Tanany, W. Felepchuk, C. Feres, C. Fong, A. Forth, P. Gentile, W. Horn, D. Howe, W. Jones, K. Karim, A. Loiselle, D. Long, A. Maheshwari, J. Miller, K. O'Meara, C. Parrott, J. Paulson, J. Stoner, S. Taylor, P. Thompson, P. Wolff, C. Wong

Open Session:

1. Welcome

The Chair welcomed everyone to the open session.

2. Approval of Agenda (open)

It was **MOVED** (Hoey, Neufang) that Senate approve the agenda of the meeting of June 2, 2017

The motion **PASSED UNANIMOUSLY.**

Chair noted that J. Shepherd would address an issue arising from the minutes of the April 28 meeting.

3. Approval of Minutes

- April 28, 2017 (OPEN)

J. Shepherd reported on measures CUCQA has undertaken to increase gender parity on the committee. Moving forward, L. Dyke will be Chair and Patrice Smith will replace Bob Burke on the committee.

It was **MOVED** (Tomberlin, Shepherd) that Senate approve the minutes of the meeting of April 28, 2017 and ratify the revised CUCQA committee membership.

The motion **PASSED UNANIMOUSLY**.

4. Chair's Remarks

This will be the last Senate meeting for Peter Ricketts, John Shepherd, Andre Loiselle, and Malcolm Butler. The Chair thanked all for their service to Carleton. J. Tomberlin reminded the Senate that this would be President Runte's last Senate meeting as well. On behalf of the Senate, he wished President Runte all the best in her exciting new opportunities, and thanked her for all she has done for Carleton.

5. Discussion Period: Financial Overview (Michel Piché)

Discussion ensued around issues of research funding and graduate student spaces.

It was noted that some external research funders require a contribution from the University. As a result, a special fund has been set up to be used when matching funds are required.

Some members also observed that if external funding levels do not increase, the university will need to become more efficient by considering ways of reducing costs.

6. Senate Administration (Clerk)

- a) Senate Membership
- b) Committee Membership

The Senate Clerk reported that they are working to fill senate and committee memberships. One member asked for clarification on the process for finding members. The Clerk responded that presidents of CASG and GSA are generally contacted for student nominations. For Faculty positions, Deans are consulted. The Clerk concluded by asking any members interested in serving on committees to step forward.

c) Empowering Motion

Motion: That Senate approve the Executive be empowered to act for Senate on urgent items of regular business during the months of June, July, and August; notice of any meetings of the Executive held under this authority (except those called for the purposes of the Executive dealing with its own regular business) must be given to all members of Senate who may attend and participate; any action taken under this authority is to be reported to Senate at the first meeting of Senate in September 2016 for information and consent.

It was **MOVED** (Russell, Shepherd) that Senate approve the Empowering Motion. The motion **PASSED UNANIMOUSLY**.

7. Committee Reports

a. SAPC

Motion 1: **THAT** Senate approve the Dual Master's Degree Policy. (Ricketts, Neufang). The motion **PASSED**.

Motion 2: **THAT** Senate approve the revised Cotutelle Policy. M. Neufang noted that there would be a few changes to this policy to streamline language and to reduce the examining board by one member in order to facilitate the process.

(Ricketts, Neufang). The motion **PASSED UNANIMOUSLY**.

b. SCCASP

i. Unusable Credits and the BA Degree

Motion 1: **THAT** Senate approve the elimination of Credits Not in the Major for all combined BA honours programs with effect from 2017-2018. (Shepherd, Nemiroff) The motion **PASSED UNANIMOUSLY**.

Motion 2: **THAT** Senate approve the reduction in the number of Credits Not in the Major required for all BA General programs from seven to six with effect from 2017-2018. (Nemiroff, Shepherd) The motion **PASSED UNANIMOUSLY**.

Motion 3: **THAT** Senate endorse in principle the following recommendations:

THAT mandatory advising be put in place for students changing majors in the BA degree more than once

THAT students may only change major in the BA degree if they have taken a minimum of one course in the major into which they are transferring

THAT 'early warning advising' be instituted for students who's CGPAs early in their honours program suggest that subsequent transfer to the related general program is a possibility because of their Academic Performance Evaluations

THAT all BA program descriptions in the Undergraduate Calendar have embedded explicitly within them all the University and Degree Rules and Regulations pertaining to that program

THAT mandatory advising be put in place for students in all BA programs who do not fulfill the BA Degree Breadth Requirements as part of the first ten credits completed.

(Shepherd, Nemiroff) The motion **PASSED UNANIMOUSLY**

ii. Dual Masters Degree Policy

Motion 1: **That** Senate approve the new General Regulation 7.13 in the Graduate Calendar (Nemiroff, Hoey) The motion **PASSED**.

iii. Course Prospectus

Motion 1: **That** Senate approve the proposed changes to General Regulation 2.2, The Course Outline, with effect from 2018-2019, as presented. (Nemiroff, Russell)

Discussion: In discussions at individual Chairs/Directors meetings, there have been many questions about course outline proposal highlighting issues concerning, the information that needs to be provided, the potential confusion that could arise with multiple versions, consistency across calendars and platforms, and the accuracy of information if it is written too far in advance of the course offering.

Additional discussion at senate focused on the role of the course outline as part of the contractual agreement between the student and the university. One member asked if there is a provision in the current policy dealing with enforcing compliance. Enforcing compliance can always be raised with the Dean, but currently the calendar states only that the course outline must be provided on the first day of class. Members were reminded of the different timelines involved for various terms (September vs. January, vs. Summer sessions). Early posting of course outlines could work for some courses and some timelines but perhaps not for all.

It was **MOVED** (Shepherd, Blanchard) that the Motion be tabled. The Motion **PASSED**.

c) **SAGC**

Motion 1: **That** beginning August 1st, 2017, the Clerk of Senate serve as Chair Pro Tempore of Senate until the Senate Academic Governance Committee returns to Senate with its recommendations, no later than

June 2018, which should provide time for the committee to complete its work. (Wolff, Sur)

Discussion: Given the fact that Carleton will have an interim president in 2017-18, the Governance Committee is exploring other options for the role of the Chair of Senate.

Discussion of the motion first centered on the question of tradition vs. legality. Senate government documents do not make this explicit, but it was noted that the current President was voted in as Chair of Senate. Practice at other universities is mixed, with slightly more than 50 % engaging the President as Chair of Senate.

It was **MOVED** (Ricketts, Evans) that the motion be tabled and sent back to the governance committee, on the grounds that the premise of the motion is incorrect, and that it would be inappropriate to make this change for the incoming interim president at this time.

The motion to TABLE this motion **PASSED**.

8. Reports for Information

- a.** Senate Executive: April 18, 2017 and May 11, 2017. No discussion.
- b.** Board of Governors: March 23, 2017

The Chair of the Board of Governors spoke to acknowledge the contributions of departing members Peter Ricketts, John Shepherd, Malcolm Butler and Andre Loiselle. He made special mention of President Runte, for her role in expanding the university and supporting our students.

- c.** Academic Colleague (J. Smith) Presented. No discussion.
- d.** SUSC 2017 Report. No discussion.
- e.** Dominican University College: Minor Modifications. No discussion

9. Other Business: There was no other business.

10. Adjournment: Meeting adjourned (Shepherd, Hoey) at 3:57 pm.



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

**Carleton University Senate
Meeting of September 29, 2017 at 2:00 p.m.
Senate Room, 608 Robertson Hall**

MINUTES

Present: F. Afagh, S. Ajila, A. Arya, A. Barclay, S. Blanchard, A. Bowker, W. Clement, J. Coghill, D. Deugo, C. Dion, A. Dodge, L. Dyke, J. Erochko, K. Evans, P. Farrell, P. Rankin (proxy for R. Goubran), E. Grant, N. Grasse, P. Gunupudi, B. Hallgrimsson, A. Hassan, W. Horn, F. Hosseinian, B. Hughes, O. Javanpour, W. Jones, C. Joslin, P. Lagasse, J. Liu, K. Lumsden, A. Maheshwari, Z. Masjedee, C. Miller, H. Nemiroff, M. Neufang, J. Paulson, A. Plourde, D. Russell, L. Schweitzer, A. Shotwell, D. Siddiqi, E. Sloan, J. Smith, P. Smith, A. Summerlee, S. Taylor, J. Tomberlin, P. Watzlawik-Li, J. Wolfart, C. Young, D. Zachrisson

Regrets: A. Bellerive, D. Buss, L. Callaghan, A. Chandler, C. Chi, J. Debanne, C. Dogan, M. Esponda, J. Green, J. Hayes, E. Hitsman, D. Howe, J. Kovalio, E. Kwan, D. Long, B. McPherson, J. Miller, M. Piche, Z. Parkkari, J. Ramasubramanyam, J. Stoner, S. Sur, C. Viju

Open Session:

1. Welcome

After brief introductory remarks from the Chair, each Senator introduced him/herself to the group, to welcome new members.

2. Approval of Agenda (open)

It was **MOVED** (S. Taylor, C. Miller) that Senate approve the agenda of the meeting of September 29, 2017.

The motion **PASSED**.

3. Approval of Minutes

It was **MOVED** (J. Tomberlin, C. Miller) that Senate approve the minutes of the Senate meeting on June 2, 2017, as presented.

The motion **PASSED**.

It was **MOVED** (J. Ramasubramanyam, S. Taylor) that Senate approve the minutes of the Email motion on September 13, 2017, as presented.

The motion **PASSED**.

4. Question Period (Chair)

The Chair spoke to the return of this agenda item for Senate. The Chair wishes to promote the principles of openness and transparency in Senate and that Senators should be allowed to engage in discussion in ways that respect the views of individual Senators.

J. Paulson asked to be able to speak to the Senate body to clarify the principles behind the Point of Order that he had raised regarding the Email motion of September 12 -13. The Chair consented, but remarked that there would be opportunities to discuss these issues at a later meeting of Senate, once the Governance Committee had reviewed the issue. Senator Paulson informed Senate of his concerns regarding the processes involved in electronic voting as they do not allow for fulsome debate and do not allow Senate to follow parliamentary procedure, specifically in this case, in handling a point of order. Senator Paulson stated that there should be more transparency with regard to nomination procedure.

The Chair reminded Senate that the Senate Academic Governance Committee will consider this issue at their next meeting.

A. Shotwell asked if Senate's decision regarding the use of students' work for program assessment would allow opportunities for students to opt out of this participation, and if there were issues related to students' intellectual property rights. Senator Dyke responded that students' work remains the property of the students and is typically assessed anonymously. Carleton needs to meet Quality Assurance requirements and assess its programs. As a result of the decision, students entering Carleton consent to this procedure as a condition of admission, however Senator Dyke agreed to consider other options and bring forward a response at the next Senate meeting.

5. Strategic Mandate Agreement (Chair)

A draft of the most recent Strategic Mandate Agreement (SMA2) was circulated to Senators with other meeting materials to review prior to the meeting.

The current Strategic Mandate Agreement (SMA2) has been sent to the Ministry and will be signed shortly. The Chair acknowledged that proper procedure was not followed in the creation of this document, since the Senate and the Board of Governors were not consulted before the SMA was sent to the government for approval. He made a commitment to ensure that this does not happen again, and that both the Board and the Senate will be involved in the creation of the next Strategic Mandate Agreement (SMA3) in a process that will begin later this academic year.

One Senator asked if there is an historical document which could provide context for the SMA process and changes that have been made since SMA1. The Chair suggested that SMA1 and SMA2 could be made available to Senators, and that the senior administration would circulate any other relevant documentation.

Another Senator inquired about how the program examples were chosen in the SMA. The Provost replied that examples were chosen after consulting the Deans but decisions had to be made within a very tight timeline. The Chair added that the government also reduced the number of examples that were originally allowed for this section.

6. Senate Administration (Clerk):

- Senate & Committee Membership

A list of nominees to fill vacant Senate and Senate Committee positions was circulated in advance.

It was **MOVED** (A. Plourde, W. Jones) that Senate approve the new Senate and Senate Committee appointments, as presented.

The motion **PASSED**.

The Clerk mentioned that four additional nominations were received after the meeting materials had been circulated to Senate. Senate gave unanimous consent to consider these four late nominees for approval at this Senate meeting. Senator Paulson requested that Senate be allowed to vote on each of the four nominees separately.

It was **MOVED** (C. Miller, D. Deugo) that **James Cheetham** be approved to serve on Senate as Faculty elected representative from Science.
The motion **PASSED**.

It was **MOVED** (S. Klaussen, D. Deugo) that **Paul Peters** be approved to serve as Faculty representative on the Senate Committee on Student Awards.
The motion **PASSED**.

It was **MOVED** (W. Clement, L. Dyke) that **Paul Keen** be approved to serve as representative from the Faculty of Graduate and Post-doctoral Studies on the Senate Academic Governance Committee.
The motion **PASSED**.

It was **MOVED** (L. Schweitzer, J. Tomberlin) that **Chris Carruthers** be approved to serve as representative of the Board of Governors on Senate.
The motion **PASSED**.

- CUCQA Membership

It was **MOVED** (J. Tomberlin, D. Siddiqi) that Senate ratify the 2017-18 membership of the Carleton University Committee on Quality Assurance, as presented.
The motion **PASSED**.

- Report on the Empowering Motion (Clerk)

The Clerk reported that several actions were taken under the standing empowering motion regarding graduation decisions and that one

decision had been made under the summer empowering motion. All details are contained in the minutes of Senate Executive and the minutes of the Email vote taken by Senate on September 13, 2017.

7. Reports:

a. Senate Academic Program Committee (SAPC)

There was no report.

b. Senate Committee on Curriculum, Admission and Studies Policy (SCCASP) (H. Nemiroff)

Senator Nemiroff explained that this motion would extend existing regulations to include deferred term work.

It was **MOVED** (H. Nemiroff, C. Miller) that Senate approve an editorial change, as presented, to clarify Calendar language.

The motion **PASSED**.

8. Reports for Information:

a. Minutes of the Senate Executive Meeting May 23, 2017

There was no discussion.

b. Report of the Senate Student Academic Integrity Appeals Committee

Senator Paulson asked for the number of appeals as a percentage of enrolled students and how those changed from year to year; for the year-on-year change in the number of plagiarism cases, and what is being done (or what will be done) to deal with any increase; and, for explanations of the difference in rates between different faculties. The Secretary agreed to forward these questions to the Chair of the Student Academic Integrity Appeals Committee; a response will be provided at the next Senate meeting.

c. Report of the Academic Colleague (J. Smith)

J. Smith provided a summary of his report at Senate.

d. Report regarding Modifications to the 2017-18 course changes at Dominican University College (L. Dyke)

One member requested information on Carleton's relationship with Dominican University College. The Chair responded that a copy of the

agreement between Carleton and DUC will be distributed to members prior to the next Senate meeting.

9. **Other Business**

- a. One Senator spoke about the frequency with which faculty and staff are required to change their Carleton One passwords. Although the reason for this policy is understood, changing passwords every 2 or 3 months can lead to other behaviors (such as writing down passwords) that also compromise security. The Chair asked the Secretary to communicate this concern to ITS, and to request a response that will be read at the next Senate meeting.
- b. The Clerk of Senate asked for nominations from Senators for the position of Chair on the Senate Review Committee. The Clerk reminded Senators that the Chair of this committee must be a member of Senate.
- c. There was a short discussion regarding nomination procedure for Student Committee members.

10. **Adjournment**

It was MOVED (S. Taylor, C. Miller) that the meeting be adjourned at 3:00 pm.

The motion **PASSED**.



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 October 27, 2017 at 2:00 p.m.
Senate Room, Robertson Hall

OPEN SESSION

MINUTES

Members Attending:

S. Ajila, A. Arya, S. Blanchard, A. Bowker, L. Callaghan, C. Carruthers, W. Clement, J. Coghill, J. Debanne, D. Deugo, A. Dodge, C. Dogan, L. Dyke, J. Erochko, M. Esponda, K. Evans, P. Farrell, R. Goubran, E. Grant, J. Green, P. Gunupudi, B. Hallgrimsson, A. Hassan, E. Hitsman, D. Howe, O. Javanpour, W. Jones, M. St. Hilaire (for Chris Joslin), H. Khoo (proxy for Fred Afagh), J. Kovalio, E. Kwan, J. Liu, D. Long, K. Lumsden, J. Miller, H. Nemiroff, M. Neufang, D. Nussbaum, Z. Parkkari, J. Paulson, M. Piche, A. Plourde, D. Russell, L. Schweitzer, D. Siddiqi, P. Smith, A. Summerlee, J. Tomberlin, C. Viju, P. Watlawik-Li, C. Young, D. Zachrisson

1. CALL TO ORDER

The Chair called the meeting to order at 2:01 pm.

2. APPROVAL OF AGENDA

It was **MOVED** (L. Dyke, M. Neufang) that Senate approve the open agenda for the meeting of Senate on October 27, 2017, as presented.

The motion **PASSED**.

3. APPROVAL OF MINUTES

It was **MOVED** (D. Deugo, J. Tomberlin) that Senate approve the minutes of the Senate meeting on September 29, 2017, as presented.

The motion **PASSED**.

4. MATTERS ARISING

- a) Item 4 (Question Period)** - L. Dyke responded to A. Shotwell's question about the use of students' work for program assessment and whether there could be options for non-participation. If a student wishes to withhold work because of intellectual property concerns, the student may submit a request to his/her unit or department. The final decision on whether to grant non-participation will be made by the Dean.
- b) Item 5 (SMA)** – In response to a request for more information about the first Strategic Mandate Agreement (SMA1) and the process followed in completing that agreement, the following documents were circulated to Senators (as Appendix 2) with the meeting materials:
- A communication dated August 12, 2014, from Provost Peter Ricketts, regarding the submission of the first Strategic Mandate Agreement
 - The final submission from Carleton, dated March 31, 2014
 - The signed agreement between MTCU and Carleton University, dated April 29, 2014

There were no further questions regarding the materials circulated.

- c) Item 8b (Reports for Information)** – At the last meeting of Senate, J. Paulson asked a number of questions about the Report submitted by the **Senate Student Academic Integrity Appeals Committee**. The Chair of the committee was unable to attend this Senate meeting, but submitted a written response to these questions. The Secretary of Senate agreed to circulate this response by email to Senators after the meeting.
- d) Item 8d (Reports for Information)** - In response to a request for more information about Carleton's relationship with Dominican University College, a copy of the agreement was circulated to Senators with the meeting package as Appendix 3.

There were no further questions regarding the agreement. It was noted that the agreement will be up for renegotiation in 2019.

- e) Item 9a (Other Business)** – A concern was raised about the frequency with which faculty and staff are required to change their passwords. Senate requested a response from ITS regarding this password change policy. The Manager of Client Services at Information Technology Services provided this response:

"ITS recognizes the complexity inherent in the password change requirement. The concern that some methods of managing password change can create vulnerabilities is valid.

To help address this concern, our security awareness information campaign includes tips for methodology and tools available to securely store and manage passwords. In addition, our Information Security team is researching secure access options that would replace the need for password changes.

Related info:

*Stealing of credential remains a focus of cyber attackers <https://www.helpnetsecurity.com/2017/09/29/credential-theft/>
Spotlight on IT: <https://carleton.ca/its/2017/cyber-security/>
ITS Security Tips: <https://carleton.ca/its/security/security-tips/>"*

5. CHAIR'S REMARKS

- a) College Strike** - Carleton students in joint programs with Algonquin College could be in a vulnerable position this semester if the strike continues. However, Carleton will not interfere with the bargaining process and the instructors' right to strike. Carleton faculty will not take over the course material normally taught by Algonquin professors. Instead, the Carleton administration is collaborating with faculty here to see if all university portions of the courses could be taught first, while the strike continues. A decision will be made and a memo will be brought back to Senate.

- b) Carleton University at Queen's Park** - A successful day was spent meeting with Ministry Officials to explore funding opportunities for programs and students.
- c) Rumour Mill** - The Chair reported on a new forum for the President and Provost to answer questions from faculty, students and staff. An example of one rumour dispelled at the session was that the football program was supported by the operating budget.
- d) Honorary Degree Issue** - The question of whether to rescind the honorary degree of Ang San Suu Kyi will be referred to the Honorary Degree Committee. The committee is also charged with creating a policy and procedures for rescinding honorary degrees.
- e) Provost Remarks:** - The Provost noted that instructor's course outlines will now include accommodations for students who have been victims of sexual violence. The Provost thanked the President of CASG for bringing forward this issue.

The Provost also noted that, beginning this year, the deadline for fall term grade submission for course with examinations that are held late in the December exam period will be extended from the current 10 calendar days to 14 calendar days.

6. QUESTION PERIOD (Chair)

There were no questions from the floor at this meeting.

7. ADMINISTRATION (Clerk of Senate)

a) Senate and Senate Committee appointments

A number of undergraduate student nominations for positions on Senate Standing Committees were submitted to Senate and reviewed

by the Senate Executive Committee. One additional nomination was brought forward to fill a student vacancy on Senate.

It was **MOVED** (D. Russell, L. Dyke) that Senate approve the new Senate and Senate Committee appointments, as presented.
The motion **PASSED**.

8. REPORTS

a) Senate Committee on Curriculum, Admission and Studies Policy

Two motions and one item for information were presented to Senate.

H. Nemiroff and A. Chan spoke to the first motion. The committee proposed that Senate approve an updated and revised academic nomenclature used to describe programs of study. The revisions eliminate inconsistencies and create a more uniform terminology that can be applied to all programs of study.

D. Long asked for clarification regarding *concentrations* vs. *fields* as elements within a graduate program. Fields, for example, are not currently noted on transcripts. A. Chan responded that a concentration requires a minimum of 1.5 credits in a certain area of specialization, and concentrations do appear on transcripts.

It was **MOVED** (H. Nemiroff, L. Dyke) that Senate approve the Academic Nomenclature as presented.
The motion **PASSED**.

The second motion to include a Glossary in the Academic Calendar was briefly discussed by Senate. A. Plourde requested a small grammatical change in the first sentence of the motion. The motion was amended as requested.

It was **MOVED** (H. Nemiroff, M. Neufang) that Senate approve the inclusion of a Glossary, as amended, in the Academic Calendar. The motion **PASSED**.

Finally, it was noted that the 2018-19 academic schedule was circulated for information.

b) Senate Governance Committee (Clerk)

It was **MOVED** (D. Russell, A. Dodge) that Senate approve the proposed revisions to the Terms of Reference for the Senate Emergency Academic Response Committee.

Discussion:

The Committee has begun work on the following issues:

- The SMA process moving forward
- E-vote procedure and when e-votes should be used in Senate. (Recommendations on this can be expected in January.)
- Review of the TOR for SEARC

The Committee proposed a revised Terms of Reference for the Senate Emergency Academic Response Committee (SEARC) that would allow the SEARC to become a Standing Committee. This would enable SEARC to meet regularly to plan and submit proposals to Senate, but it would not have the full authority of Senate. Only in the case of an emergency, when Senate is not able to meet, would SEARC be given that authority by the Chair of Senate.

Several Senators asked why there are no elected senators on this committee. If it can act with the full authority of Senate, should it not be more representative of Senate? Others remarked that the Senate Executive Committee, which also occasionally has the authority to act on behalf of Senate, does not contain representation from all faculties and is not representative of Senate in that way.

L. Schweitzer asked a related question about membership. If SEARC becomes a Standing Committee, why would there be limitations on its membership? Why could it not include elected Senators?

The Chair asked the committee to review these questions of membership and to consider the relationship between SEARC and the Senate Executive Committee. In addition, the Chair asked the committee to discuss and clarify the definition of “emergency” and the conditions under which SEARC would meet in this capacity.

The **MOTION** to approve the proposed revisions to the Terms of Reference for the Senate Emergency Academic Response Committee was WITHDRAWN (J. Paulson, D. Long). The matter will be returned to the Governance Committee for further discussion.

9. UPDATE ON PRESIDENTIAL SEARCH (BOG Chair)

Dr. Chris Carruthers, Chair of the Board of Governors, provided an update on the progress of the Presidential Search Committee.

The first stage of the search has been focused on engaging feedback from the Carleton community regarding key issues for Carleton, and the ideal attributes of the next President. In October, the committee hosted a number of open forums on campus to provide opportunities for input from faculty, staff and students. One-on-one consultations were also scheduled, particularly for alumni and stakeholders off-campus.

The committee also received approximately 115 suggestions via its online survey regarding [the current opportunities and challenges for Carleton University as well as the skills and/or qualities need to address them](#).

The next step is for the search firm to create an advertisement and position description and, over the coming months, to seek out candidates.

Senators are encouraged to reach out to potential candidates and ask them to apply. The committee is optimistic that it will receive excellent candidates as we have an attractive position, and have engaged a search firm with international experience and scope.

10. REPORTS FOR INFORMATION

There were none.

11. OTHER BUSINESS

a. Replacement Medal

The Registrar's Office was contacted by an alumna who lost her convocation medal and has requested a replacement. Although there is no existing procedure or regulation for replacing lost medals, the Registrar's Office recommends Senate approve the replacement.

It was **MOVED** (D. Russell, A. Dodge) that Senate approve the replacement of a lost University medal for a Carleton alumna. The motion **PASSED**.

b. Make-up Assignments

J. Erochko expressed concern about a new academic regulation that requires instructors to provide make-up assignments for students who have missed any formative evaluations. For large classes, the increased labour involved in providing these assignments and grading them would be problematic. H. Nemiroff stated that the new rule was devised to ensure that if students miss a formative element for legitimate reasons, they would have the opportunity to write a deliverable. However, it is not a mandatory requirement. All agreed that the decision of how to manage missed evaluations should be a negotiation between student and professor, to allow for more flexible solutions.

12. ADJOURNMENT

It was **MOVED** (J. Tomberlin, L. Dyke) that the meeting be adjourned at 3:00 pm.

The motion **PASSED**.

NEXT MEETING:

The next meeting of the Carleton University Senate
will be held on November 24, 2017
at 2:00 pm in RO608



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 November 24, 2017 at 2:00 p.m.
Senate Room, Robertson Hall**

MINUTES

Attending: S. Ajila, A. Arya, A. Barclay, A. Bellerive, S. Blanchard, D. Buss, L. Callaghan, A. Chandler, W. Clement, J. Debanne, D. Deugo, A. Dodge, C. Dogan, L. Dyke, P. Farrell, R. Goubran, E. Grant, N. Grasse, J. Green, P. Gunupudi, A. Hassan, W. Horn, O. Javanpour, H. Jay, W. Jones, C. Joslin, S. Klausen, E. Kwan, P. Lagasse, J. Liu, D. Long, A. Maheshwari, A. Jabar (for Z. Masjedee), C. Miller, J. Miller, H. Nemiroff, M. Neufang, D. Nussbaum, Z. Parkkari, J. Paulson, B. Wright (for A. Plourde), D. Russell, L. Schweitzer, A. Shotwell, D. Siddiqi, E. Sloan, P. Smith, A. Summerlee, S. Taylor, J. Tomberlin, P. Watlawik-Li, J. Wolfart, C. Young, D. Zachrisson

Recording Secretary: Kathy McKinley

1. CALL TO ORDER

The Chair called the meeting to order at 2:00 p.m.

2. APPROVAL OF AGENDA

The Chair noted that one item was left off the agenda under Reports for Information, and that there was one spelling error on the agenda. It was **MOVED** (C. Miller, A. Arya) that Senate approve the agenda for the meeting of Senate on November 24, 2017, with corrections.

The motion **PASSED**.

3. APPROVAL OF MINUTES

The Chair noted two additions to be made in the minutes under the attendance record. It was **MOVED** (E. Grant, P. Smith) that Senate approve the minutes of the Open Session of the Senate meeting on October 27, 2017, with these modifications.

The motion **PASSED**.

4. MATTERS ARISING

There were none.

5. CHAIR'S REMARKS

Carleton University at Queen's Park - The Chair noted that there were significant follow-ups from the Ministry of Indigenous Relations and Reconciliation after Carleton's visit to Queen's Park in October. We can expect a positive impact on some of our programs and more opportunities for student internships as a result of this visit.

Convocation – The Chair extended a special thank-you to faculty and staff from the platform party for attending Convocation and showing a strong level of support for graduating students. Dean Matthias Neufang was given special recognition for accurately reading all of the graduate students' names at both ceremonies.

Career Readiness Fund – Phase I - \$740,000 in work opportunities has been awarded for student experiential learning. We have applied for a similar amount for Phase II, which will provide funding for students with disabilities. Additional funding for mental health will be used for counselling for Indigenous students and for FITA programs (From Intention to Action).

Algonquin Strike – The strike has affected 500+ Carleton students registered in joint programs between Carleton University and Algonquin College. 40% of the coursework in these programs normally is provided at Algonquin College. To ensure that students do not lose their term, faculty and staff on both sides have changed the delivery of the Algonquin College component. Individual timetables have been sent to students, and they are able to apply for strike relief funds as promised by the government.

There is no need for Senate action because we were able to make individual accommodations for the students and did not require scheduling or programmatic changes that would affect the progress of students in the future. The Chair thanked Lorraine Dyke and Chris Joslin for their work on this issue.

6. QUESTION PERIOD (Chair)

There were no questions submitted in advance or from the floor.

7. ADMINISTRATION (Clerk of Senate)

- **Senate and Senate Committee appointments**

Two new Contract Instructor representatives to Senate won their positions through an election held November 12 – 13. The Clerk introduced them and welcomed them to Senate.

In addition, the Clerk reported that one undergraduate student had been nominated to fill a vacancy on the Senate Review Committee.

A Senator asked why Senate needs to approve these appointments if they have been elected. The Clerk clarified that Senate's job is to ratify the appointments and announce them to the Senate body.

It was **MOVED** (D. Russell, D. Long) that Senate ratify the new Senate and Senate Committee appointments, as presented.
The motion **PASSED**.

The Clerk also announced that if there is no formal business for the December meeting of Senate, it may be cancelled. A decision will be made on December 5th and will be communicated to Senators.

8. REPORTS

a) SAPC Senate Academic Program Committee (Tomberlin)

1. MSc in Management – New Program Approval

J. Tomberlin outlined the process for new program approval. D. Long asked why the name of the degree was changed from MMS to MSc, given the lack of science courses in the *M.Sc. in Management* program. L. Dyke replied that the M.Sc. reflects the research focus of the degree, and is more consistent with other programs. M. Neufang concurred that the M.Sc. is a reflection of common practice for naming such degrees at other universities in Canada.

It was **MOVED** (J. Tomberlin, L. Schweitzer) that Senate approve the proposed M.Sc. program in Management to commence with effect from Fall 2018.

The motion **PASSED**.

2. Graduate & Undergraduate Major Modifications – 2018 – 19 Calendar Curriculum Proposals

OMNIBUS MOTION:

It was **MOVED** (J. Tomberlin, S. Klausen) that Senate approve the major modifications for the Master of Arts in European, Russian and Eurasian Studies program, the Master of Arts in Art History program, the PhD in Public Policy program, and the Master of Cognitive Science program as presented with effect from Fall 2018.

The motion **PASSED**.

3. Final Assessment Reports and Executive Summaries (CPR)

OMNIBUS MOTION:

It was **MOVED** (T. Tomberlin, W. Clement) that Senate approve the Final Assessment Reports and Executive Summaries arising from the Cyclical Program Reviews of the undergraduate and graduate programs in Art

History, the undergraduate program in Food Science & Nutrition, and the undergraduate and graduate programs in Music, as presented. The motion **PASSED**.

8. REPORTS (continued)

b) SCCASP Senate Committee on Curriculum, Admission and Studies Policy (H. Nemiroff)

It was **MOVED** (H. Nemiroff, L. Schweitzer) that Senate approve the Calendar Location stating the 3.5 minimum credits in a concentration and specialization in R-UG.4.6 as presented. The motion **PASSED**.

It was **MOVED** (H. Nemiroff, W. Clement) that Senate approve CAEL scoring changes in UG and GR calendars as presented. The motion **PASSED**.

H. Nemiroff also mentioned the inclusion of a statement in the calendar to clarify that recommended courses are recommended for coursework rather than for admission.

c) SAGC Senate Academic Governance Committee (Clerk)

The Senate Academic Governance Committee considered the comments of Senators presented at the last meeting of Senate, and made the following further adjustments to the Terms of Reference for the Senate Emergency Academic Response Committee:

- The two student representatives on the Committee will be elected from and by students serving on Senate
- Three faculty member positions have been added to make the committee more representative of Senate.

It was **MOVED** (D. Russell, C. Miller) that Senate approve the proposed revisions to the Terms of Reference for the Senate Emergency Academic Response Committee, as presented.

Discussion:

Several senators asked about the definition of an “emergency” and noted that this was not addressed by the committee in the revisions. SAGC had suggested that the new SEARC could come up with a definition and bring it to Senate for discussion, debate and approval, but other Senators questioned whether a committee can determine its own Terms of Reference and procedures, and whether instead, this should be the purview of Senate.

It was also noted that the proposed composition of the committee excludes representation from the University Registrar. A representative from the Registrar has been listed as a resource, but would not be a voting member. Senators asked what the precedent would be for including staff in a non-voting position on an emergency committee. Others indicated that the definition of an emergency could help to determine who is needed on the committee.

Senators acknowledged that the membership of the Senate Emergency Academic Response Committee should be limited in number, but planning for emergencies could be done by a larger committee, or perhaps a working group.

The Chair noted that Senators are still asking for “emergency” to be defined as a first step, before membership is determined. Other Senators suggested that the Senate Academic Governance Committee could strike a working group themselves to discuss issues of membership and definition.

It was **MOVED** (L. Dyke, D. Long) that the revised Terms of Reference for the Senate Emergency Academic Response Committee be referred back to the Senate Academic Governance Committee for further deliberation. The motion **PASSED**.

J. Paulson asked if Senate could consider a motion to withdraw the authority of SEARC to meet and exercise responsibilities until Senate has agreed on a definition of what constitutes an emergency. J. Tomberlin called a Point of Order, indicating that a 2/3 vote of Senate would be required to add this motion to the agenda.

Senators were asked to vote on whether they would consider the motion introduced by J. Paulson. 22 voted for considering it, and 25 against. The motion was not added to the agenda for consideration.

9. REPORTS FOR INFORMATION

- Academic Colleague (J. Smith)
- DUC Modifications (J. Tomberlin)

There was no discussion.

10. OTHER BUSINESS

D. Long asked for clarification regarding the 2/3 rule for voting and whether it refers to 2/3 of all Senators or only 2/3 of the quorum. The Clerk agreed to bring an answer to the next Senate meeting.

11. ADJOURNMENT

The meeting was **ADJOURNED** at 2:50 pm.